

**INTERROLL®**

# **Sustainability Report 2025**

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# Introduction

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# Sustainability Report 2025

## Dear shareholders, valued customers, employees, and business partners,

Sustainability is an integral part of Interroll's long-term value creation. It takes into account energy efficiency, reliable and compliant supply chains, resilient operations, and transparent product data. These are increasingly relevant for customer decisions, regulatory market access, and long-term margin quality.

In 2025, we defined a new Sustainability Framework structured around People, Planet, and Product. This framework links our business model and global value chain to environmental, social, and governance (ESG) topics and supports a clear focus on what is most relevant for Interroll. Within the framework, we define clear priorities and accountability, and create consistency across the Group.

2025 was characterized by a changing regulatory environment in Europe. These developments affect both Interroll and our customers by influencing, for example, purchasing decisions and product specifications. This reinforces the need for integrating sustainability into our core business. At the same time, Interroll underwent a strategic transition at Group level. In parallel with the appointment of a new Chief Executive Officer and the refinement of our corporate strategy, we also reviewed our sustainability strategy.

The Sustainability Strategy 2030 focuses on the areas where we can create the greatest impact, aligning our efforts with what matters most for the business and for our customers.

During the year, we strengthened the quality and reliability of our non-financial information. We improved our reporting processes and refined our greenhouse gas accounting methodologies. These efforts ensure that sustainability-related decisions are based on robust and comparable data. The improvements required changes and corrections to previously published data for 2024.

We also refined our double materiality assessment, focusing on impacts, risks, and opportunities across the value chain. The result is a focused set of nine material topics that now serves as the basis for strategic prioritization, target setting, and disclosure.

Looking ahead, our priorities are clear. We are continuing to improve data quality and transparency, and strengthen regulatory readiness. We are accelerating measures to reduce Scope 1, Scope 2, and in particular Scope 3 emissions, our main lever for decarbonization.

Progress in Scope 3 depends largely on product design, energy efficiency during product use, and the resilience of our supply chain. We therefore systematically enhance the sustainability characteristics of our products over their life cycle and strengthen engagement across the value chain. Furthermore, we are rolling out the Sustainability Framework globally and strengthening sustainability awareness across the organization.

This Sustainability Report 2025 reflects our commitment to responsible growth, disciplined governance, and long-term value creation. It shows how sustainability is embedded in how we lead the company and how we are preparing Interroll for the future.

On behalf of the Board of Directors and Group Management, we present the Sustainability Report 2025. We welcome stakeholder feedback as part of our ongoing commitment to transparency and continuous improvement.



**Paul Zumbühl**  
Chairman of the Board of Directors



**Markus Asch**  
Chief Executive Officer



**Paul Zumbühl**  
Chairman of the Board of Directors



**Markus Asch**  
Chief Executive Officer

# Executive summary

## Why sustainability matters

Interroll manages sustainability as a business and risk topic. The main levers are product energy efficiency, resilient and compliant supply chains, robust operations, and transparent product data. These factors influence customer value, market access, cost exposure, and long-term competitiveness.

## Governance and control

- Board-level oversight with dedicated Sustainability Committee
- Clear executive accountability within Group Management
- Sustainability embedded in existing governance, risk, and control systems

## List of material topics

Interroll refined its materiality assessment in 2025. The outcome is a focused set of nine material topics:

- Diversity and equal opportunity
- Health and safety
- Training and development
- Human rights in the supply chain
- Business conduct
- Climate change
- Water and waste
- Sustainable innovation
- Product compliance

## Material risk and opportunity profile

The identified material topics translate into risks and opportunities related to:

- Operational continuity and productivity
- Energy and cost exposure
- Regulatory and compliance risk
- Customer requirements and product differentiation
- Long-term resilience and reputation

## New Interroll Sustainability Framework

### People

- Workforce: As of December 31, 2025, the workforce comprised 2,385 employees.
- Health and safety: The Lost Time Injury Rate increased slightly compared to the prior year, indicating a need for reinforced implementation and corrective measures.
- Diversity: The share of women in executive management increased but remained generally low, requiring focus on talent development and succession planning.
- Human rights: No confirmed cases of child labor or forced labor were identified.
- Supplier due diligence: This remains an execution priority, particularly in onboarding and response-rate improvement.
- Business conduct: Confirmed misconduct cases underline the need for continued control and awareness.

### Planet

- Emissions profile: Total greenhouse gas emissions increased to 331,188.6 tCO<sub>2</sub>e. With 98.5 percent originating from Scope 3, value chain emissions are a key strategic focus.
- Energy transition: The share of renewable electricity increased to 73.4 percent, with further increases planned.
- Waste management: Total waste generation decreased slightly.

### Product

- Product-related emissions: Emissions from materials and product use represent the largest share of the product footprint and remain the main reduction focus.
- Product compliance: No product-related health or safety incidents were reported.
- Product transparency: We will further develop internal systems across product compliance and information to support a timely response to evolving requirements in key markets.

## Near-term priorities

- Improve data quality, controls, and regulatory readiness
- Accelerate Scope 1 and Scope 2 reduction measures at site level
- Strengthen Scope 3 action, especially in purchased materials, logistics, and product-use efficiency
- Improve supplier due diligence in onboarding and monitoring
- Reinforce safety performance and implementation discipline across entities

# Highlights 2025

**2025 was defined by integrating sustainability deeper into our culture, operations, and innovations. Key initiatives, partnerships, and the collective efforts that moved us forward, beyond the numbers – these stories reflect our ongoing journey to build a more responsible and resilient company.**



Go-live of the new global reporting and consolidation platform at all Interroll entities. This enables standardized non-financial reporting and strengthens internal control over sustainability data.

Hvidovre, Denmark, reached 1,500 days without any work-related accidents.

Our production site in Hvidovre, Denmark, provided space for the first public charging station for electric trucks in the Greater Copenhagen area.

Publication of a completely overhauled Code of Conduct, reinforcing commitments to ethical business across the Group.

Migration of the Sustainability Report creation process to Workiva, a collaborative cloud platform.



Kick-off of a matrix-certification project for ISO (International Organization for Standardization) standards 9001, 14001, and 45001 across all entities in the Americas region.

Publication of the Sustainability Report 2024, including a new online format at [investors.interroll.com](https://investors.interroll.com).

Completion of a global Energy Maturity Assessment at production sites in cooperation with Schneider Electric.

Finalization of solar panel construction at the production site in Suzhou, China, covering around 70 percent of the facility's current energy needs with self-generated electricity.



First annual Global Sustainability Meeting, bringing together sustainability specialists from the Americas, Asia, and Corporate Sustainability.

Participation of our site in Sant'Antonino, Switzerland, in the charity run "Sports against Cancer." A total of 1,446 laps achieved by around 100 participants, enabling a donation of CHF 36,150.

Partnership with Tanso Technology GmbH to enhance the Corporate and Product Carbon Footprint calculation.

Engagement of our site in Epping, Australia, in the "R U OK Day" initiative to promote mental well-being at work.

Approval of solar panel construction at our site in Obrigheim, Germany, with go-live planned for 2026. Expected generation of around 1.0 GWh per year.



Partnership with Sustainability Unlocked Ltd to provide global sustainability e-learning for office employees from 2026 onward.

Publication of the annual EcoVadis scorecards, showing significant improvements in most assessed entities. A total of seven Platinum medals, alongside multiple Gold and Silver medals.

Successful ISO 14001 certification at several sites in the Americas region.

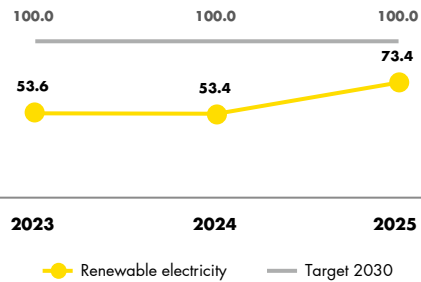
The site in Jaguariúna, Brazil, celebrated two full years without any work-related accidents.

Approval by the Board of Directors of the new Interroll Sustainability Framework.

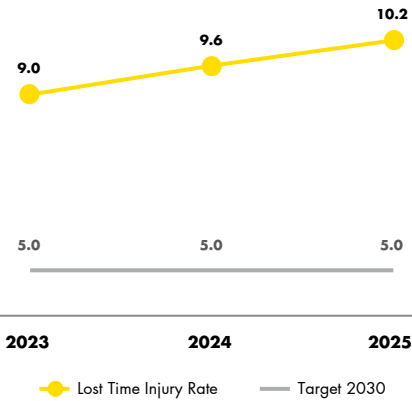
Improved energy efficiency of our products through the Modular Conveyor Platform "MCP-Play," which combines higher throughput with lower energy demand.

# Key figures 2025

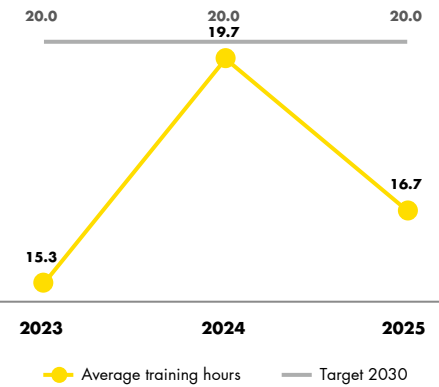
### Renewable electricity (in %)



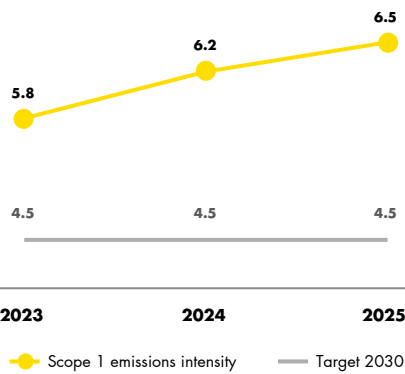
### Lost Time Injury Rate (LTIR)



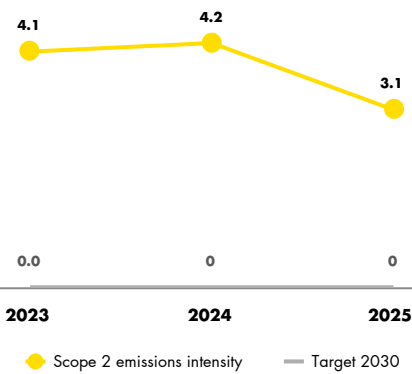
### Avg. training hours of employees



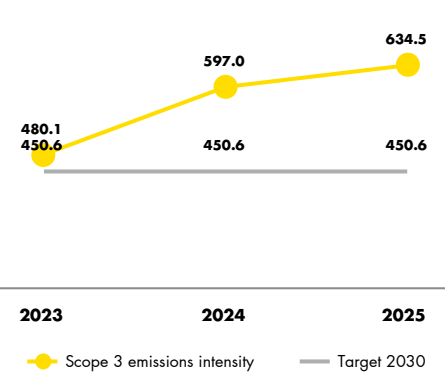
### Scope 1 emissions intensity (in metric tons / million CHF)



### Scope 2 emissions intensity (in metric tons / million CHF)



### Scope 3 emissions intensity (in metric tons / million CHF)



# Sustainability at Interroll

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# Business model and value chain

## At a glance – Business model and value chain

- We provide modular solutions for efficient unit flow in intralogistics systems.
- We supply products and solutions that form the core of intralogistics solutions.
- Customers include system integrators, original equipment manufacturers (OEMs), and end-users across logistics, e-commerce, airports, food, and manufacturing.
- Value creation is driven by technology, global production, and long-term partnerships.
- We operate mainly in the midstream segment of the value chain and create value from sourcing to product use.

## Business model

We develop and supply products and solutions that support efficient and reliable material flows. We do not design or operate complete systems; instead, we focus on standardized building blocks that system integrators and OEMs combine into customer-specific solutions.

Interroll Holding AG is listed on the SIX Swiss Exchange and is headquartered in Sant'Antonino, Switzerland. In 2025, we generated sales of CHF 514.2 million and employed 2,385 people.

Our business model supports efficient material flows while keeping systems simple, reliable, and scalable. We aim to be the preferred supplier for material flow solutions.

We offer a modular and integrated portfolio of:

- Hardware components and modules
- Software and controls
- Services and application tools

Customers use these elements to build conveyor, sortation, and flow storage systems. These systems are applied across logistics, e-commerce, parcel services, airports, food and beverage, manufacturing, and other industries.

Our value creation is based on the following main elements:

## Technology-driven product development

For Interroll, product design is one of the most important levers. Therefore, we develop proven product platforms that customers can rely on. Rollers, drives, conveyors, sorters, and flow storage solutions are designed to deliver high performance over their full life cycle. The focus is on energy efficiency, safety, and reliable operation.

## Modular platforms

Our products and solutions are built as flexible modules. They fit together easily and can be adapted to many use cases. Our modular platform approach supports faster planning and scalable customer solutions. It also contributes to easier maintenance, a longer useful life, and, where feasible, improved reparability and replacement of components.

## Global manufacturing and regional proximity

We produce and sell our products close to our customers. Our global production and sales footprint supports customer proximity, shorter lead times, and more resilient supply chains. It can also reduce transport distances and enables regional responsiveness to regulatory and customer requirements.

## Application know-how and long-term partnerships

We combine deep intralogistics know-how with close cooperation. By working with system integrators and OEMs, we build long-term partnerships based on trust, performance, and shared success.

## Value proposition

We help customers move goods fast and with control. We offer proven, modular parts that fit many intralogistics needs. Our one-word equity is PROVEN. It is based on three clear promises:

**Quality – Designed for durability**

Products are designed for reliable long-term operation. Durability and standardized design support lower maintenance needs, stable performance, and potentially longer service life.

**Speed – Efficient to plan and deploy**

Customers can choose from ready-made solutions. Our global network and local teams help speed up delivery and support. Standardized modules and clear interfaces help customers implement projects efficiently and reduce complexity during planning, installation, and start-up.

**Simplicity – Easy to configure, operate, maintain, and service**

Clear module logic reduces complexity in system design and facilitates maintenance, service, and future adaptation.

These benefits help customers improve efficiency, manage costs over the life cycle, and comply with safety rules and laws.

**Value creation**

We create value for our stakeholders by combining technology, reliability, and long-term partnerships. This occurs across the full life cycle of products and along the value chain. The key stakeholders in our value chain include:

**Customers**

We support customers with modular and reliable solutions that keep materials flowing smoothly. Our systems are easy to plan, expand, and operate, helping customers improve efficiency, reduce energy use, limit downtime, and lower total cost of ownership.

**Employees**

We provide a stable and safe working environment with clear processes and modern technology. Employees benefit from training, development opportunities, and the chance to grow within a global, innovation-driven company.

**Business partners and suppliers**

We engage in long-term cooperation with suppliers, system integrators, and OEMs to create shared value. Clear standards, reliable volumes, and close collaboration support quality, innovation, and stable supply chains.

**Shareholders**

With a focused business model and scalable product platforms, we support stable growth and profitability. Efficient operations and active risk management enable sustainable revenue and margin development over the long term.

**Society and the environment**

Through energy-efficient products, safe operations, and responsible sourcing, we support efficient logistics systems with lower environmental impact. Compliance with laws and standards helps protect people, resources, and communities.

**Value chain**

We operate mainly as manufacturer and processor in intralogistics. We focus on key products and solutions that form the core of many material-flow solutions. These products and solutions are then integrated into complete systems by system integrators and OEMs.

We do not deliver full systems to end-users. Instead, we provide reliable building blocks that customers can combine, adapt, and scale. This position allows us to serve many industries while keeping solutions flexible and efficient.

By focusing on the midstream of the value chain, we can manage key risks and impacts where influence is greatest while enabling customers to build efficient, scalable, and sustainable solutions. The value chain description below serves as the reference point for all subsequent value chain references in this report.

**Upstream – Supply and inputs**

Upstream activities cover everything we need before production can start. This includes the materials, parts, and services that suppliers provide so that products can be designed, manufactured, and delivered.

In practical terms, upstream involves working with suppliers that deliver:

- Raw materials, such as polymer granulates used for housings and end caps
- Processed materials, such as metal sheets, tubes, and electronic parts that are ready for further processing
- Components and semi-finished products, including motors, gearboxes, control units, and mechanical parts
- Services, such as logistics providers, energy supply, maintenance, and technical support

These inputs form the starting point of our products. Their quality and reliability directly affect product performance, safety, and delivery times.

Therefore, we focus on selecting reliable partners, ensuring material quality, integrating sustainability, meeting legal and compliance requirements, and managing supply risks. This helps to keep operations stable and supports consistent product quality across all locations.

**Own operations – Core value creation**

Own operations cover everything we do internally to turn ideas and materials into finished products that customers can use. In simple terms, this is where value is created every day through people, processes, and technology.

Key activities within own operations include:

**Product development**

Teams design mechanical, electrical, and digital solutions. They test products, verify safety and quality, and manage the product life cycle from the first idea to market launch. Product development is an important lever for sustainability. Here, energy efficiency, material intensity, durability, reparability, and end-of-life performance can be influenced. This helps to ensure that products meet customer and market needs as well as legal requirements.

**Manufacturing and assembly**

Components are machined, treated, assembled, and tested at our sites. Finished products are packed and prepared for delivery. Clear processes and quality checks ensure consistent performance across all locations.

**Sales and application engineering**

Experts support customers and partners with technical advice. They help select the right products, configure systems, and support projects from planning to start-up.

**Service and life cycle support**

We support customers with our solutions throughout their full life cycle. This includes installation support, maintenance, and repairs. These services help keep systems running safely and reliably, reduce downtime, and extend product lifetimes.

These activities are supported by standardized processes, global quality standards, and certified management systems. Together, they ensure safe operations, reliable products, and efficient use of resources.

**Downstream – Customers and end-users**

Downstream activities cover what happens after our products leave our sites. This includes how products are installed, used, maintained, and supported over their full life cycle.

In simple terms, downstream is where customers use our products in real operations every day. This is where product performance, energy efficiency, reliability, and service life become most visible.

Key parts of the downstream stage include:

- **System integrators and OEMs:** These partners design and build complete intralogistics systems. They select our products and solutions and integrate them into conveyor and storage solutions for specific customer needs.
- **End-customers:** End-customers operate these systems in warehouses, distribution centers, airports, and production sites. Our products help move goods smoothly, safely, and efficiently in daily operations. Through reliable operation, intelligent controls, and energy-efficient product design, they can also help reduce energy consumption, support lower operating costs, and improve overall system performance.
- **Service and life cycle support:** Products are maintained, repaired, upgraded, or refurbished during their use. This helps extend service life, maintain performance, reduce downtime, and improve resource efficiency. This work involves close collaboration with corresponding departments within own operations to ensure alignment across the value chain.

The modular design, long service life, and serviceability of our products support easy maintenance, repair, and adaptation. This contributes to reliable customer operations and can reduce environmental impacts over the product life cycle through lower energy use, longer use phases, and better recovery of materials at end-of-life.

**Relevance for sustainability and risk management**

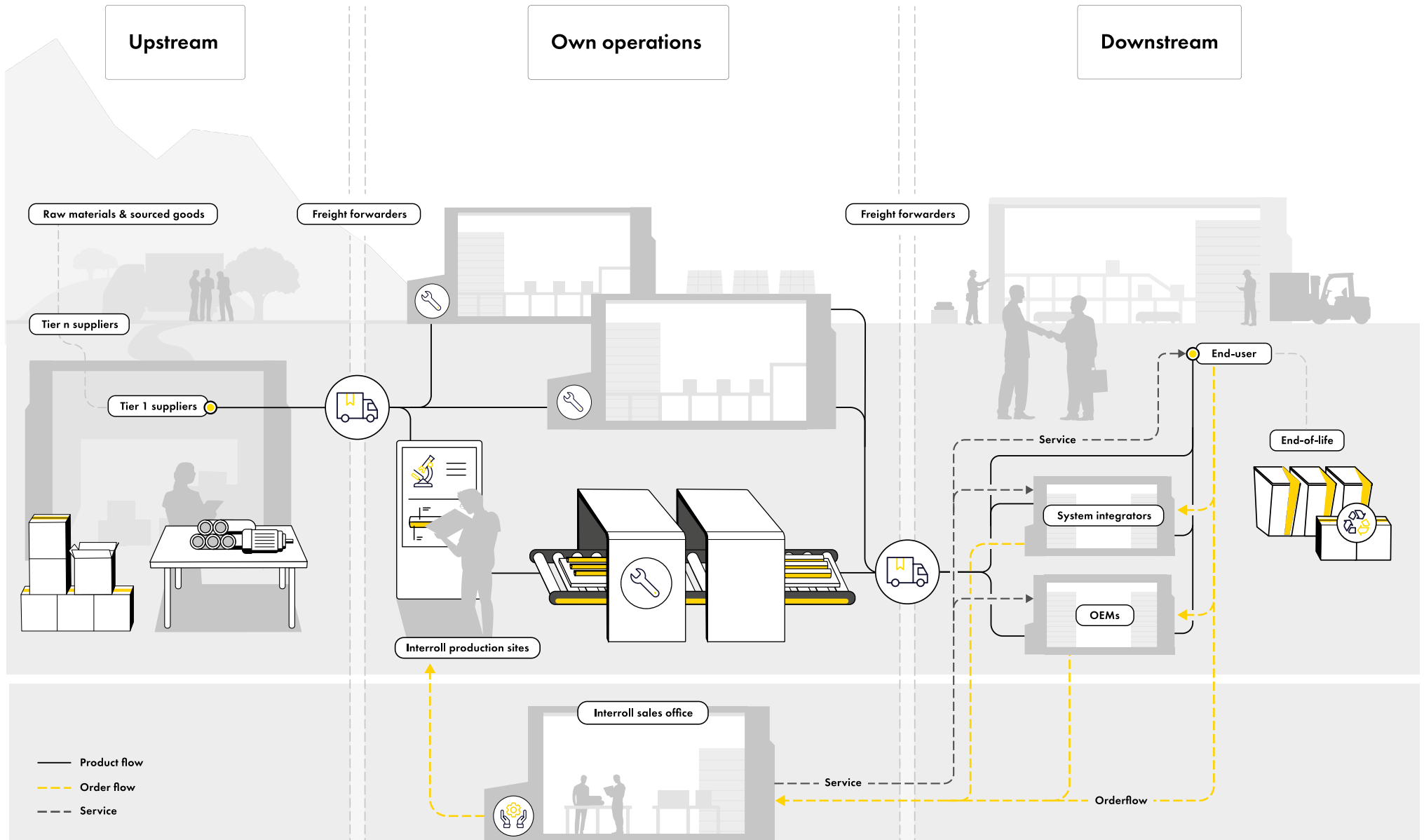
Our role shapes where impacts and risks arise, and where action is most effective through responsible sourcing upstream, efficient and safe operations in-house, and energy-efficient, long-lasting products downstream.

Our position in the value chain influences its sustainability impacts, risks, and opportunities. Environmental and social aspects arise upstream at suppliers, within own operations, and downstream during product use and end-of-life.

This value chain description provides the basis for:

- Identifying material sustainability impacts, risks, and opportunities
- Assessing environmental and social effects across the value chain
- Defining targets and measures under the Sustainability Framework

This approach ensures a clear and transparent link between the business model, value creation, and the sustainability strategy. It shows where the main business risks and opportunities arise, and where management actions can be most effective.



# Governance and risks

## At a glance – Governance and risks

- Governance defines clear roles, responsibilities, and oversight across the Group.
- The Board of Directors holds overall responsibility for strategy, governance, and risk oversight.
- Board Committees, Group Management, and corporate functions ensure effective implementation.
- A Group-wide risk framework identifies and manages strategic, operational, financial, compliance, and ESG risks.
- Governance, risk management, and sustainability are integrated to support resilient and long-term value creation.

## Governance structure

Our governance structure is designed to ensure clear accountability for climate-related risks and opportunities, along with independent control and consistent implementation across the Group.

### Board of Directors

The Board of Directors is the highest governance body and holds ultimate responsibility for governance, strategy, and supervision of the Group. It sets the strategic direction, approves key policies, and oversees Group Management. The Board ensures that material risks, compliance topics, and sustainability matters are properly considered in major decisions. It also ensures that ESG expertise is available at the Board level.

### Committees of the Board

The Board is supported by dedicated committees that prepare decisions and provide focused oversight in key areas. In particular, the Sustainability Committee supports the Board in matters related to the sustainability strategy, ESG priorities, and climate-related risks and opportunities. The committees report regularly to the Board.

Further details of the highest governance body are provided in the Corporate Governance Report of the Annual Report 2025 (from page 16).

### Group Management

Group Management is responsible for day-to-day operations and for implementing the strategy approved by the Board. It integrates governance, risk, and sustainability considerations into operational, financial, and investment decisions, ensuring that Group policies are applied across all entities.

## Corporate functions

Corporate functions provide Group-wide expertise and ensure that governance, risk management, and sustainability are applied consistently across all entities. They define standards, support implementation, and monitor effectiveness. The relevant corporate functions are:

### Corporate Human Resources (HR)

Corporate HR supports people-related governance across the Group. It defines HR policies and standards; supports talent development, performance management, and succession planning; and ensures compliance with labor and employment requirements. It also supports a safe, inclusive, and engaging working environment.

### Corporate Integrity

Corporate Integrity is the central governance unit that integrates sustainability, legal, compliance, and management systems. It operates under delegated authority of the Board and of its Sustainability Committee and the Audit Committee, and is responsible for the following:

### Corporate Sustainability

Leads our sustainability and climate strategy by integrating ESG principles into core business processes to support target setting, performance tracking, and reporting. The team develops ESG policies and tools to ensure alignment with regulatory requirements and stakeholder expectations.

### Corporate Management Systems

Defines and maintains standardized management systems. The team supports consistent controls, certifications, and continuous improvement across quality, environment, health and safety, as well as related systems. This safeguards audit readiness, process standardization, and alignment between operational controls and Interroll's sustainability objectives.

**Corporate Legal & Compliance**

Supports legal compliance and risk mitigation across the Group. The team provides guidance on laws and regulations, oversees compliance frameworks and policies, and supports the management of legal and regulatory risks.

Together, these bodies and functions ensure clear decision-making, effective oversight, and consistent governance throughout the Group.

For additional operational climate governance roles, see page 14 and Appendix 4: *IFRS S2*

**Risk management**

We apply a Group-wide risk management framework to identify and manage risks that could affect business performance, compliance, or sustainability.

The detailed risk management methodology, including assessment scales, thresholds, and escalation criteria, is described in Appendix 1: *Applied methodologies*. This chapter focuses on how risk management is embedded in governance and decision-making.

Risks are considered regularly in strategic planning, budgeting, and investment decisions to ensure that risk awareness is part of everyday management.

**Key risk categories**

To manage ESG risks in a clear and structured way, identified risks are grouped into key risk categories. These categories show the main areas where ESG topics may affect the business, and long-term success.

**Strategic risks**

Risks arising from market developments, customer demand, competitive dynamics, technological developments that affect product demand, business models, and long-term positioning.

**Operational risks**

Risks arising from production disruptions, quality issues, supply shortages, cyber incidents, or workplace accidents.

**Financial risks**

Risks related to liquidity, currencies, credit exposure, and financial reporting. These may arise from changes in exchange rates, customer payment behavior, financing conditions, or errors in financial processes.

**Compliance and integrity risks**

Risks arising from legal and regulatory requirements, business conduct, data protection, information security, and ethical behavior that may damage stakeholder trust and brand perception. Examples include legal breaches, policy violations, data protection incidents, misconduct, or negative media and stakeholder reactions.

**Sustainability and ESG risks**

Risks related to ESG topics along the value chain. Examples include:

- Environmental risks, such as energy use, emissions, resource efficiency, and potential impacts from climate change
- Social risks, such as occupational health and safety, working conditions in the supply chain, or skills availability
- Governance-related risks, such as increasing regulatory requirements, compliance and business conduct, reporting obligations, or stakeholder expectations related to ESG topics

These risks can affect operations, reputation, compliance, and long-term value creation if not properly managed.

**Integration with sustainability**

Risk management is aligned with our Sustainability Framework. Sustainability-related risks and opportunities are identified along the value chain and considered together with financial and operational risks.

Integrating ESG risks into risk management helps us to identify impacts early, strengthen resilience, and support sustainable long-term value creation.

**Controls, monitoring, and reporting**

We use internal controls, policies, and management systems to manage risks effectively. These include:

- Internal control systems for financial and non-financial reporting
- Group-wide policies and procedures covering compliance, information security, and business conduct
- Regular internal reviews and audits
- Training and awareness programs for employees

Key risks and controls are monitored regularly. Relevant information is reported to Group Management and the Board to support oversight and informed decision-making.

## Outlook

We will continue to strengthen our governance and risk management to support resilient and sustainable long-term growth. The focus is on ensuring that governance structures remain effective, risks are detected and addressed early, and sustainability considerations are embedded in decision-making.

Key priorities include:

### **Strengthening sustainability and climate-related risk integration**

We will further integrate climate-related and broader ESG risks into governance and risk processes. This includes linking sustainability priorities more closely with strategic planning, investment decisions, and operational management.

### **Improving data quality and transparency**

We will continue to enhance the quality, consistency, and availability of governance, risk, and sustainability data. This supports reliable reporting, informed decision-making, and compliance with increasing regulatory and stakeholder requirements.

### **Enhancing information security and digital resilience**

As digitalization increases, we will further strengthen information security, data protection, and system resilience. This helps protect operations, sensitive information, and business continuity.

### **Developing governance capabilities and awareness**

Ongoing training and awareness measures will support managers and employees in understanding their roles in governance, risk management, and compliance. This helps embed risk awareness and accountability across the organization.

### **Regular review of governance structures and controls**

Governance arrangements, committees, policies, and controls will be reviewed on a regular basis to ensure they remain effective, proportionate, and aligned with our strategy and risk profile.

The governance and risk framework described above also provides the foundation for the materiality assessment.

# Materiality assessment

## At a glance – Materiality assessment

- The materiality assessment identifies sustainability topics with the most significant impacts, risks, and opportunities (IROs).
- The assessment follows the double materiality principle required by the European Sustainability Reporting Standards (ESRS), covering both impact materiality and financial materiality.
- The assessment includes the full value chain, from suppliers to product use and end-of-life.
- Results define the scope of ESRS and Global Reporting Initiative (GRI) disclosures and guide strategy and actions.
- The result is a set of nine material topics that guide targets, measures, and sustainability reporting.

The materiality assessment identifies the sustainability topics that matter most to us and our stakeholders. It helps focus strategy, management actions, and reporting on topics with significant impacts, risks, and opportunities. Our materiality assessment is aligned with GRI 3: Material Topics (2021) and the ESRS. In line with the ESRS, the assessment follows a double materiality approach, considering both impact materiality and financial materiality.

## Single vs. double materiality

To provide clarity on our assessment approach, it is important to distinguish between single and double materiality.

**Single materiality** focuses only on how sustainability topics affect the company's financial performance. This approach is common in traditional financial reporting.

**Double materiality**, as required by the ESRS, looks at sustainability from two perspectives:

- Impact materiality: How Interroll's activities impact people and the environment.
- Financial materiality: How sustainability-related risks and opportunities may affect Interroll's financial position, performance, or future prospects.

A topic is considered material if it is significant from either perspective. This ensures that both societal impacts and business-relevant risks are taken into account.

## Alignment with GRI and ESRS

The GRI and ESRS define material topics in different ways:

- Under the GRI, material topics are those that reflect Interroll's most significant impacts on the economy, environment, and people, including human rights.
- Under the ESRS, material topics are identified through the assessment of IROs across the value chain, from both an impact and a financial perspective.

Our approach integrates both frameworks to ensure consistency, transparency, and regulatory compliance.

## Scope and value chain coverage

Our materiality assessment covers:

- Upstream activities, including suppliers and sourcing
- Our own operations
- Downstream activities, including product use and end-of-life

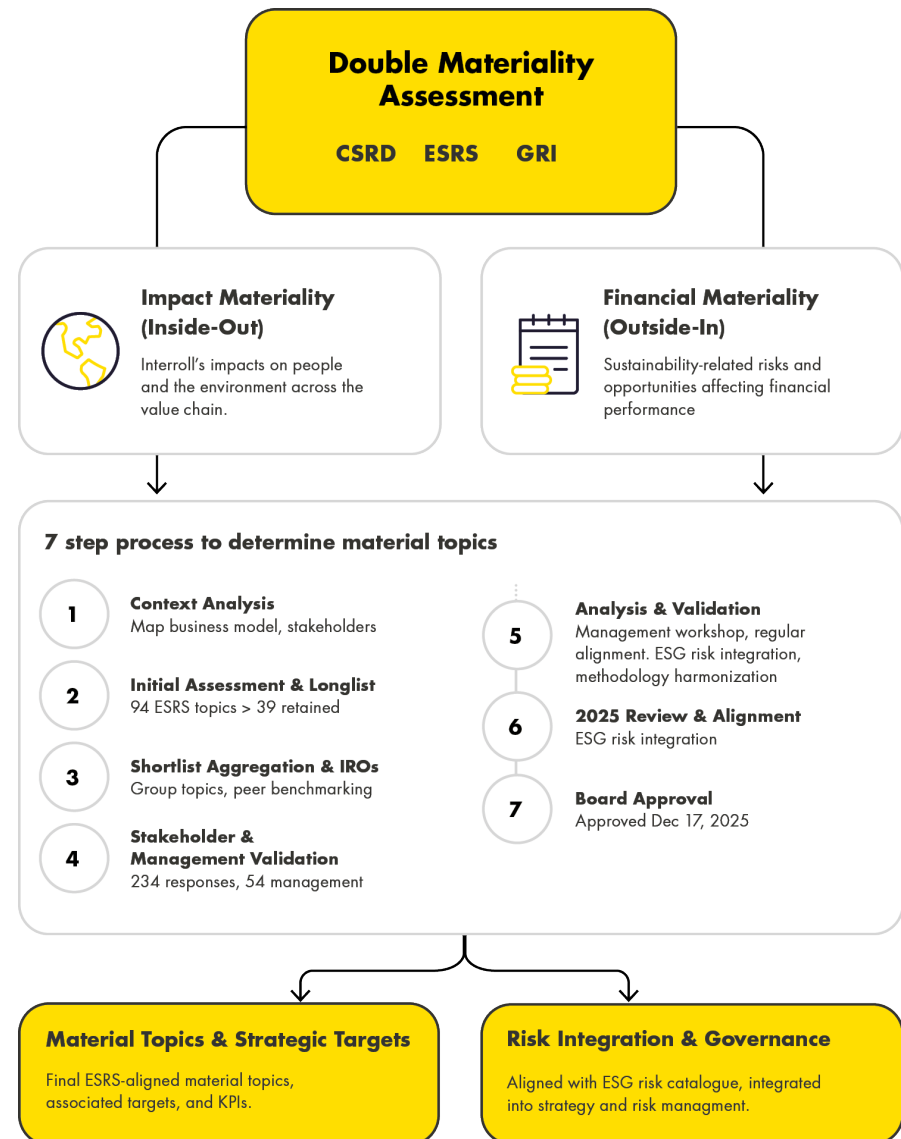
## Assessment process

We apply a structured materiality assessment process, which includes:

- Identification of relevant sustainability matters based on the business model, value chain, and regulatory requirements.
- Identification of key IROs related to these topics.
- Prioritization of topics based on their significance from an impact and a financial perspective.

The results are reviewed by management and relevant governance bodies to ensure consistency with strategy and risk management.

Detailed methodologies, thresholds, and validation steps are described in Appendix 1: *Applied methodologies*.



## Stakeholder engagement

Stakeholder input is an important element of our materiality assessment. We actively engage with employees, customers, suppliers, investors, and relevant internal functions to understand expectations, concerns, and emerging priorities.

In addition, we review external ESG ratings and customer assessments as supplementary inputs to understand market expectations and reporting gaps. These external assessments support our analysis and contribute to the definition of our strategic priorities and sustainability targets.

For our investors, we mainly focus on the following ratings of our sustainability performance:

### Morgan Stanley Capital International (MSCI) ESG Ratings

MSCI ESG Ratings aim to assess how resilient a company is to financially relevant, industry-specific environmental, social, and governance risks and opportunities. Our MSCI ESG Rating remained unchanged in 2025 at A.

### Sustainalytics ESG Risk Ratings

Sustainalytics ESG Risk Ratings aim to measure the magnitude of a company's unaddressed, material ESG risks. Our rating changed to 25 in 2025, compared with 19 in 2024, indicating a higher level of unmanaged ESG risk.

### Institutional Shareholder Services (ISS) ESG Ratings

ISS ESG Corporate Ratings aim to evaluate companies' sustainability performance by assessing ESG-related risks, opportunities, and impacts along the value chain. They include the contribution to the UN Sustainable Development Goals (SDGs). Our ISS ESG Rating remained unchanged in 2025 at C.

For our customers, we mainly focus on the EcoVadis assessment.

**EcoVadis** evaluates a company's ESG practices based on its policies, measures, and results as well as its reporting across 21 criteria.

We use EcoVadis actively to monitor our sustainability performance and identify improvement areas. In 2025:

- We assessed 19 local entities and the Group.
- We achieved significant improvements compared to 2024, see Table 1.
- The result for the Group improved slightly from 65 to 68 points.

**Table 1: EcoVadis result by entity**

Interroll entity	Medal	2025	2024	2023
Interroll SA	Platinum	90	82	78
Interroll Canada Ltd.	Platinum	87	73	76
Interroll Espana SA	Platinum	85	84	n/a
Interroll Engineering West Inc.	Platinum	85	77	59
Interroll Joki AS	Platinum	85	77	73
Interroll Australia Pty Ltd.	Platinum	85	86	86
Interroll SAS	Platinum	84	81	77
Interroll Automation GmbH	Gold	83	76	70
Interroll Conveyor GmbH	Gold	83	70	66
Interroll Software & Electronics GmbH	Gold	82	80	74
Interroll Logistica Ltda.	Gold	82	82	79
Interroll Trommelmotoren AS	Gold	80	72	72
Interroll (SA) Pty. Ltd	Gold	80	72	73
Interroll Engineering GmbH	Gold	80	74	70
Interroll (Thailand) Co. Ltd.	Gold	80	77	74
Interroll Atlanta LLC	Gold	79	71	71
Interroll (Shenzhen) Co. Ltd.	Silver	77	72	61
Interroll Corp	Silver	77	76	67
Interroll (Suzhou) Co. Ltd.	Silver	73	70	57
<b>Interroll Holding AG Group</b>	<b>Bronze</b>	<b>68</b>	<b>65</b>	<b>65</b>

## Sustainability matters

Following the assessment process outlined in Appendix 1: *Applied methodologies*, we created a short list of environmental, social, and governance matters with a potential negative or positive impact, risks and opportunities, and relevance to our stakeholders and ratings. These matters have been assessed, and the result is presented in the list of material topics below.

## List of material topics

Based on the assessment, Interroll identified nine material topics. These topics are all material, but not identical in nature. Some are primarily impact-driven, while others combine strong impact and financial relevance:

### People-related:

- Diversity and equal opportunity
- Health and safety
- Training and development
- Human rights in the supply chain
- Business conduct

### Planet-related:

- Climate change
- Water and waste

### Product-related:

- Sustainable innovation
- Product compliance

### These material topics will:

- Define the scope of sustainability disclosures under ESRS and GRI
- Guide the development of targets, actions, and policies
- Support integration with risk management and strategy

The material topics are reviewed regularly to reflect changes in the business environment, stakeholder expectations, and regulatory requirements.

# Material impacts, risks, opportunities

The following table summarizes our main sustainability topics, showing their key impacts, risks, and opportunities across the value chain. This helps managers and employees understand where sustainability matters most and how it links to business decisions.

**Table 2: Material impacts, risks, and opportunities**

Material topic	Main positive impact	Main negative impact	Main risks	Main opportunities	Value chain
<b>Diversity and equal opportunity</b>	Diverse teams improve decision-making, innovation, and fair access to opportunities.	Discrimination or unequal treatment harms individuals and weakens trust and collaboration.	Legal proceedings and reputational damage from discrimination cases, pay gaps, or non-compliance. Reduced ability to attract and retain talent.	Diverse leadership strengthens customer insight and innovation. Active inclusion supports employer attractiveness and leadership quality	Own operations
<b>Health and safety</b>	Safe workplaces and working environments protect employees and contractors, reduce absence, and support long-term employability.	Accidents and unsafe conditions cause injury, illness, and psychosocial strain, and disrupt operations.	Incidents may lead to fines, claims, and insurance costs, resulting in reputational damage. They also cause operational disruptions and productivity losses.	Effective prevention measures enhance engagement and efficiency while reducing incident-related costs. They also promote employee health.	Own operations
<b>Training and development</b>	Continuous learning strengthens skills, performance, employability, and succession readiness.	Insufficient training reduces employee development and leads to skills gaps, errors, and lower job quality.	Shortages in critical skills may slow projects, reduce productivity, weaken succession planning, and increase recruitment and retention costs.	Targeted development supports innovation, succession, and internal talent pipelines.	Own operations
<b>Human rights in the supply chain</b>	Respect for human rights supports fair working conditions across the supply chain.	Violations such as forced and child labor, or unsafe work can cause severe harm to people and damage trust.	Non-compliance with laws and customer requirements may result in reputational damage and business loss.	Stronger supplier due diligence supports resilient supply chains, sustained customer trust, and regulatory readiness.	Upstream   Partly own operations
<b>Business conduct</b>	High ethical standards support fair competition and stakeholder trust. They also promote internal integrity.	Corruption or misconduct undermine trust and weaken internal integrity, morale, and collaboration.	Fines, debarment, and reputational damage from non-compliance. Financial losses from misconduct.	Strong compliance systems and speak-up culture reduce incidents and support long-term relationships.	Upstream   Own operations   Downstream
<b>Climate change</b>	Lower emissions and higher energy efficiency reduce climate impact.	Emissions contribute to global warming and physical climate impacts.	Climate-related regulation, carbon pricing, physical climate events, and rising customer expectations for lower-carbon products may increase costs and affect competitiveness.	Energy efficiency, renewables, and low-carbon solutions reduce costs and strengthen customer value.	Upstream   Own operations   Downstream
<b>Water and waste</b>	Efficient water use and waste reduction conserve resources and lower disposal needs.	Water leaks, poor waste segregation, pollution, or inefficient resource use can harm local environments and increase disposal needs.	Higher costs, fines, and reputational risks from water or waste incidents.	Better waste segregation, recycling, water monitoring, and process efficiency can reduce costs and support circular practices.	Own operations
<b>Sustainable innovation</b>	Durable, efficient, and recyclable products reduce life-cycle emissions, resource use, and waste.	Inefficient material use and weak design for repair and recycling increase respective environmental impacts.	Loss of market share and revenue if products fail to meet evolving design, efficiency, and circularity requirements.	Material efficiency, energy performance, and product data enable differentiation and premium positioning.	Upstream   Own operations   Downstream
<b>Product compliance</b>	Compliant and safe products protect users and the environment, and support reliable system operation.	Non-compliant products and solutions can expose people and nature to harm.	Recalls, fines, sales restrictions, and loss of customer trust, leading to revenue loss and market access limitations.	Early and harmonized compliance management reduces risk and speeds market access, and strengthens customer confidence.	Upstream   Own operations   Downstream

# Interroll Sustainability Framework

## At a glance – Interroll Sustainability Framework

- The Sustainability Framework translates material topics into structured priorities, responsibilities, and actions.
- It connects top-down strategic direction with bottom-up data and performance to support informed decision-making.
- Sustainability is anchored in corporate strategy and implemented through a standardized Integrated Management System.
- Priorities are structured around People, Planet, and Product.
- The framework provides an important basis for GRI disclosures and future ESRS-aligned reporting.

## Purpose and role of the framework

The “Interroll Sustainability Framework” defines how material sustainability topics are translated into clear ownership, targets, measures, and reporting responsibilities. It connects strategy, governance, risk management, and day-to-day operations, ensuring that sustainability is managed with the same discipline as financial and operational topics. This helps us create long-term value while managing risks and meeting regulatory expectations.

The framework does not replace existing management systems or governance structures. Instead, it connects and aligns them under a unified logic.

The framework ensures that sustainability is:

- Embedded into core business decision-making
- Managed consistently across all entities and regions
- Aligned with regulatory requirements and external reporting standards
- Linked to long-term value creation and resilience

## How the framework works

The Sustainability Framework follows a clear top-down and bottom-up logic.

### Top-down

Corporate strategy sets the direction and sustainability ambitions of Interroll. Material impacts, risks, and opportunities from the double materiality assessment and ESG risk management are reviewed at Group level. Where relevant, they influence strategic priorities, investments, and transformation plans, and are reflected in Group-wide policies.

### Bottom-up

At the same time, data, risk information, and performance results from our own operations and the value chain flow back into management reviews, risk assessments, and strategic decisions. This bottom-up input supports evidence-based decision-making and allows management to identify emerging risks, implementation gaps, and improvement opportunities.

By linking strategic direction with operational feedback, the framework ensures that ESG topics are actively managed rather than reported in isolation. This approach strengthens transparency, consistency, and accountability across the Group.

## Corporate strategy as the strategic anchor

Corporate strategy is the anchor of the Sustainability Framework. Sustainability decisions are therefore business-driven, consistent, and integrated into Interroll's overall management approach.

Material sustainability topics identified through double materiality and ESG risk management are assessed together with financial and operational factors. Where relevant, they shape decisions on:

- Investments
- Product development
- Operational improvements
- Risk mitigation

This makes sustainability an integral part of long-term value creation, not a parallel activity.

## Integrated Management System (IMS)

The IMS is the operational layer of the Sustainability Framework. It translates strategic priorities into clear and controllable processes.

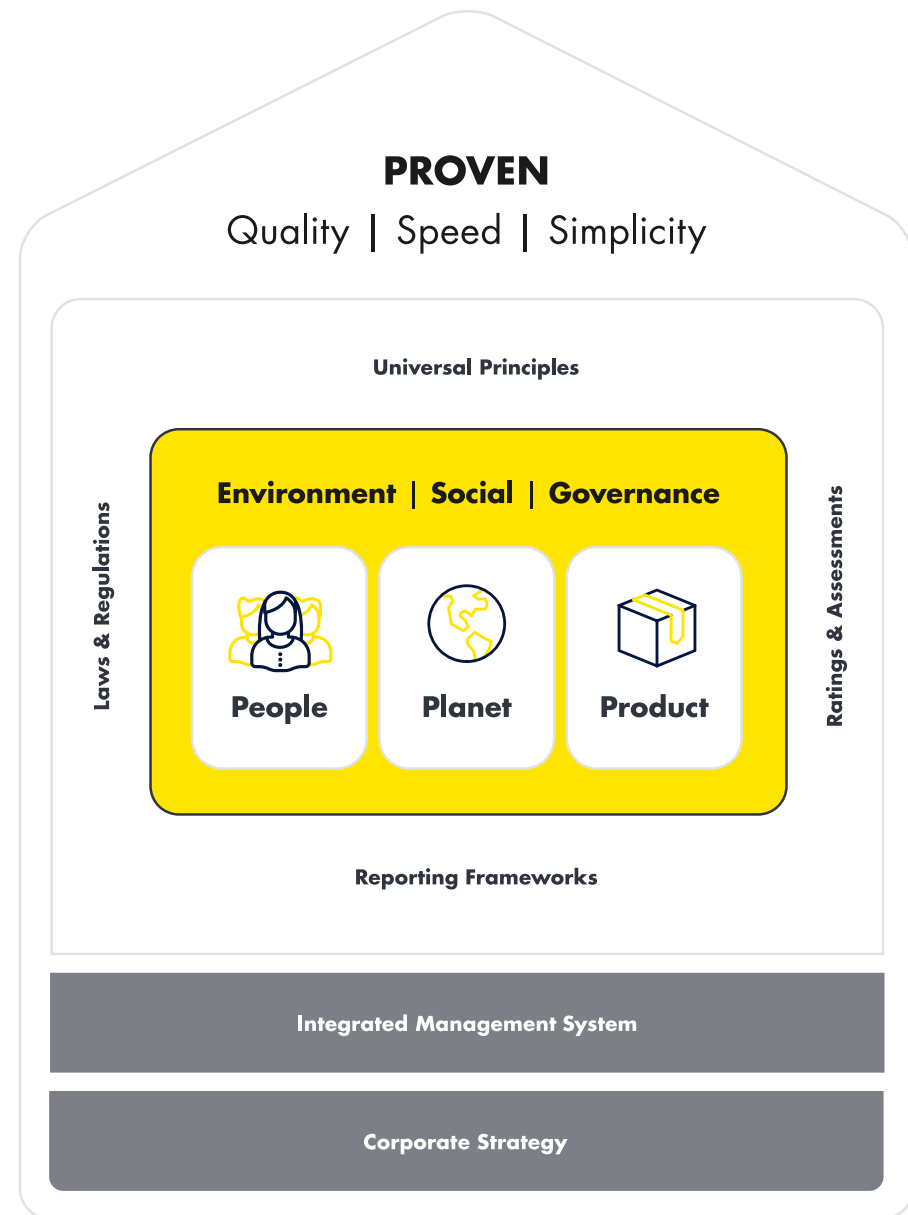
The IMS covers, among others:

- Quality management
- Environmental management
- Occupational health and safety
- Compliance and business conduct
- Sustainability and climate management

Within the IMS, sustainability topics are embedded through:

- Policies and standards
- Defined responsibilities and escalation paths
- Targets and performance indicators
- Internal controls and audits
- Standardized data collection and reporting processes

Certified management systems support consistency, audit readiness, and compliance. An overview of certifications is provided in Appendix 6: *ISO management systems coverage*, page 92.



## Areas of impact: People, Planet, Product

Our Sustainability Framework is built around three closely connected pillars: People, Planet, and Product. Together, they define where we have the greatest responsibility, the greatest impact, and the greatest ability to create long-term value.

The three-pillar structure reflects a clear strategic choice. Sustainable business performance is only possible when people are safe and capable, environmental impacts are actively managed, and products are designed to be safe, compliant, and future-ready. For this reason, People, Planet, and Product define the three strategic areas of impact, while governance remains the enabling layer that ensures accountability, control, integrity, and implementation discipline across all three pillars.

### People – Enabling a safe, inclusive, and capable organization

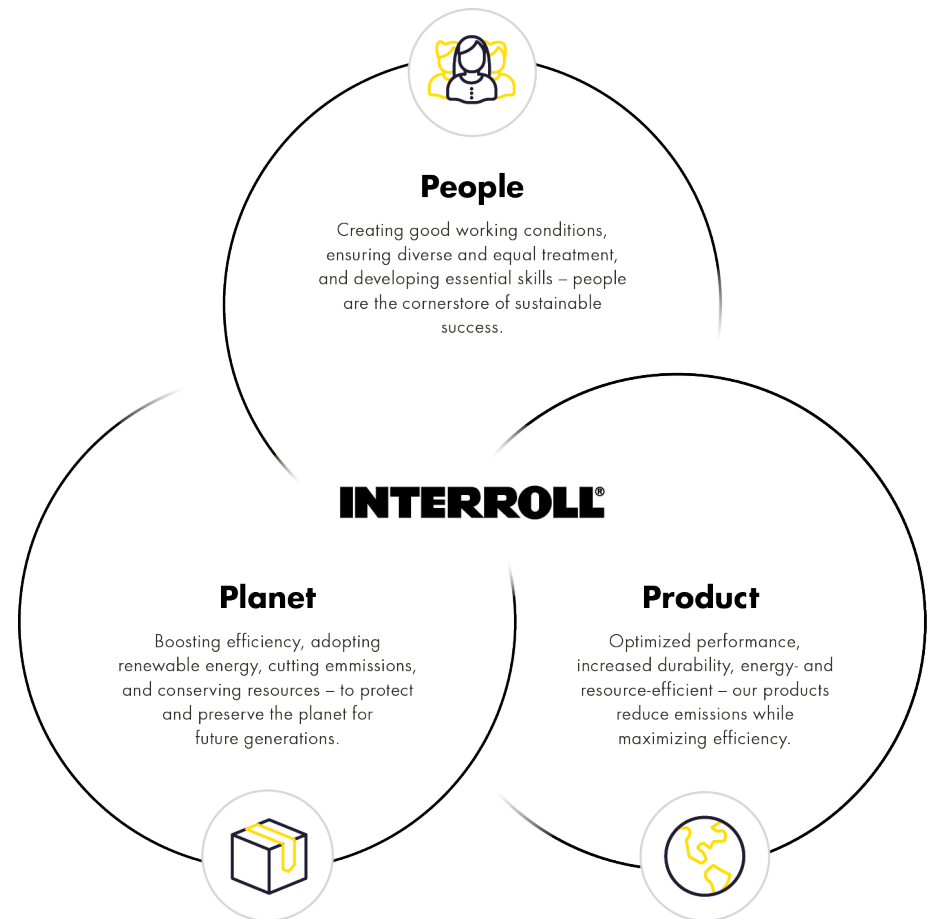
The People pillar places employees and workers along the value chain at the center of our sustainability approach. People are the foundation of operational excellence, innovation, and responsible business conduct. A safe, inclusive, and skilled organization is therefore a prerequisite for long-term success.

### Planet – Managing environmental impacts and strengthening resilience

The Planet pillar addresses our environmental impacts across our own operations and along the value chain. Climate change, resource scarcity, and water stress are increasingly shaping regulatory requirements, customer expectations, and business risks. Managing these impacts in a structured way is therefore essential for long-term resilience.

### Product – Sustainable, safe, and compliant solutions over the life cycle

The Product pillar reflects our responsibility for the sustainability performance of our products and solutions over their entire life cycle. As a technology and solutions provider, Interroll directly influences how materials are used, how energy is consumed during product use, and how products are handled at the end of their life.



## Contributions toward the Sustainable Development Goals (SDGs)

Our Sustainability Framework is aligned with the United Nations Global Compact (UNGC) and the UN SDGs.

### UN Global Compact (UNGC)

Since 2016, Interroll has been a participant in the UNGC and supports its ten principles. It is a strategic objective to uphold and promote respect for human rights within the Group and to enable people's fundamental rights.

### UN SDGs

Based on the business model, value chain, and the material topics identified, the following SDGs are the most material to us:



#### SDG 3 – Good health and well-being

We promote workplace health and safety through stringent standards, ergonomic product design, and employee well-being initiatives. Our efforts help foster healthier working conditions and contribute to improved well-being across our global operations.



#### SDG 5 – Gender equality

We advance gender equality by ensuring equal opportunities and fostering a diverse, inclusive workplace. We promote fair recruitment processes, leadership development for women, and a culture of mutual respect across our organization.



#### SDG 8 – Decent work and economic growth

We foster sustainable economic growth by creating secure jobs, promoting fair labor practices, and encouraging innovation and productivity improvements throughout the value chain.



#### SDG 9 – Industry, innovation and infrastructure

Our technologies drive innovation in material handling, logistics, and automation, supporting resilient infrastructure and sustainable industrialization through efficient and reliable solutions.



#### SDG 12 – Responsible consumption and production

We pursue circular economy principles by optimizing resource efficiency, minimizing waste, and developing durable, recyclable products that contribute to responsible production and consumption.



#### SDG 13 – Climate action

We reduce our climate impact through energy-efficient production processes, carbon footprint assessments, and the development of technologies that help customers lower their emissions.

# Strategy and targets

## At a glance – Strategy and targets

- Our sustainability strategy translates material topics into clear priorities and long-term targets across People, Planet, and Product..
- Sustainability is integrated into business decisions, investments, and operations, and managed as a core steering topic.
- Group-wide targets are defined with a 2030 horizon and linked to material impacts and risks.
- Targets are supported by defined measures, responsibilities, and monitoring processes.
- Culture, leadership, and clear ownership ensure effective implementation and continuous improvement.

## Strategic approach

Our sustainability strategy translates the results of the double materiality assessment into clear business-relevant priorities across People, Planet, and Product. It focuses on the topics where we have the greatest impacts, risks, and opportunities, particularly product-use efficiency, materials and supply chain, product compliance, health and safety, and people-related performance.

The strategy built around the three pillars reflects where sustainability has the greatest relevance for the business, operations, and value chain. Therefore, these aspects are integrated into business decisions, investments, product development, and operational planning.

The strategy follows the three guiding principles:

### Focus on material topics

Strategic priorities are based on the material impacts, risks, and opportunities identified through the materiality assessment. These topics form the basis for setting priorities and defining where sustainability actions are expected to deliver the greatest business and stakeholder value.

### Integration into business decisions

Sustainability considerations are integrated into strategy, investments, product development, and operational planning.

## Long-term orientation with clear accountability

Targets are set with a long-term view and supported by defined responsibilities, regular monitoring processes, and reporting. This enables consistent implementation, progress tracking, and accountability across the Group.

This approach ensures that sustainability actions are relevant, measurable, and aligned with business objectives. The objective, therefore, is to measurably improve performance on material sustainability topics while supporting long-term business success and regulatory compliance.

## Strategic targets 2030

We have defined Group-wide sustainability targets with a 2030 horizon. These targets focus on the most relevant People, Planet, and Product topics, and provide clear direction for continuous improvement.

To ensure continued relevance and effectiveness, targets are reviewed regularly to ensure alignment with:

- Business strategy
- Risk management
- Regulatory developments
- Stakeholder expectations

This review process allows us to adjust priorities where needed while maintaining a clear long-term direction.

## From targets to action

Strategic targets are supported by concrete measures and programs at Group and local levels. Responsibilities are assigned to management and corporate functions, and progress is monitored through defined indicators and management reviews.

Targets, measures, and data are integrated into existing management systems to ensure consistency and audit readiness.

## Growth Performance Culture as enabler of sustainability strategy

Our sustainability strategy and targets can only be achieved with the right Growth Performance Culture, leadership behavior, and ways of working. Sustainability success depends not only on which targets we set, but on how they are lived across the organization. The customer is at the center of everything we do. Customer value, people, execution excellence, global collaboration, and accountability are key enablers for our sustainability ambitions.

Sustainability targets are embedded into Interroll's culture and management approach. They guide how we take decisions, organize our work, and measure results. This helps translate strategy into clear actions at all levels and turn ambitions into measurable impact for customers, the company, and society.

### Customer – Starting with customer value

In line with our Growth Performance Culture, we start with the customer when we work on sustainability. We look at how our People, Planet, and Product targets create value for customers and end-users. We aim to remove friction, make it easy to do business with Interroll, and respond quickly to customer needs. Sustainability measures are therefore designed to support customer value, product quality, and long-term partnerships.

### People – Leadership, mindset, and competences

Leaders play a central role in making the sustainability strategy effective. They act as role models for responsible behavior, show integrity and transparency, and are present and engaged with their teams. They focus on both mindset and competences, so that employees build the right attitudes and skills to integrate sustainability into their daily work.

An open dialogue and feedback culture allows people to raise questions, share ideas, and learn from each other on sustainability topics. This supports clarity, trust, and engagement across the organization.

### Execution excellence – From targets to measurable impact

Execution excellence ensures that sustainability targets lead to real results. Clear priorities, ambitious but achievable goals, and structured follow-up help turn plans into action. We focus on measurable impact, not only on activities.

Teams are encouraged to act with speed, use data and digital tools, and drive continuous improvement in sustainability performance. This includes improving products, processes, and operations in line with our People, Planet, and Product targets.

### Global collaboration – Thinking beyond borders

Sustainability challenges often cross functions, sites, and regions. Interroll therefore promotes global collaboration as part of its Growth Performance Culture. Teams think beyond borders and act for the benefit of the whole Group and its customers, not only local interests.

Global standards and frameworks support consistent quality and sustainability performance, while still allowing local adaptation to market needs and regulations. Sharing knowledge and best practices across regions helps us implement sustainability measures more effectively and learn faster.

### Accountability – Ownership and clarity

Accountability is a key element of our Growth Performance Culture and of our sustainability approach. Clear responsibilities for sustainability topics are defined at executive, functional, and operational levels. Managers and teams are expected to own the outcome end-to-end and to remove obstacles that slow down progress.

We measure what matters through suitable indicators and review performance regularly. Employees are encouraged to actively seek clarity on expectations and next steps. This ensures that sustainability is treated as part of daily business responsibility and decision-making, not as a separate topic.

Through customer focus, people development, execution excellence, global collaboration, and accountability, sustainability becomes part of Interroll's Growth Performance Culture and way of working. This cultural foundation supports the effective implementation of our People, Planet, and Product targets and enables sustainable performance over time.

# Sustainability Strategy 2030

**Table 3: Sustainability Strategy 2030 at a Glance**

Material Topic	Commitment	Strategic target	Target year	KPI	Trend	2025	2024	2023
Diversity and equal opportunity	We commit to improving and promoting equal opportunities across all levels.	Increase the share of women in global management positions	2030	Share of woman in executive management (percent, %)	on track	11.1	5.9	8.3
Health and safety	We commit to our global safety culture and ensuring safe workplaces.	Reducing Lost Time Injury Rate (LTIR) to 5	2030	Lost Time Injury Rate (LTIR)	off track	10.2	9.6	9.0
Training and development	We commit to continuous learning and development for all employees.	On average 20 hours of training are provided per employee annually	2030	Avg. training per employee (hours, h)	off track	16.7	19.7	15.3
Human rights in the supply chain	We commit to upholding human rights and ethical standards across our value chain.	All new suppliers are part of a structured due diligence process	2030	New suppliers screened (percent, %)	off track	0.0	0.0	0.0
Business conduct	We commit to a zero-tolerance culture toward unethical behavior.	No confirmed cases of misconduct	2030	Confirmed cases of misconduct (number)	off track	4	2	1
Climate change	We commit to reducing our carbon footprint by transition our facilities to low-emission energy sources.	Reducing Scope 1 emissions intensity by 38%	2030	Scope 1 emissions intensity (tCO <sub>2</sub> e/MCHF)	off track	6.5	6.2	5.8
	We commit to using 100% renewable electricity.	Reducing Scope 2 emissions intensity by 100%	2030	Scope 2 (market-based) emissions intensity (tCO <sub>2</sub> e/MCHF)	on track	3.1	4.2	4.1
	We commit to reducing Scope 3 emissions during transportation.	Reducing Scope 3.4 and 3.9 (transportation) emissions intensity year by year	2030	Scope 3.4 emissions intensity (tCO <sub>2</sub> e/MCHF)	off track	17.8	17.2	30.3
Water and waste	We commit to reducing water consumption.	Reducing water intensity year by year	2030	Water intensity (m <sup>3</sup> /MCHF)	off track	71.1	65.6	62.3
	We commit to responsible resource management and implementing circular economy practices.	Recycling 80% of the total waste generated	2030	Share of recycled waste <sup>1)</sup> (percent, %)	no data available yet	NA	NA	NA
Sustainable innovation	We commit to decarbonizing our supply chain by partnering with strategic suppliers to reduce carbon intensity of raw materials and purchased components.	Reduction of Scope 3.1 (purchased materials) emissions intensity by year by year	2030	Scope 3.1 emissions intensity (tCO <sub>2</sub> e/MCHF)	off track	192.6	183.1	145.6
	We commit to engineering innovative, energy-efficient products that drastically reduce emissions generated during customer use.	Reduction of Scope 3.11 (use of sold products) emissions intensity year by year	2030	Scope 3.11 emissions intensity (tCO <sub>2</sub> e/MCHF)	off track	393.0	365.8	268.7
	We commit to minimizing end-of-life emissions by designing for circularity, ensuring our products are recyclable and reusable while minimizing waste emissions.	Reduction of Scope 3.12 (end-of-life treatment) emissions intensity year by year	2030	Scope 3.12 emissions intensity (tCO <sub>2</sub> e/MCHF)	on track	6.4	7.3	5.5
Product compliance	We commit to transparency through life-cycle data and product impact disclosure.	Sustainability labels are available for the top 80% of sold products/solutions	2030	Products with sustainability labels <sup>2)</sup> (number)	on track	0.0	NA	NA
	We commit to ensuring full product safety and material compliance with international regulations.	No health and safety incidents caused by our products and solutions	2030	Confirmed health and safety incidents (number)	on track	0.0	0.0	0.0

<sup>1)</sup> Key figure not yet tracked, therefore no data available

<sup>2)</sup> Tracking started in 2025, therefore no data available in 2024 and 2023

# People

Diversity and equal opportunity	30
Health and safety	37
Training and development	41
Human rights in the supply chain	45
Business conduct	50

# Diversity and equal opportunity

## At a glance – Diversity and equal opportunity

### Management approach

- We promote diversity and equal opportunity as a core element of our People strategy.
- Clear rules in our Code of Conduct and global Human Resource (HR) policies ensure fair treatment across recruitment, pay, development, and promotion.

### Performance

- As of December 31, 2025, we employed 2,385 people worldwide.
- Employee turnover declined to 11.5 percent.

### Outlook

- We aim to increase the share of women in management positions by 2030.
- Key priorities include harmonized HR processes, pay-equity frameworks, leadership development, and the rollout of updated Code of Conduct training.

## Management approach

For us, diversity is more than a legal requirement. We see it as an important driver of new ideas and a central part of our People strategy. Diverse teams support innovation, improve decision-making, and help us understand our global customers. We also know that discrimination harms our reputation, lowers employee motivation, and makes it more difficult to find talent.

Our expectations are clearly defined in the Interroll Code of Conduct and global HR policies. These documents ensure equal opportunities for all employees, no matter their gender, age, religion, origin, or sexual orientation. These rules apply to recruitment, promotion, remuneration, and training.

Responsibility for diversity and equal opportunity lies with Group Management. They are supported by the Corporate HR organization and the Corporate Integrity function.

## Strategic targets and measures

Our long-term target is to increase the share of women in global management positions. We work toward this goal through four measures:

- Fair recruitment: We aim to ensure a diverse set of candidates for key roles.
- Transparent remuneration: We will implement regular pay reviews to support equal compensation.
- Talent advancement: We strengthen leadership and mentoring programs for high-potential women.
- Tracking progress: We monitor workforce diversity data and look for the best candidates.

## Performance

In 2025, we focused on stabilizing the workforce and promoting internal talent. We continued working on harmonizing HR processes. This included global recruitment standards and a unified onboarding process. These steps help create a consistent and fair employee experience across all locations.

With support from an external partner, we also launched the job salary grading project. The goal is to align compensation more closely with market median pay. Further disclosures are planned for 2027. This supports equal opportunity, transparency, and clearer career structures.

## Total workforce

As of December 31, 2025, we employed 2,385 people worldwide. This represents a slight decrease compared to the 2,393 employees in 2024.

We use agency workers to manage peak production times or as a management instrument to obtain flexibility. We currently have no global established reporting process for workers who are not directly employed. We estimate the average number of workers who are not employed by us to be 176.

## Regional distribution

Our workforce is distributed across three main regions.

### Europe, Middle East, Africa (EMEA)

The EMEA region remained the largest workforce segment with 1,480 employees in 2025. This represents a decrease compared to 1,549 employees in 2024 and reflects adjustments in the European workforce.

Despite the decline, EMEA continued to account for the largest share of total employees, representing 62 percent of the total workforce. This reflects our strong manufacturing and engineering footprint in Europe.

### Americas

In the Americas, the number of employees increased to 534 in 2025, up from 465 in 2024.

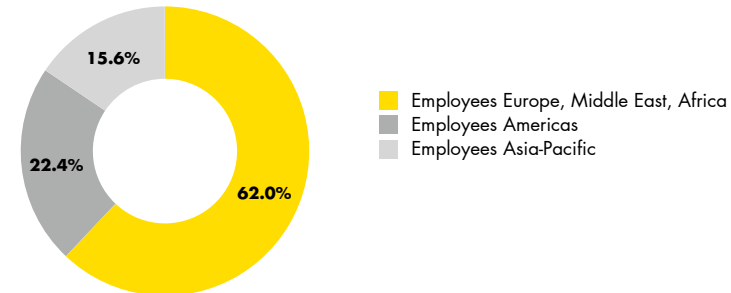
This growth reflects ongoing expansion and strengthening of operations in the region. The Americas therefore represents 22.4 percent of our workforce.

### Asia-Pacific (APAC)

In APAC, the workforce totaled 371 employees in 2025, slightly lower than 379 employees in 2024.

While the number declined marginally, APAC remained a stable part of our global workforce, representing 15.6 percent.

## Employees by region



## New hires and employee turnover

Employee turnover is an important indicator of workplace culture. In total, 313 employees left in 2025. This marks a noticeable reduction compared to 382 employees who left in 2024. Hence, the turnover rate decreased to 11.5 percent, compared with 13.8 percent in 2024.

The results indicate improved workforce stability compared to the previous year. This is a positive development, although turnover trends are also influenced by external labor market conditions and business activity levels. The Group will continue to strengthen leadership, development, and retention measures to support long-term employee engagement.

To support further improvement, the global HR department prepared a leadership program for C-level leaders in 2025. The implementation of this program is set to start in 2026.

In 2025, we hired 317 new employees, fewer than the 377 hires in 2024. This is in line with the lower turnover rate and reflects a more stable workforce.

## Governance body composition

### Board of Directors (BoD)

As of December 31, 2025, the BoD consisted of five members, one member fewer compared to the six members in 2024. The decrease is due to the appointment of Markus Asch as Chief Executive Officer in March 2025.

Three members of the BoD were men and two were women. This results in 40.0 percent female and 60.0 percent male representation. All five Board members were over 50 years old and brought extensive industry experience. The BoD included three Swiss, one Italian, and one German national.

All five members of the BoD were non-executives. Four of them are independent and one is not independent. An independent Board member has no material business, financial, or personal relationship with the company. A non-independent member has a relationship with the company.

### Group Management

The Group Management consisted of five members as of December 31, 2025. This reduction was due to the departure of the Chief Operations Officer and the Chief Technology Officer during the year. Consistent with prior years, five members were male and none were female.

The team included one German, one Swiss, one Italian, one US-American, and one Chinese national. Four members were over 50 years old, while one member was under 50.

### Workforce diversity

#### Overall workforce by gender

In 2025, we employed 1,786 male and 599 female employees. This represents a share of 74.9 percent male and of 25.1 percent female employees. In 2024, the workforce consisted of 1,791 male and 602 female employees. This corresponds to a share of 74.8 percent male and 25.2 percent female employees.

Compared to the previous year, both male and female employee numbers decreased slightly. The overall gender distribution therefore remained stable. Hence, there was no material shift in the balance between male and female employees.

Consistent with 2024, the "others" category also had zero employees reported this year.

### Executive Management

#### Total number of executives

The "executives" group includes the managerial levels, covering C-Level, Vice Presidents, Directors, and Managing Directors.

In 2025, 72 employees held positions in the broader executive management category. In 2024, the total number of executives was 68.

#### Gender distribution

The gender distribution within executive management in 2025 consisted of 64 male executives and remained unchanged compared to 2024. However, the number of female executives doubled from four in 2024 to eight in 2025.

Female representation in executive management increased from 5.9 percent in 2024 to 11.1 percent in 2025. Meanwhile, the share of male executives decreased slightly from 94.1 percent in 2024 to

88.9 percent in 2025. This composition also reflects the generally low share of women in leadership roles within the material-handling industry, a persistent structural dynamic that we are committed to addressing. Despite this improvement, female representation remains low. This underlines the need for continued action in recruitment, development, and succession planning.

### Staff

#### Total number of staff

Among staff-level employees (non-executive), the workforce consisted of 2,313 employees in 2025, remaining at a stable level compared to 2,325 employees in 2024.

#### Gender distribution

The gender distribution among staff employees in 2025 consisted of 1,722 men and 591 women. Compared to 2024, the number of male staff employees decreased slightly from 1,727. The number of female staff employees also declined marginally from 598.

As a result, the overall gender balance at staff level remained broadly unchanged. While men represent the majority of our workforce at 74.4 percent, women continue to represent a meaningful share of 25.6 percent of the workforce. These figures underline the importance of sustained efforts to support diversity and inclusion across all employee levels.

#### Age diversity

In 2025, we maintained an age distribution across our entire workforce comparable to 2024.

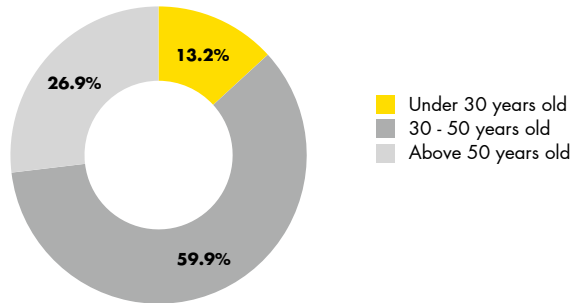
Employees under 30 years old totaled 315 in 2025, down from 362 in 2024. The decline reflects not only lower intake at early-career level, but also the natural progression of employees into higher age groups.

The largest age group remained employees between 30 and 50 years, with 1,429 employees in 2025, up from 1,386 in 2024. The increase is primarily attributable to age progression within the existing workforce.

Employees over 50 years old accounted for 641 employees in 2025, slightly down on 645 in 2024. This age group continued to represent the second largest share of the workforce.

The high number of experienced employees highlights the strong value placed on expertise and long-term know-how. This is particularly important in a technology-driven manufacturing environment, where deep domain expertise is critical. At the same time, it underlines the ongoing need for structured succession planning and knowledge transfer.

### Employees by age



### Contract type

Our workforce includes employees working under different contract types. We employ staff in both full-time and part-time roles as well as on permanent and temporary contracts.

### Full-time and part-time employees

In 2025, 2,280 employees worked full-time, compared to 2,294 in 2024.

The number of part-time employees increased slightly to 105 in 2025, compared to 99 in 2024.

Overall, the workforce remained predominantly full-time. This reflects stable operational requirements across our entities.

### Permanent and temporary employees

In 2025, 2,094 employees were employed on a permanent basis compared to 2,296 in 2024.

The number of temporary employees increased to 291 from 97 in 2024.

The observed increase in temporary employees primarily reflects a revised reporting approach. We operate across multiple countries with differing labor laws. Therefore, newly hired employees in certain countries, e.g., China, are required to start on fixed-term contracts. While these employees were classified as permanent in 2024, they were reclassified as temporary in 2025.

### Parental leave

In 2025, 83 employees took parental leave, including 50 men and 33 women. This represents an increase compared to 72 employees in 2024, when 43 men and 29 women took parental leave.

The continued increase over recent years reflects our commitment to a stable and supportive working environment. Parental leave is offered across all regions and is aligned with local regulations and, where applicable, collective bargaining agreements.

The higher number of men taking parental leave reflects the overall gender distribution of our workforce. At the same time, it demonstrates our equal approach to supporting both women and men in taking on family responsibilities.

### Inclusion of people with disabilities

We are committed to creating employment opportunities for people with disabilities and to fostering an inclusive workplace environment.

In 2025, 47 employees reported having an officially registered disability, in line with the UN Convention on the Rights of Persons with Disabilities. This represents an increase compared to 36 employees in 2024, indicating progress towards a more inclusive workforce.

We aim to create a work environment in which employees feel comfortable disclosing disability status and where appropriate accommodations and support are available.

### Remuneration

For information on our remuneration policy, how remuneration is determined, and how total annual remuneration is calculated, see the Remuneration Report on page 26 in the Annual Report.

### Median annual compensation

The median annual compensation of our employees in 2025 was CHF 49,911.9, excluding the highest paid individual (CEO). This was higher than in 2024, when the median compensation amounted to CHF 47,721.2.

The increase mainly reflects general salary adjustments in response to inflation and market developments.

### Remuneration of the CEO

The total remuneration of the CEO in 2025 was CHF 1,759,200. This represents an increase of 70.5 percent compared to the previous year's remuneration of CHF 1,032,000.

The increase is linked to the change of CEO in March 2025. Markus Asch was appointed as the new CEO. He received higher remuneration than his predecessor, Ingo Steinkrüger. The 2025 figure was annualized based on remuneration paid between March and December.

**Compensation ratio**

As a result, the CEO-to-median-employee compensation ratio increased to 42.5:1 in 2025, compared to 22.5:1 in 2024.

As in previous years, top management incentives included ESG targets as part of the functional section of the Short-term Incentive Scheme. Further details are provided in the Remuneration Report of the Annual Report 2025.

**Gender ratio**

The ratio of basic salary and total remuneration of women to men in the 2025 reporting period was not tracked. This metric is being established as part of the implementation of a global Human Capital Management system. Disclosure will follow once the data is available.

**Collective bargaining and labor rights**

In 2025, 48.4 percent of our employees were covered by collective bargaining agreements, compared to 52.9 percent in 2024.

This corresponds to 1,155 employees covered by collective agreements in 2025, down from 1,266 employees in 2024. In line with this, 1,230 employees were not covered by collective agreements, compared to 1,127 employees in 2024.

Not all countries in which we are present have legal regulations governing freedom of association. The countries that do regulate such associations, primarily cover working conditions, wages, and working hours. Therefore, the right to freedom of association and collective bargaining, as defined by the International Labour Organization (ILO) core standards and the UNGC, is fully respected and not subject to any restrictions. This supports fair treatment and social protection. In other countries, we apply individual employment agreements. These meet or exceed local labor standards and legal requirements.

Across all entities, all employees are subject to applicable labor laws. In addition, we comply with international agreements to which we have committed. Where applicable, site-specific social partnership agreements also apply.

**Discrimination and harassment**

We apply a zero-tolerance approach to discrimination and harassment. This is clearly defined in our Code of Conduct.

We promote a speak-up culture within our organization. Employees, former employees, interns, applicants, customers, suppliers, and other stakeholders can report concerns without fear of retaliation.

In 2025, nine incidents of discrimination or harassment were reported through our global reporting channel. This compares with two reported incidents in 2024. Of the cases reported in 2025, three were confirmed, compared with one confirmed case in 2024.

All cases were reviewed by Corporate Compliance and the Group Compliance Officer. Where necessary, appropriate remediation measures were implemented. This also includes disciplinary action.

We strive to prevent all incidents. At the same time, the higher number of reports reflects increased trust in our reporting system. Employees show greater confidence in speaking up.

In environments marked by fear or retaliation, misconduct often remains unreported. Higher reporting figures therefore indicate that concerns are taken seriously and that protection against retaliation is ensured. The number of confirmed cases also shows that continued prevention, awareness, and follow-up remain necessary.

**Outlook**

Looking ahead to 2026 and beyond, our focus will remain on the implementation of our "People" roadmap. Key priorities in the area of diversity and equal opportunities include:

- **Process alignment:** Our priorities include further aligning evaluation and pay-equity frameworks. We will continue to harmonize global HR processes to improve consistency and transparency across all entities. In parallel, we are preparing the rollout of Workday. This will support improved data quality, comparability, and collaboration.
- **Cultural integration:** We will further roll out the updated Code of Conduct and related e-learning modules. These measures aim to reinforce inclusive behavior and shared values across the organization.

**Key metrics and development**

The table below summarizes our key figures on employees, diversity, and equal opportunity with the available data for the reporting years 2023, 2024, and 2025.

**Table 4: Diversity and equal opportunity**

	Unit	2025	2024	2023	GRI
<b>Employees by region</b>					
Employees Europe, Middle East, Africa	Headcount	1,480	1,549	1,500	2-7
Share of employees Europe, Middle East, Africa	%	62.1	64.7	62.6	



	Unit	2025	2024	2023	GRI
Employees Americas	Headcount	534	465	521	2-7
Share of employees Americas	%	22.4	19.4	21.8	
Employees Asia-Pacific	Headcount	371	379	374	2-7
Share of employees Asia-Pacific	%	15.6	15.8	15.6	
Total number of employees	Headcount	2,385	2,393	2,395	2-7
<b>Employee turnover</b>					
Employees hired	Headcount	317	377	411	401-1
Employees who left	Headcount	313	382	390	401-1
Turnover rate <sup>1)</sup>	%	11.5	13.8	13.7	401-1
<b>Board of Directors composition</b>					
Male	Headcount	3	4	4	2-9
Share of men	%	60.0	66.7	66.7	
Female	Headcount	2	2	2	2-9
Share of women	%	40.0	33.3	33.3	
Members of Board of Directors	Headcount	5	6	6	2-9
Under 30 years old	Headcount	0	0	0	2-9
30 - 50 years old	Headcount	0	0	1	2-9
Above 50 years old	Headcount	5	6	5	2-9
Executive members	Headcount	0	0	0	2-9
Non-executive members	Headcount	5	6	6	2-9
Independent	Headcount	4	4	3	2-9
Non-independent	Headcount	1	2	3	2-9
<b>Group Management composition</b>					
Male	Headcount	5	6	6	2-9
Share of men	%	100.0	100.0	100.0	
Female	Headcount	0	0	0	2-9
Share of women	%	0.0	0.0	0.0	
Members of Group Management	Headcount	5	6	6	2-9
Under 30 years old	Headcount	0	0	0	2-9
30 - 50 years old	Headcount	1	1	1	2-9
Above 50 years old	Headcount	4	5	5	2-9
<b>Management level by gender</b>					
Male executives <sup>2)</sup>	Headcount	64	64	55	405-1
Share of men <sup>2)</sup>	%	88.9	94.1	91.7	
Female executives <sup>2)</sup>	Headcount	8	4	5	405-1
Share of women <sup>2)</sup>	%	11.1	5.9	8.3	

	Unit	2025	2024	2023	GRI
Total executives <sup>2)</sup>	Headcount	72	68	60	405-1
Male staff <sup>2)</sup>	Headcount	1,722	1,727	1,739	405-1
Share of men <sup>2)</sup>	%	74.4	74.3	74.5	
Female staff <sup>2)</sup>	Headcount	591	598	596	405-1
Share of women <sup>2)</sup>	%	25.6	25.7	25.5	
Total staff <sup>2)</sup>	Headcount	2,313	2,325	2,335	
<b>Employees by gender</b>					
Male	Headcount	1,786	1,791	1,794	2-7
Share of men	%	74.9	74.8	74.9	
Female	Headcount	599	602	601	2-7
Share of women	%	25.1	25.2	25.1	
Others	Headcount	0	0	0	2-7
<b>Employees by age</b>					
Under 30 years old	Headcount	315	362	385	405-1
30 - 50 years old	Headcount	1,429	1,386	1,402	405-1
Above 50 years old	Headcount	641	645	608	405-1
<b>Employees with disabilities</b>					
Employees with disabilities	Headcount	47	36	38	405-1
<b>Employees that took parental leave</b>					
Male	Headcount	50	43	6	401-3
Female	Headcount	33	29	3	401-3
<b>Employees by contract type</b>					
Permanent employees	Headcount	2,094	2,296	2,258	2-7
Temporary employees	Headcount	291	97	137	2-7
Full-time employees	Headcount	2,280	2,294	2,366	2-7
Part-time employees	Headcount	105	99	0	2-7
<b>Remuneration</b>					
Median annual compensation	CHF	49,912	47,721	45,425	2-21
Change compared to prior year <sup>3)</sup>	%	4.6	5.1	NA	2-21
CEO compensation <sup>3)</sup>	CHF	1,759,200	1,032,000	988,000	2-21
Change compared to prior year	%	70.5	4.5	-4.6	2-21
CEO compensation ratio <sup>3)</sup>	Ratio	42.5	22.5	23.9	2-21
<b>Collective bargaining agreements</b>					
Employees covered	Headcount	1,155	1,266	1,218	2-30

	Unit	2025	2024	2023	GRI
Employees not covered	Headcount	1,230	1,127	1,177	2-30
Share of employees covered	%	48.4	52.9	50.9	2-30
<b>Discrimination and harassment</b>					
Reported cases	Number	9	2	4	406-1
Confirmed cases	Number	3	1	1	406-1
<b>Workers who are not employees</b>					
Workers who are not employees <sup>3)</sup>	Number	176	177	NA	2-8

<sup>1)</sup> The 2023 and 2024 values have been adjusted due to an error in the calculation formula

<sup>2)</sup> The 2023 and 2024 values have been adjusted due to a new internal definition of management

<sup>3)</sup> The 2024 value has been adjusted

# Health and safety

## At a glance – Health and safety

### Management approach

- We consider the health and safety of employees and external workers a non-negotiable responsibility.
- We aim to certify all entities to ISO 45001 by 2030.

### Performance

- We recorded 40 work-related injuries and zero fatalities.
- The Group-wide Lost Time Injury Rate (LTIR) was 10.2 per one million hours worked.

### Outlook

- Certification activities will continue across all entities, with a focus on priority entities in EMEA and APAC in 2026.
- Improved monitoring and consistent reporting will be applied across all entities.

## Management approach

The health and safety of our employees and external workers is a fundamental responsibility. We consider it non-negotiable. Safe workplaces protect our people and support stable operations. They also reduce operational disruption, legal risks, and reputational impacts.

Our management approach focuses on prevention, consistent standards, and continuous improvement. We manage occupational health and safety (OHS) through our Integrated Management System (IMS). This ensures alignment between local operations and Group-wide standards. Local legal requirements define the baseline for all entities. All production sites therefore implement structured OHS practices in line with applicable regulations.

Responsibility for OHS lies with local Managing Directors. They are supported by local Occupational Safety Specialists. The IMS function ensures consistent implementation and Group-wide alignment.

### Strategic targets and measures

We aim to continuously reduce workplace accidents across all operations. The key target is to reduce the LTIR to five by 2030.

To achieve this, we are focusing on three main measures:

- Global certification: We are rolling out ISO 45001 certification across all entities to establish a consistent safety framework.
- Hazard identification: We conduct regular safety walks and risk assessments at all production sites. The aim is to identify and mitigate potential hazards before they result in incidents. Employees are encouraged to report near misses and unsafe conditions.
- Safety culture: We are strengthening safety awareness through harmonized training and continuous education.

## Performance

In 2025, we continued to expand the rollout of ISO 45001 management systems. As part of this process, risk assessments and internal safety procedures were further standardized within the IMS. We are promoting safety awareness for all of our employees. This also includes external workers and partners along the value chain. Suppliers are required to be ISO 45001-certified or to have their own OHS policies in place.

Comprehensive risk assessments were conducted in line with ISO requirements and formally documented. Routine workplace inspections and structured safety walks were carried out in our production plants. Regular safety discussions with employees and employee representatives were conducted across the Group. Furthermore, Safety Handbooks are published, e.g., in Hiram, United States.

### Training on health and safety

Through regular training, we aim to strengthen skills and awareness across the organization. Additionally, employees are actively encouraged to contribute to safe working conditions.

Training addressed the following occupational safety-related matters in the reporting year across different entities:

- Incident and accident management
- Fire protection and evacuation drills
- Handling of chemicals and hazardous substances
- Machine and plant safety
- Personal protective equipment
- First aid
- Workplace ergonomics

Local initiatives are also in place:

- In Chonburi, Thailand, safety quizzes and competitions were organized as part of local initiatives.
- In Hvidovre, Denmark, employees' safety awareness was assessed through questionnaires.
- At our sites in the United States, quizzes conducted after training sessions are used to ensure effective implementation and understanding of the training content.
- In Hückelhoven-Baal, Germany, seminar assessments after training validate the effectiveness of the training.

These activities support awareness, reinforce safe behavior, and promote inclusive engagement.

### Measures toward occupational health and safety (OHS)

OHS measures vary by site, depending on operational characteristics. However, strict regulatory requirements apply across all locations. Key measures include:

- Capacity building: In Hiram, United States, two employees completed the Occupational Safety and Health Administration (OSHA) certification to strengthen internal expertise.
- Emergency preparedness: Annual fire drills are conducted at multiple sites. This ensures that employees are familiar with evacuation procedures and emergency response protocols.
- Ergonomics: External ergonomics training was delivered in Hiram and Wilmington, United States. Target groups were both shop floor and office employees.
- Noise management: Annual third-party noise assessments were conducted at various sites in the United States, Germany, and other locations. The goal is to monitor exposure and implement protective measures where necessary. We ensure that noise levels remain below permitted thresholds.

- On-site first aid: Several locations maintain trained first responders to provide immediate assistance in the event of workplace injuries.
- Safety expertise: In Germany, two dedicated safety experts oversee four sites to ensure consistent standards, compliance, and continuous improvements. In Hiram, United States, a health and safety officer was onboarded to improve internal controls.
- Employee involvement: At Hvidovre, Denmark, employees were actively involved in decision-making related to improvements in the shop-floor layout and other work-related policies. Across all locations, employees have access to anonymous channels for reporting safety hazards, either through digital tools or physical drop boxes. In addition, shop-floor employee representatives participate in safety meetings to represent the workforce.

### Measures toward employee health & well-being

In addition to safety measures, entities implemented initiatives to support employee well-being. These included comprehensive health insurance, access to private medical services, physiotherapy, and psychological support at selected locations.

Mental-health and lifestyle programs were offered, including coaching in Hiram, United States, and access to fitness facilities in Wermelskirchen, Germany. Further initiatives included safety awareness weeks and ergonomic workplace improvements. In the reporting year, Urban Sports, a membership-based platform offering access to diverse sports, wellness, and fitness activities, was rolled out at all German sites, enabling employees to access a wide range of sports and health-related activities.

### Safety records

The expanded management systems help to strengthen preventive processes. However, operational risks remain inherent in manufacturing activities.

### Work-related injuries

In the reporting year, we recorded 40 work-related injuries compared to 38 in 2024.

Most incidents involved minor injuries during routine operational activities, such as cuts, bruises, or minor strains. Our location in Hvidovre, Denmark, which had an exemplary record of approx. 1,500 days without any accident, had unexpected minor accidents that fell under above category of minor injuries.

Each incident was documented and investigated according to established procedures. Root-cause analyses were conducted, and corrective actions were implemented where required. Mandatory notifications to authorities were completed in line with legal obligations.

Where relevant, additional training, workplace adjustments, or technical improvements were introduced to strengthen preventive controls. Continuous improvements and learning from incidents remain key priorities.

We recorded zero fatalities, consistent with previous years.

### Hours worked

At Group level, total hours worked amounted to 3,930,542.8 hours in 2025, compared to 4,136,351.9 hours in 2024. The decrease was mainly driven by lower activity levels in the first half of the year, resulting in reduced operational workload and fewer hours worked overall.

### EMEA

In EMEA, employees worked 2,276,865.5 hours in 2025, down from 2,440,532.5 hours in 2024. The reduction is consistent with lower workforce levels in the region.

### Americas

In the Americas, total hours worked increased to 956,154.3 hours in 2025, compared to 913,579.4 hours in 2024. This increase reflects higher activity levels and workforce expansion in the region.

### APAC

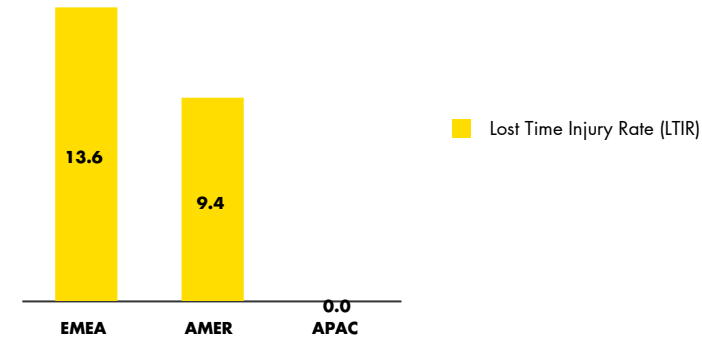
In APAC, total hours worked reached 697,523.0 hours in 2025, compared to 782,240.0 hours in 2024. Stable headcount combined with fewer hours worked reflects a shift toward flexible and efficiently managed schedules to support work-life balance

### Lost Time Injury Rate (LTIR)

Our Group-wide LTIR was 10.2 (per one million hours worked) in 2025. The LTIR increased compared to 9.6 in 2024.

However, the increase in LTIR in 2025 shows that stronger implementation discipline and site-level prevention remain necessary to close the gap to the 2030 target. We addressed this development through corrective actions, expanded safety training, broader ISO 45001 certification coverage, and systematic root-cause analysis. The expansion of ISO 45001 certification is an important structural step, as it strengthens standardized safety management, preventive controls, and accountability across sites. Over time, these measures are expected to support more consistent risk prevention.

### Lost Time Injury Rate



### EMEA

The LTIR was 13.6, compared to 12.8 in 2024. The increase was mainly driven by minor incidents at specific sites. It does not indicate a systemic decline in safety performance.

### Americas

The LTIR increased to 9.4 in 2025, up from 7.1 in 2024. The development shows the need for further improvement at site level. The development was influenced primarily by incidents of lower severity. Measures to further reinforce safety awareness and preventive approaches remain in place at site level.

### APAC

The LTIR improved to 0.0, compared to 1.3 in 2024. This reflects positive progress and continued diligence. Local initiatives, including systems that encourage the reporting of workplace hazards, contributed to the improved results.

### Management system coverage

We made significant progress in our certification roadmap. By the end of 2025, eleven entities were certified to ISO 45001, compared with four entities in 2024. This reflects the structured rollout of a unified OHS management system across our locations.

In 2025, seven entities achieved ISO 45001 certification for the first time. Certification was granted to the following entities:

- Interroll Suzhou Co. Ltd. in Suzhou, China
- Interroll France SAS in La Roche-sur-Yon, France
- Interroll Conveyor GmbH in Obrigheim, Germany
- Interroll Automation GmbH in Sinsheim, Germany
- Interroll Engineering GmbH in Wermelskirchen, Germany
- Interroll Italia S.r.l in Rho, Italy
- Interroll SA (Proprietary) Ltd. in Gauteng, South Africa

As certification coverage expanded, employee coverage under ISO 45001 increased to around 50.7 percent in 2025, compared to around 13.5 percent in 2024. This significantly strengthens the reach of standardized OHS practices across the Group.

Consistent with leading reporting standards for non-employee workers, we also ensure that external workers and contractors at our sites are covered by our safety standards. They receive mandatory safety briefings and appropriate personal protective equipment before commencing work.

### Outlook

We remain committed to strengthening OHS across all operations.

- ISO 45001 certification: We aim to certify all entities by 2030. In 2026, the focus will be on sales units in Germany, France, and the Czech Republic, as well as manufacturing and sales units in Australia and Thailand.
- Incident analysis: Root-cause analyses will be applied more consistently. Lessons learned will be shared more systematically across locations to prevent recurrence.
- Operational integration: We will further integrate established safety practices into daily operations and strengthen cross-site collaboration on risk prevention.
- Transparency and monitoring: We will improve transparency and reporting to support consistent monitoring of progress toward our 2030 LTIR target.

### Key Metrics and Development

The table below summarizes our key figures on injuries and LTIR with the available data for the reporting years 2023, 2024, and 2025.

**Table 5: Occupational health and safety**

	Unit	2025	2024	2023	GRI
<b>Work-related injuries<sup>1)</sup></b>					
EMEA	Number	31	30	30	403-9
Americas	Number	9	7	8	403-9
APAC	Number	0	1	2	403-9
Total work-related injuries	Number	40	38	40	403-9
<b>Hours worked</b>					
EMEA	Hours	2,276,866	2,440,533	2,661,120	403-9
Americas	Hours	956,154	913,579	1,134,716	403-9
APAC	Hours	697,523	782,240	667,040	403-9
Total hours worked Group	Hours	3,930,543	4,136,352	4,462,876	403-9
<b>Lost Time Injury Rate (LTIR)<sup>2)</sup></b>					
EMEA	LTIR	13.6	12.8	11.3	403-9
Americas	LTIR	9.4	7.1	7.1	403-9
APAC	LTIR	0.0	1.3	3.0	403-9
Total Lost Time Injury Rate	LTIR	10.2	9.6	9.0	403-9
<b>Management system coverage</b>					
ISO 45001-certified entities	Number	11	4	2	403-8
Employees covered under ISO 45001	%	50.7	13.5	3.3	403-8

<sup>1)</sup> Occupational accidents with ≥1 day of work lost

<sup>2)</sup> Per one million hours worked

# Training and development

## At a glance – Training and development

### Management approach

- We see continuous learning as a key enabler of long-term success and employee engagement.
- Training is coordinated globally through the Interroll Academy and complemented by local learning initiatives.

### Performance

- The average training time was 16.7 hours per employee.
- Training focused on product knowledge, leadership development, cybersecurity, and compliance.

### Outlook

- We aim to reach an average of 20 training hours per employee by 2030.
- Key priorities include a global Learning Management System, strengthened sustainability competence, and continued leadership development.

## Management approach

We see training and development as a key enabler of our long-term success. Continuous learning helps us remain competitive, adapt to technological change, and support employee engagement across the organization.

Therefore, investing in the skills of our workforce is not just a benefit, but a strategic necessity. We aim to offer learning opportunities at all career stages, from apprenticeships to leadership development. Responsibility for training and development is shared.

Our approach combines global coordination with local flexibility. The Interroll Academy serves as the central platform for knowledge transfer, product training, and technical learning. At the same time, local sites can adapt training content to their operational and regional needs.

Responsibility for this topic is shared between the Global HR and corporate functions, such as Corporate IT and Corporate Integrity. The Interroll Academy is managed by Global HR, which also oversees leadership and talent development programs across the organization. The respective corporate functions manage their specific subject areas.

### Strategic targets and measures

Investing in employee development is a key component of our people strategy. Our strategic target is to provide an average of 20 training hours per employee per year.

We are working toward this target through three main measures:

- Enhanced reporting: We want to strengthen global oversight of all training activities through a comprehensive reporting system that covers e-learning and training programs.
- Performance-driven development: Training is increasingly being linked to performance and career development processes. Currently, a more harmonized, global performance review approach is under development that will strengthen this linkage over time.
- Learning and career development: We are continuously refining learning paths to build the required skills. The Interroll Academy defines global standards for product and technical training. Local HR teams manage role-specific and site-level development programs.

## Performance

In 2025, we focused on expanding our digital learning offerings and reinforcing our leadership pipeline. The reported figures include both centrally coordinated training and locally managed courses.

### Training hours

#### Total training hours

In 2025, we delivered a total of 39,935 hours of training across the Group. This was lower than in 2024, when total training hours reached 47,081 hours.

Similarly, the average number of training hours per employee fell from 19.7 hours in 2024 to 16.7 hours in 2025.

The decrease in training hours is mainly attributable to the unusually high volume of training conducted in 2024. In that year, the migration to the new SAP software S4 HANA required various teams to complete extensive training as part of the process.

#### *Gender distribution*

In 2025, male employees received an average of 12.5 hours of training. This was lower than in 2024, when male employees received 16.0 hours on average.

Female employees received 12.0 hours of training in 2025. In the previous year, the average for female employees was 15.2 hours.

The development follows the overall trend of reduced training intensity after the SAP-related peak in 2024.

Due to system limitations, some training records did not capture gender. These hours are reported under the category "not disclosed." In 2025, the average training time in this category was 4.3 hours, which was slightly higher than in 2024, when the average was 3.9 hours.

#### *Training hours by region*

Training activity continued to vary by region, reflecting differences in workforce size, onboarding needs, and project intensity.

In EMEA, training hours reached 22,812.7 hours. This was lower than in 2024, when 27,136.8 hours were recorded. This also corresponds to the majority of employees working in Europe.

Training intensity remained slightly below the global average in 2025, with employees receiving an average of 15.4 hours of training. This was lower than in 2024, when the average employee received 17.5 hours of training.

The decline in training hours in EMEA mainly reflects the completion of system-related training linked to the SAP S/4HANA migration in 2024.

In the Americas, training hours increased to 7,730.3 hours in 2025, compared to 4,321.6 hours in 2024.

The region represents the second-largest share of our workforce. Additionally the number of employees also increased during the year.

However, the average training time per employee also increased. It reached 14.5 hours in 2025. This represents a clear year-on-year increase compared to 9.3 hours in 2024.

The increase in training hours was mainly driven by the establishment of a new training department in Hiram, United States. In addition, the rollout of the new site-specific Learning Management System contributed to higher training activity.

In APAC, training hours totaled 9,391 hours in 2025. This was significantly lower than in 2024, when training hours reached 15,622.5 hours.

Nonetheless, APAC continued to show the highest training intensity per employee across regions. In 2025, the average amounted to 25.3 hours per employee, although this was well below the 2024 level of 41.2 hours.

Training demand in APAC is strongly influenced by onboarding activities and large-scale projects, such as new product launches. These drivers were less prominent in 2025.

To support long-term training programs, additional follow-ups will be introduced to improve participation and commitment.

The Interroll Academy continued to be a pillar of our development strategy. While the Academy is physically located in Hückelhoven-Baal, Germany, its reach is global.

In 2025, the Academy delivered 7,184.0 training hours, which was significantly higher than in 2024, when total training hours amounted to 4,483.0 hours.

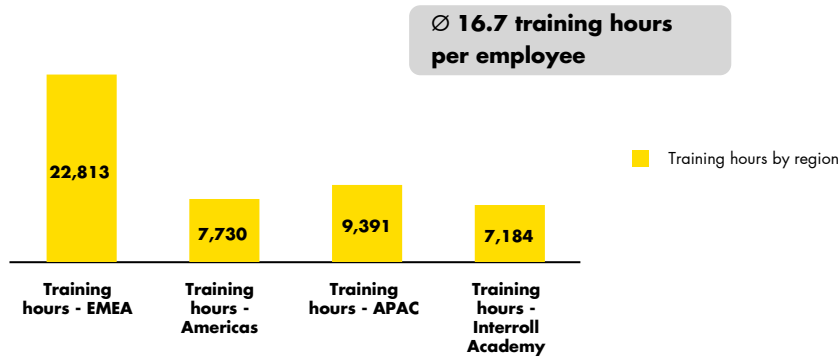
Despite the increase in total hours, the average training time per employee linked to the Academy remained at 3.0 hours in 2025. In 2024, the average was 1.9 hours per employee, reflecting a more limited Academy footprint in the previous year.

As a result, the Interroll Academy contributed more strongly to global training delivery in 2025 than in the prior year.

The increase in training activity was mainly driven by product-related training linked to the Modular Conveyor Platform "MCP-PLAY" launch. In addition, the expansion of e-learning content by the Global Lifetime Service team contributed to higher training volumes.

The gender of participants was not counted separately. It is estimated that about 80 to 85 percent of the participants were male and 15 to 20 percent were female. This is due to the fact that the main target group is sales and technical staff, in which a similar gender distribution applies.

### Total training hours by region



### Training focus areas

Training activities in 2025 continued to focus strongly on product training, mainly delivered through the Interroll Academy. Additional focus areas included cybersecurity and compliance. This reflects regulatory and digital requirements.

Based on identified capability gaps, a new training program was also developed for the sales organization.

Locally managed training includes training related to ISO certifications, as well as regular health and safety training. The number of these activities remained broadly stable compared with the previous year.

### Onboarding

In 2025, we introduced a globally harmonized onboarding process that supports all new hires worldwide. The program provides a consistent introduction to the company, while allowing for local adaptation where needed.

The onboarding process covers key topics such as health and safety basics, Code of Conduct, compliance, and whistleblowing. It also highlights the importance of sustainability for the company.

This ensures that new employees receive a common understanding of our values, responsibilities, and expectations from the start.

The onboarding package is currently provided to employees with a company-domain email address. Further automation through the global HR IT system is in progress to improve efficiency and coverage.

In parallel, the recruiting handbook is being further developed. It is already in place for German entities and will be rolled out more broadly over time.

### Outlook

To reach our target of 20 training hours per employee by 2030, we will further strengthen our learning infrastructure and development processes.

- **Learning Management System (LMS):** We plan to introduce a unified global LMS by 2026. This will improve access to training and strengthen the tracking of training data across the organization. In particular, it will support shop-floor employees who currently have limited access to digital learning tools. At the same time, it will reduce reliance on multiple local systems and improve consistency.
- **Sustainability competence:** From 2026 onwards, a mandatory sustainability e-learning module will be rolled out for all office employees. Dedicated learning pathways will be provided for key functions, including Managing Directors, Human Resources, Engineering, Research and Development, Sustainability, Compliance and Integrated Management System, Sales, and Procurement. On-site workshops will continue, with a focus on regional sustainability coordinators in the Americas and APAC.
- **Leadership development:** We will introduce an "Inclusive Leadership" module across management levels to support our diversity objectives.
- **Cultural development program:** We will be extending a cultural development program from C-level to broader leadership groups.
- **Performance review:** We are working toward a globally harmonized performance review process. The goal is to achieve full coverage by 2030. Centrally monitored performance review data will be available once the global HR system rollout is completed.

### Key metrics and development

The table below summarizes our key figures on training hours with the available data for the reporting years 2023, 2024, and 2025.

**Table 6: Training and development**

	Unit	2025	2024	2023	GRI
<b>Training hours by region</b>					
Training hours - EMEA	Hours	22,812.7	27,136.8	17,037.0	404-1
Avg. by eEmployee - EMEA	Hours	15.4	17.5	11.4	404-1
Training hours - Americas	Hours	7,730.3	4,321.6	5,208.0	404-1
Avg. by employee - Americas	Hours	14.5	9.3	10.0	404-1
Training hours - APAC	Hours	9,391.5	15,622.5	14,482.0	404-1
Avg. by employee - APAC	Hours	25.3	41.2	38.7	404-1
Training hours - Interroll Academy	Hours	7,184.0	4,483.0	6,527.0	
Avg. by employee - Interroll Academy	Hours	3.0	1.9	2.7	
Total training hours	Hours	39,934.5	47,080.9	36,727.0	404-1
<b>Average training hours by gender</b>					
Male <sup>1)</sup>	Hours	12.5	16.0	NA	404-1
Female <sup>1)</sup>	Hours	12.0	15.2	NA	404-1
Not disclosed	Hours	4.3	3.9	15.3	404-1
Average training hours	Hours	16.7	19.7	15.3	404-1

<sup>1)</sup> Tracking by gender started in 2023, therefore no data available for 2023 (NA = no data available)

# Human rights in the supply chain

## At a glance – Human rights in the supply chain

### Management approach

- We take responsibility for respecting human rights across our global supply chain.
- Our approach is based on clear standards, a risk-based due-diligence system, and defined expectations for suppliers.

### Performance

- Supplier due diligence focused on risk-based screening and targeted assessments.
- No new suppliers were assessed using social and environmental criteria at Group level.
- Zero cases of child labor or forced labor were identified.

### Outlook

- Our goal is to integrate all new suppliers into a structured human-rights due-diligence process by 2030.
- We will further strengthen screening, supplier development, regulatory readiness, and local-for-local sourcing.

## Management approach

We are a global company with a complex supply chain. Therefore, we recognize our responsibility to respect human rights not only in our own operations, but also across our value chain. Our approach is grounded in the UN Guiding Principles on Business and Human Rights (UNGPs). It is aligned with our Code of Conduct and our Supplier Code of Conduct.

We have a zero-tolerance approach to child labor, forced labor, and other human-rights violations. All suppliers must meet binding requirements before starting a business relationship with us. These requirements cover human rights and are aligned with the Universal Declaration of Human Rights (UDHR). They also include labor standards in line with the ILO Core Conventions and ethical business practices. Compliance with applicable laws is mandatory and defined in our Supplier Code of Conduct.

Our management framework is based on clear standards and defined responsibilities, supported by structured oversight and a risk-based due-diligence approach. Open and accessible whistleblowing channels are in place to report potential violations.

Responsibility for human rights in the supply chain lies with the Corporate Integrity.

We comply with the requirements of the Swiss Code of Obligations (Art. 964j–k) and relevant international regulations as part of our regular business activities.

To meet these requirements, we apply a structured supply-chain due-diligence system. The system is aligned with the due-diligence guidance from the Organization for Economic Co-operation and Development (OECD) and the Swiss Ordinance on Due Diligence and Transparency (DDTrO) in relation to Minerals and Metals from Conflict-affected Areas and Child Labour.

Supplier screening and ongoing monitoring are supported by Integrity Next, a digital platform for ESG supplier risk management.

### Strategic targets and measures

Our ambition is to continuously strengthen human-rights protection across our global supply chain. Therefore, we will ensure that all new suppliers are integrated into a structured human-rights due-diligence process.

- **Due diligence:** All new production-material suppliers are assessed through the Integrity Next platform. This assessment helps us identify potential human-rights and sustainability risks. The Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) are collected from all relevant suppliers. This ensures transparency on minerals sourcing across our supply chain.
- **Compliance:** All new suppliers will be required to sign the Supplier Code of Conduct as a prerequisite for establishing a business relationship.
- **Accountability and awareness:** We are strengthening internal processes, training, and escalation mechanisms to ensure consistent implementation and oversight.

### Performance

In 2025, we continued to strengthen supplier due-diligence processes with a focus on transparency and risk mitigation.

#### Supplier Code of Conduct

The Supplier Code of Conduct remained the central requirement for ESG compliance. It defines requirements toward our suppliers in regard to ethical business practices.

In 2025, the Supplier Code of Conduct remained unchanged and continued to form the basis for both new and existing supplier relationships.

The Supplier Code of Conduct is reviewed on a regular basis. The current version has been in place since 2023 and will be updated in 2026 to reflect new regulatory requirements.

All suppliers are required to sign the Supplier Code of Conduct. While formal sign-off is not yet implemented consistently across all suppliers, non-compliance may trigger audits or corrective actions. Establishing more consistent implementation and transparency is a priority under our Responsible Sourcing framework.

#### Integrity Line

To support safe and accessible reporting of grievances, the Interroll Integrity Line allows employees, suppliers, and other stakeholders to report suspected violations anonymously in 20 languages. All reports are reviewed by the Group Compliance Officer and forwarded to the Audit Committee for oversight.

### Local-for-local sourcing approach

We continue to apply a local-for-local sourcing approach, with production plants primarily sourcing from suppliers in the same region.

Across all regions, total local procurement amounted to CHF 131,886,240 in 2025, compared to CHF 122,356,000 in 2024.

#### EMEA

In EMEA, procurement from EMEA suppliers amounted to CHF 87,644,740 in 2025, compared to CHF 84,802,120 in 2024. As a result, 89.9 percent of procurement from EMEA production plants was sourced locally, remaining nearly constant compared to 89.4 percent in 2024.

#### Americas

In the Americas, local sourcing reached CHF 29,432,240 in 2025, up from CHF 25,883,000 in 2024. The share of local sourcing increased slightly to 73.1 percent, compared to 72.0 percent in the previous year.

#### APAC

In APAC, procurement from APAC suppliers totaled CHF 14,809,260 in 2025, compared to CHF 11,670,880 in 2024. The local sourcing share remained high at 93.4 percent, although it was slightly down from 98.1 percent in 2024.

This confirms that the local-for-local approach remains a core element of our procurement strategy and supports supply-chain resilience, shorter transport routes, and closer supplier relationships.

### Supplier management

#### Risk-based assessment

Integrity Next evaluates supplier risks based on two main dimensions:

- **Country risk:** External indices from organizations such as UNICEF, the ILO, and NGOs are used to identify regions with elevated risks related to child labor, weak labor protections, or limited regulatory enforcement.
- **Industry risk:** The assessment considers sector-specific exposure, including labor-intensive manufacturing, metals, electronics supply chains, and other higher-risk industries.

Suppliers identified as having elevated risk are subject to further assessments. These may include the request to answer questionnaires within the Integrity Next platform, or could also trigger an on-site audit.

### Supplier onboarding

In 2025, 113 new suppliers were brought on board, compared to 158 in 2024. None were screened for environmental and none for social criteria in 2025 at corporate level within the structured supplier due diligence process. However, social and environmental assessments may have been carried out at local entity level outside the centralized due diligence process

We started to develop initial processes and standards during a product development project. During this project, we assessed all potential suppliers for environmental and social criteria with the Integrity Next platform and through active engagement with the suppliers.

During the assessment, we assessed various criteria including the following:

- Human rights and labor standards, including child and forced labor, working conditions, equal rights, freedom of association, and impacts on local communities
- Health and safety
- Conflict minerals
- Environmental protection, including pollution, substances of concern, and waste management
- Regulatory compliance

As the development project has not been concluded and the final supplier had not been appointed by the end of 2025, we have not included those suppliers in our metrics.

### Assessment of active suppliers

We conduct systematic, desk-based supplier assessments using the Integrity Next platform. In scope of this assessment are all active production material suppliers with delivered materials and components exceeding CHF 10,000 per year during the last two financial years.

This approach allowed us to prioritize suppliers with higher potential impacts while further strengthening transparency across our supply chain.

Based on this scope, we assessed 271 suppliers on social criteria, and 277 suppliers were assessed on environmental criteria.

In 2024, 254 suppliers were assessed for environmental and the same 254 suppliers were also assessed for social criteria, respectively.

### Local initiatives

In La Roche-sur-Yon, France, where ISO 45001 certification was achieved in 2025, a separate supplier questionnaire was introduced. Here, health and safety, and environmental-management systems were assessed.

In the Americas region, local procurement teams implemented a new ESG-inclusive supplier questionnaire. This tool evaluates supplier suitability alongside cost and quality criteria. The documentation covered requirements related e.g., to conflict minerals and other regulations. In 2025, compliance documentation was collected from 94 suppliers, achieving a response rate of around 70 percent.

For suppliers with the highest spending levels, on-site audits are conducted every two to three years.

### Supply chain due diligence

#### Child and forced labor

Under the Swiss Ordinance on Due Diligence and Transparency, we are required to conduct due diligence of our supply chain to identify potential or confirmed incidences of child and forced labor.

We apply a strict zero-tolerance approach to child labor and forced labor across our supply chain. Supplier obligations are based on the following ILO Conventions:

- ILO Convention 138 (Minimum Age)
- ILO Convention 182 (Worst Forms of Child Labour)
- ILO Convention 29 (Forced Labour)
- ILO Convention 105 (Abolition of Forced Labour)

We apply the same desk-based screening with the Integrity Next platform as we use for our overall supplier assessment. In 2025, 1,103 suppliers were screened for risks related to child or forced labor, compared to 365 suppliers screened in 2024.

As in 2024, zero suspicions or reports of child labor and also no forced labor were identified in 2025. Nevertheless, we requested that all screened suppliers complete related questionnaires. 631 suppliers replied in 2025 compared to 304 in 2024. This corresponds to a participation rate of 57.0 percent in 2025.

#### Conflict minerals

Some products imported into Switzerland contain conflict minerals within specific tariff classifications. In 2025, none of these exceeded the legal thresholds defined in the DDTro annexes. Although we are exempt, we continue to apply the five-step OECD due diligence framework. We conduct reasonable country-of-origin and supply-chain checks for tin, tantalum, tungsten, and gold (3TG) used in our products.

### *Continuous monitoring*

We use the Integrity Next platform to conduct daily automated global media screening of suppliers registered in the system. The screening helps identify potential human-rights, social, or environmental incidents at an early stage.

Where alerts are identified, they are reviewed by Group Compliance for validation and follow-up. If concerns are confirmed, suppliers may be required to implement corrective action plans or may be subject to on-site audits by independent third-party service providers. In 2025, no suppliers entered the escalation process.

## Outlook

Our strategic target is to ensure that all new suppliers are integrated into a structured human rights due diligence process by 2030. We will continue to strengthen our systems, processes, and supplier engagement to meet evolving regulatory and stakeholder expectations.

To achieve this, our focus includes the following priorities:

- **Enhanced screening:** We will further integrate social and human-rights criteria into supplier onboarding processes. This will support consistent risk identification across regions. In Australia, Integrity Next will be introduced for ESG supplier screening, with more in-depth assessments planned.
- **Regulatory readiness:** We will further align material compliance processes, particularly in European manufacturing entities, to address evolving requirements. While we are only indirectly affected by the Corporate Sustainability Due Diligence Directive (CSDDD), we will continue to support our customers and focus on due diligence for significant production material suppliers.
- **Purchaser training:** In 2026, procurement teams will participate in dedicated online training courses.
- **Resilience:** At the same time, we will continue to promote a local-for-local sourcing approach. We want to ensure that the majority of our suppliers come from the respective region. The aim is to balance cost efficiency with ESG requirements to build a more resilient supply chain.

## Key metrics and development

The table below summarizes our key figures on procurement spent, supplier selection, and due diligence with the available data for the reporting years 2023, 2024, and 2025.

**Table 7: Human rights in the supply chain**

	Unit	2025	2024	2023	GRI
<b>Procurement budget spent (production material)</b>					
Procurement spent from EMEA production plants <sup>1)</sup>	CHF	97,424,440	94,872,960	87,692,200	204-1-a
Procurement spent from Americas production plants <sup>1)</sup>	CHF	40,236,480	35,953,840	35,280,600	204-1-a
Procurement spent from APAC production plants <sup>1)</sup>	CHF	15,833,800	11,859,120	10,371,200	204-1-a
Total procurement spent <sup>1)</sup>	CHF	153,494,720	142,685,920	133,344,000	204-1-a
<b>Procurement by region</b>					
EMEA production plants, sourced from EMEA suppliers <sup>1)</sup>	CHF	87,644,740	84,802,120	78,802,600	204-1-a
Americas production plants, sourced from Americas suppliers <sup>1)</sup>	CHF	29,432,240	25,883,000	31,761,800	204-1-a
APAC production plants, sourced from APAC suppliers <sup>1)</sup>	CHF	14,809,260	11,670,880	10,093,400	204-1-a
Total procurement spent, sourced in same region <sup>1)</sup>	CHF	131,886,240	122,356,000	120,657,800	
<b>Procurement by region - %</b>					
EMEA production plants, sourced from EMEA suppliers <sup>1)</sup>	%	89.9	89.4	89.9	204-1-a
Americas production plants, sourced from Americas suppliers <sup>1)</sup>	%	73.1	72.0	89.9	204-1-a
APAC production plants, sourced from APAC suppliers <sup>1)</sup>	%	93.4	98.1	97.3	204-1-a
<b>Supplier onboarding</b>					
New suppliers onboarded	Number	113	158	204	
New suppliers that were screened using environmental criteria	%	0.0	0.0	0.0	308-1-a
New suppliers that were screened using social criteria	%	0.0	0.0	0.0	414-1-a
<b>Supplier assessments</b>					
Suppliers assessed in environmental criteria	Number	277	254	0	308-1-a
Suppliers assessed in social criteria	Number	271	254	0	414-1-a

	Unit	2025	2024	2023	GRI
<b>Supply chain due diligence</b>					
Suppliers screened for risks (DDTrO) <sup>2)</sup>	Number	1,103	365	0	
Suppliers with answered questionnaires	Number	631	304	0	
Suppliers with answered questionnaires	%	57.0	83.0	0.0	
<b>Child and forced labor in the supply chain</b>					
Confirmed cases of child labor	Number	0	0	0	2-27
Confirmed cases of forced labor or modern slavery	Number	0	0	0	2-27

<sup>1)</sup> Values for 2023 and 2024 adjusted due to reclassification of non-production material

<sup>2)</sup> Swiss Ordinance on Due Diligence and Transparency (DDTrO)

# Business conduct

## At a glance – Business conduct

### Management approach

- We base our business conduct on integrity, transparency, and accountability.
- The Interroll Code of Conduct defines binding rules for all employees and governing bodies worldwide.

### Performance

- 453 employees completed basic compliance training.
- Our approach is built on prevention, effective control systems, and a strong speak-up culture.

### Outlook

- We will continue to strengthen compliance awareness through training and communication.
- Key priorities include information security, ISO 27001 alignment, and regulatory readiness.

## Management approach

Integrity is essential. It guides how we work and how we make decisions every day. Our expectations are defined in the Interroll Code of Conduct. It is binding for all employees and governing bodies. We review and update the Code to ensure it stays clear, relevant, and aligned with laws and stakeholder expectations.

We do not accept bribery, corruption, fraud, discrimination, or unfair competition. These rules apply to all employees and to our business partners worldwide.

The Corporate Integrity function is responsible for business conduct across the Group. It reports directly to the Audit Committee of the Board of Directors. This ensures independent oversight. Our Compliance Management System follows key legal and regulatory requirements, including but not limited to the Swiss Code of Obligations and the European Union (EU) Whistleblower Directive.

### Strategic targets and measures

Our long-term goal is zero confirmed cases of misconduct. We know that individual cases may still occur. For this reason, we focus on early detection, clear action, and continuous improvement.

We use three reinforcing levers:

- **Prevention:** We provide clear policies, guidelines, and tools. They help employees understand their responsibilities and the consequences of misconduct. Mandatory training supports this approach. The Code of Conduct and topic-specific training are key elements of prevention.
- **Control systems:** We use clear and reliable control processes. Internal audits, approval rules, and structured investigations. If misconduct is confirmed, we apply appropriate consequences.
- **Speak-up culture:** We promote an open and respectful workplace. Employees are encouraged to raise concerns early and in good faith. Interroll provides a digital whistleblowing tool, our Integrity Line, which allows for anonymous reporting. Retaliation is not tolerated. Everyone is accountable for acting with integrity.

## Performance

In 2025, we published a revised Interroll Code of Conduct. The update explains expectations more clearly and reflects new legal and regulatory developments. It also strengthens our focus on human rights and sustainability.

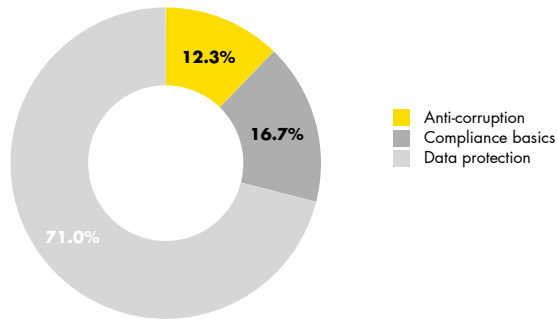
After the update, we launched a global e-learning program to introduce the revised Code.

During the year:

- 453 employees completed 151.0 hours of basic compliance training
- All new employees received the Code of Conduct in their Welcome Kit during onboarding
- Since 2025, live onboarding training also includes key compliance topics

Training on data protection and compliance topics took place online and on site, including sessions at the Training Academy in Hückelhoven-Baal, Germany.

### Compliance training



### Anti-corruption, bribery, and fraud

We regularly assess corruption risks in our operations. We apply strict rules against bribery and corruption. In 2025, we delivered 110.5 hours of anti-corruption training to 442 participants. This represents a decrease compared to 2024, where 172.0 hours of training were delivered to 688 participants.

There were no confirmed cases of bribery or corruption in 2025. There was one case of fraud confirmed, which involved forged supplier invoices. The employee was dismissed, authorities started criminal proceedings, and internal controls were strengthened.

### Compliance in daily operations

Senior management is responsible for compliance, risk management, and business performance. Departments handle day-to-day implementation.

Important business activities, such as hiring, expenses, purchasing, and contract approvals, follow clear approval rules. Higher-risk or higher-value transactions require additional approval. All approvals are documented and traceable.

Every Interroll entity worldwide has appointed an employee to the role of “Local Compliance Coordinator.” This employee works closely with Interroll’s Corporate Compliance team. They ensure that compliance-related requests are followed up, including checks on policy implementation and completion status.

### Fair competition

We support fair competition and follow all applicable antitrust and competition laws. In 2025, there were no legal cases related to anti-competitive behavior or violations of competition rules.

### Data protection and information security

We protect personal data and our information systems. Our goal is to ensure confidentiality, integrity, and availability of information through:

- Technical protection measures
- Clear internal rules
- Regular employee training on topics such as phishing and data handling

In 2025, we expanded data protection training and strengthened cybersecurity.

Data protection training covered a total of 639.8 hours of training, with 853 employees participating. Cybersecurity training accounted for 766.8 hours of training and reached 1,693 employees.

We also started developing a new policy covering software use, procurement, and artificial intelligence (AI). Employees receive regular cybersecurity and anti-phishing training.

In China, access to local server rooms is restricted. IT systems are managed remotely by APAC IT and Group IT.

### Whistleblowing and misconduct

We offer several whistleblowing channels. One of these is our whistleblowing platform, “Integrity Line,” which is available to employees and external parties worldwide. Reports can be made anonymously. It is a key part of our speak-up culture.

In 2025:

- 25 whistleblower cases were reported
- 30 cases were closed, including five from 2024
- No cases remained open at year-end

Four cases were confirmed, while 26 were unsubstantiated. The confirmed cases included one fraud case by one employee and three cases of serious behavioral misconduct by another employee, which

led to both being dismissed. Interroll faced no significant fines or sanctions related to social or economic non-compliance.

## Outlook

To ensure that there are no cases of misconduct, we will continue to strengthen compliance and information security within the Group. Our main priorities for 2026 and beyond are:

- Building an Information Security Management System in line with ISO 27001
- Preparing for the Cyber Resilience Act (CRA) from the European Union (EU)
- Strengthening local responsibility through clear roles and training
- Regularly reviewing controls and speak-up processes
- Introducing additional policies on anti-corruption, antitrust, and conflicts of interest

We launched a communication initiative with local Managing Directors and Local Compliance Coordinators to increase awareness and visibility of compliance across the Group. We will inform, engage, and influence employees regarding compliance topics through regular meetings, awareness campaigns, digital communication, and supporting tools that will be rolled out globally.

These actions help protect integrity and support sustainable, long-term growth across the Group.

## Key metrics and development

The table below summarizes our key figures on cybersecurity and compliance training, whistleblowing, and investigation results with the available data for the reporting years 2023, 2024, and 2025.

**Table 8: Business conduct**

	Unit	2025	2024	2023	GRI
<b>Cybersecurity training</b>					
Total training hours	Hours	766.8	885.3	1,048.0	
Average employee participation	Headcount	1,693.0	864.0	1,606.0	
<b>Compliance training</b>					
Anti-corruption <sup>1)</sup>	Hours	110.5	172.0	NA	205-2
Compliance basics <sup>1)</sup>	Hours	151.0	196.8	NA	
Data protection <sup>1)</sup>	Hours	639.8	NA	NA	
Total training hours <sup>1)</sup>	Hours	901.3	368.8	NA	
Anti-corruption <sup>1)</sup>	Headcount	442.0	688.0	NA	205-2
Compliance basics <sup>1)</sup>	Headcount	453.0	787.0	NA	
Data protection <sup>1)</sup>	Headcount	853.0	NA	NA	
<b>Fair competition</b>					
Legal actions pending	Number	0.0	0.0	0.0	206-1
<b>Whistleblowing and compliance</b>					
Fines or non-monetary sanctions	CHF	0.0	0.0	4,145.9	2-27
Cases submitted to the whistleblowing platform	Number	25.0	11.0	10.0	2-26
Cases carried forward from previous year	Number	5.0	0.0	0.0	2-26
Cases closed in the whistleblowing platform	Number	30.0	6.0	10.0	2-26
Open cases on December 31	Number	0.0	5.0	0.0	2-26
Unsubstantiated reports	Number	26.0	6.0	9.0	2-26
Confirmed cases of bribery, corruption, or fraud	Number	1.0	1.0	0.0	205-3
Confirmed cases of severe misconduct	Number	3.0	1.0	1.0	406-1
Total confirmed cases	Number	4.0	2.0	1.0	2-27

<sup>1)</sup> Training carried out in 2024 for the first time (NA = no data available)

# Planet

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# Climate change

## At a glance – Climate change

### Management approach

- Reduce greenhouse gas emissions (GHG) across Scope 1, Scope 2, and Scope 3.
- Improve energy efficiency, increase renewable electricity, and reduce value-chain emissions.

### Performance

- Total GHG emissions: 331,188.6 tCO<sub>2</sub>e.
- Renewable electricity share 2025: 73.4 percent.

### Outlook

- Increase renewable electricity through on-site generation and procurement instruments.
- Improve energy efficiency and electrify heating, processes, and fleet.
- Implement site-level decarbonization roadmaps and strengthen engagement with suppliers and logistics providers.

## Management approach

Climate change is a key priority for us, as it directly affects our business, our supply chain, and our long-term success.

The Board of Directors has overall responsibility for climate-related matters. It is supported by the Sustainability Committee, which reviews climate targets, risks, and key initiatives. The Committee also advises the Board on regulatory and strategic impacts.

Further details can be obtained in the chapter *Governance and Risks*, on page 14.

Operational responsibility lies with Group Management, led by the CEO. Climate aspects are integrated into strategy, investment decisions, and daily operations. The CFO oversees the sustainability function. The Corporate Sustainability team leads and coordinates climate programs, greenhouse gas accounting, and reporting.

Climate-related requirements are embedded in the Integrated Management System. This includes ISO 14001 at all entities and ISO 50001 at selected entities with an energy consumption over 3 GWh.

Climate change is included in the double materiality assessment and ESG risk management. It is therefore addressed both as an impact topic and a financial risk, in line with the International Financial Reporting Standard (IFRS) S2.

### Strategic targets and measures

Climate change is a core strategic topic under both the Planet and Product pillars in our Sustainability Framework. It is treated as both an impact and a financial matter in Interroll's strategy, consistent with IFRS S2.

### Strategic response to climate-related risks and opportunities

Our climate strategy addresses both risks and opportunities related to climate change. It focuses on transition risks such as stricter disclosure requirements, potential carbon pricing, and rising customer demand for low-carbon products. In addition, it considers physical risks from extreme weather events and long-term climate changes that may affect operations and supply chains. At the same time, the strategy aims to create value by developing energy- and carbon-efficient products, improving energy management at sites, and increasing carbon transparency for customers.

Further information regarding climate-related risks is outlined in Appendix 4: *IFRS S2*, on page 86.

### Climate transition plan

We are committed to achieving net zero by 2050. To achieve this, we have developed a transition plan with a key milestone in 2030.

We have set our climate targets for 2030, using 2024 as the baseline year. These climate targets are:

- Reduce Scope 1 emissions intensity by 38 percent.
- Reduce Scope 2 emissions intensity by 100 percent by switching fully to renewable electricity on a market-based basis.
- Reduce intensity year by year for purchased goods and services, logistics, product use, and end-of-life treatment (Scope 3.1, 3.4, 3.11, and 3.12). This represents the material upstream and downstream categories.

Emissions intensity is measured per million CHF of revenue. This allows stakeholders to assess progress while accounting for business growth.

### Main strategic levers and transition plan elements

To achieve these targets, our climate strategy focuses on three main levers: decarbonizing our own operations (Scopes 1 and 2), focusing on product development, and value chain initiatives (Scope 3).

Operational decarbonization:

- Implementing recommendations from the Group-wide Energy Maturity Assessment at production sites.
- Expanding on-site solar photovoltaic (PV) electricity generation.
- Increasing the purchase of renewable electricity.
- Electrifying heating systems and increasing the share of electric vehicles in our fleet.

Product development and value chain decarbonization:

- Increasing the use of low-emission and recycled materials.
- Optimizing logistics and packaging.
- Integrating energy efficiency, repairability, and recyclability into product development.

More information on product-related initiatives is provided in the chapter *Sustainable Innovation*, on page 69.

## Performance

We consider 2025 a transition year for climate management and reporting. Our focus was on consolidating systems, refining methodologies, and aligning risk and materiality perspectives with emerging regulatory requirements.

### Energy management

Energy management is a key part of our climate strategy. We aim to reduce overall energy consumption, increase the share of renewable energy, and improve energy efficiency across our operations and fleet.

In 2025, we continued to implement measures to improve the electricity mix, including self-generated electricity and the sourcing of renewable energy. In parallel, we implemented technical upgrades and behavioral initiatives to reduce overall energy demand.

#### Energy management system

In 2025, we implemented the requirements of ISO 50001 at our production site in Hückelhoven-Baal, Germany. This marks an important milestone in the rollout of a global energy management system. The certification supports a more structured and systematic approach to improving energy use and operational processes across the Group. Implementation and an external certification audit were completed in 2025. The certificate was issued in January 2026.

Building on this progress, we aim to further strengthen energy management at production sites. Ongoing energy usage monitoring and performance tracking will continue to support this initiative. We will evaluate all entities with annual energy consumption above 3 GWh as to whether the ISO 50001 certification adds additional value to the energy management system.

#### Self-generated electricity

Increasing renewable electricity is an important part of the climate strategy. Where feasible, electricity is generated directly at production sites. This reduces GHG emissions and increases the share of renewable energy in our overall energy mix. At the same time, on-site energy generation can strengthen energy resilience and provide long-term economic benefits.

#### Non-renewable electricity

At our sites in Obrigheim and Hückelhoven-Baal in Germany, combined heat and power (CHP) plants are used. This electricity is classified as non-renewable since the plants generate electricity and heat simultaneously by burning natural gas.

In Hückelhoven-Baal, Germany, 119.8 MWh were produced. Of the total generated electricity, 110.5 MWh were consumed on site. This covered 7.0 percent of the site's electricity demand. A total of 9.2 MWh were fed back into the grid.

The CHP in Obrigheim, Germany, produced 59.2 MWh of electricity. All of it was consumed on site, covering 3.1 percent of the site's electricity demand.

Electricity generated from non-renewable sources decreased from 551.0 MWh in 2024 to 179.0 MWh in 2025.

The decrease was influenced by the shutdown of CHP units due to exceeded operational thresholds and technical defects. Furthermore, the expiration of a subsidy program reduced opportunities to export excess electricity to the grid.

### Renewable electricity

We operate photovoltaic (PV) systems at several sites to support on-site renewable electricity generation. In parallel, we continue to expand photovoltaic installations across our operations.

At the site in Sant'Antonino, Switzerland, PV systems with a maximum capacity of 521 kWp have been in operation since 2022. They generated 623.4 MWh in 2025. Around 82.1 percent of the electricity was used on site. This covered about 21.7 percent of the site's total energy consumption. The remaining share was fed back into the grid.

In Cerdanyola del Vallès, Spain, a PV system has been in place since 2023. With an installed capacity of 99.9 kWp, it supports the site's renewable electricity supply. In 2025, 109.3 MWh were produced. Of this, 62.7 MWh were consumed on site. This covered 52.6 percent of the site's total electricity consumption.

Since 2024, our site in Epping, Australia, has also had a PV system. It has an installed capacity of 66.4 kWp. It produced a total of 88.3 MWh in 2025, of which 46.2 MWh were self-consumed. This covered 50.8 percent of the site's total demand. A total of 42.1 MWh of the on-site generation was fed into the grid.

In Chonburi, Thailand, solar panels with an installed capacity of 128.78 kWp were installed in 2025. The 36.7 MWh produced in 2025 covered 12.5 percent of the site's electricity demand. A higher share is expected in 2026. The PV system at the site is operated by third party. The site accounts only for the electricity consumed directly on site. Any surplus electricity is fed into the public grid.

In Suzhou, China, the installation of a PV system was finalized in 2025. The system has a maximum capacity of approximately 990 kWp. In 2025, 313.0 MWh were produced and self-consumed. It covers around 44.8 percent of the facility's current electricity demand. As in Chonburi, Thailand, the system is operated by a third party. Surplus electricity is also fed into the grid, but is not counted in the site's generation figures.

In Obrigheim, Germany, the construction of a PV system was approved in 2025. The installation is expected to go live in 2026. It is expected to generate around 1,000 MWh of electricity per year.

Due to newly installed PV systems, self-generated renewable electricity increased from 713.4 MWh in 2024 to 1,170.6 MWh in 2025.

### Electricity sources

In 2025, we made strong progress in increasing the share of renewable electricity worldwide.

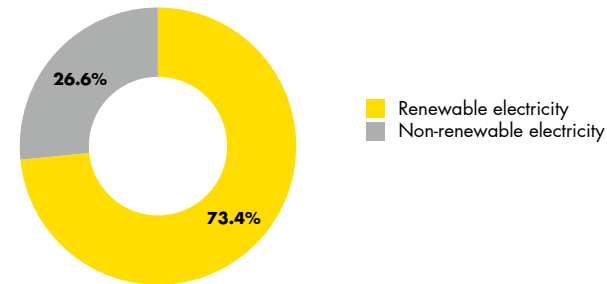
In total, we consumed 10,953.0 MWh of renewable electricity and 3,964.1 MWh of non-renewable electricity. As a result, 73.4 percent of our total electricity consumption was sourced from renewable energy, while 26.6 percent remained non-renewable.

This increase was mainly achieved through the purchase of Energy Attribute Certificates (EACs). These certificates covered a large share of electricity consumption in Europe and parts of the Americas. In Europe, a smaller share was also sourced through direct renewable energy contracts.

Renewable electricity also came from on-site generation, mainly through PV systems at several production sites.

Together, these measures significantly increased the share of renewable electricity compared with the previous year.

### Renewable electricity



### Energy consumption and energy mix

#### Electricity consumption

In 2025, electricity remained the largest share of our total energy consumption at 14,917.1 MWh. This was a slight decrease compared to 2024, when electricity consumption totaled 15,188.6 MWh.

#### Natural gas

Natural gas remained the main fuel for heating. It totaled 11,451.7 MWh in 2025, compared to 10,938.8 MWh in 2024.

The overall increase was mainly driven by higher heating demands in Germany and Canada, reflecting weather conditions and operational needs in those facilities.

**Fuel oil**

Fuel oil used for heating amounted to 182.7 MWh in 2025. This showed a slight decrease compared to 204.4 MWh in 2024.

Fuel oil plays only a minor role in Interroll's overall energy mix, as it is used in Sant'Antonino, Switzerland.

**District heating**

District heating is used exclusively in Hvidovre, Denmark. It totaled 271.9 MWh in 2025, also showing a slight decrease compared to 295.2 MWh in 2024.

It therefore also represents only a small share of total energy consumption.

**Other energy sources**

Other energy sources consisted of liquified petroleum gas (LPG), propane, and diesel for various applications in roughly equal shares. They amounted to 354.6 MWh, down from 678.8 MWh in 2024.

The decrease in consumption was mainly due to the use of existing LPG stocks from 2024.

At the same time, propane use was slightly reduced by shifting combustion-based processes to electric alternatives.

**Measures**

We implemented several targeted measures at different locations to improve energy efficiency. These initiatives include operational improvements, equipment upgrades, and better energy monitoring.

**Energy monitoring and performance management**

Energy performance is continuously monitored across all global production sites. Structured KPIs, regular trend analyses, and standardized reporting tools are used for this purpose.

This systematic approach helps identify inefficiencies at an early stage. It also supports timely action to realize energy-saving opportunities. In addition, it helps determine when a site becomes eligible for ISO 50001 certification.

**Technical improvements**

Technical energy-efficiency measures were implemented across multiple sites worldwide.

Wilmington, United States, represents a particularly strong example of these efforts. Here, we improved energy efficiency by upgrading key equipment and infrastructure. Five Computer Numerical Control (CNC) machines were replaced with three more energy-efficient models. Two heating,

ventilation, and air conditioning (HVAC) units were modernized. Moreover, all facility lighting was converted to LED technology.

These measures significantly reduced electricity consumption in 2025 while maintaining production output. An even greater effect is expected in 2026.

**Operational and behavioral measures**

Technical improvements are complemented by operational and behavioral initiatives.

In Hiram, United States, daily energy-saving practices were introduced in production and warehouse areas. Employees switch off idle conveyors and equipment and shut down forklifts when they are not in use. In addition, compressed air losses were reduced. Better use of daylight and improved management of HVAC doors and fans further supported these efforts. Similar operational measures have also been implemented at other locations.

In Suzhou, China, electricity use on the production floor was optimized by dividing the main power supply into zones. This ensures that only active areas are powered. Employees also received targeted training on energy-saving practices.

In Chonburi, Thailand, awareness campaigns encouraged employees to reduce unnecessary electricity consumption. Measures included limiting air conditioning to 26 °C and reducing cooling in non-essential areas such as restrooms.

Through this combination of monitoring, equipment upgrades, and behavioral measures, we continue to reduce energy consumption while supporting operational performance and sustainability goals.

**Fleet energy source**

In 2025, our fleet consumed 1,897.9 MWh of gasoline, 2,189.0 MWh of diesel, and 140.8 MWh of electricity. In 2024, gasoline consumption amounted to 2,443.9 MWh, diesel consumption to 3,874.7 MWh, and electricity use to 49.8 MWh.

Compared to 2024, gasoline and diesel consumption decreased significantly, while electricity use nearly tripled. This reflects the effectiveness of our strategy to transition from internal combustion vehicles to electric vehicles. This contributes to reducing dependence on fossil fuel-based energy sources. Over time, conventional vehicles are gradually being replaced by electric alternatives.

**Total energy consumption**

In 2025, our total energy consumption amounted to 31,405.6 MWh. This shows a decrease compared to 33,624.4 MWh in 2024. This reduction is partly due to a slightly lower production volume. At the same time, energy intensity improved, reflecting the effectiveness of our energy efficiency measures.

Energy intensity fell from 63.8 in 2024 to 61.1 in 2025.

Self-generated energy consumption from all sources increased to 1,140.0 MWh in 2025, up from 971.2 MWh in 2024. This was mainly driven by higher solar capacity at several production sites.

209.6 MWh of the total generated electricity from all sources was not directly consumed on site. It was fed back into the grid and sold. Compared to 2024, 146.7 MWh of self-generated electricity was fed back to the grid. The increase is attributable to more sites having installed photovoltaic systems.

Purchased energy decreased to 30,265.6 MWh in 2025, down from 32,653.2 MWh in 2024. This reduction reflects the increased share of self-generated electricity and the effectiveness of reduction measures.

### Emissions

We measure our climate performance using a comprehensive greenhouse gas inventory and a set of climate-related key performance indicators. The inventory covers Scope 1, Scope 2, and Scope 3 emissions and follows the GHG Protocol, applying the operational control approach.

To support this approach, we have strengthened our climate data and control environment.

A new carbon accounting system is being used to calculate the Corporate Carbon Footprint (CCF).

In addition, a centralized ESG data platform standardizes the collection and consolidation of climate data across all entities.

### Net zero ambition

Our long-term ambition to reach net zero is aligned with the Paris Agreement. It is based on changes across the entire supply chain, including product design, sourcing, and innovation.

- We aim to reduce emissions in the supply chain through closer cooperation with strategic suppliers.
- We develop energy-efficient products that significantly reduce emissions during customer use.
- Circularity principles are integrated to limit environmental impacts at the end of a product's life.

Further details can be found in the chapter *Sustainable Innovation*, on page 69.

### Energy Maturity Assessment

In 2025, we conducted a Group-wide Energy Maturity Assessment covering 18 major production sites. The assessment was carried out after the initial climate-related risk assessment. We aimed to identify energy efficiency and decarbonization opportunities.

The results show that an investment of around CHF 1.9 million over the next three years is required to fully implement the identified efficiency measures. Based on the 2024 baseline, we estimated a potential reduction of around 789 tCO<sub>2</sub>e through energy efficiency improvements. Most of the savings are linked to measures related to HVAC systems and controls, hot water boilers, painting lines, presses, and lighting.

In total, more than 567 improvement opportunities were identified across 290 decarbonization options.

This assessment strengthens our climate strategy by providing a clearer understanding of site-level decarbonization levers. It also supports more informed investment decisions and better integration of climate-related risks and opportunities into strategic planning, in line with IFRS S2.

### Total emissions

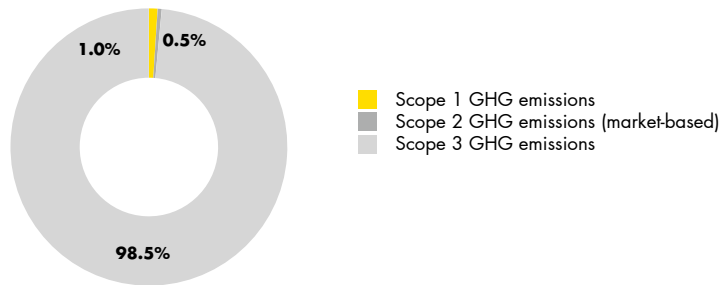
In 2025, our total GHG emissions amounted to 331,188.6 tCO<sub>2</sub>e, compared to 320,177.0 tCO<sub>2</sub>e in 2024. The increase was mainly driven by higher emissions from the use of sold products (Scope 3.11), reflecting changes in product mix and sales structure.

In line with this, total emissions intensity increased from 607.4 tCO<sub>2</sub>e/MCHF in 2024 to 644.1 tCO<sub>2</sub>e/MCHF in 2025.

The distribution across emission scopes shows that Scope 1 accounted for around 1.0 percent of total emissions. Scope 2 represented approximately 0.5 percent, with 98.5 percent or the majority of emissions originating from Scope 3 activities.

This distribution highlights that the greatest potential for meaningful emission reductions lies within the Scope 3 category. As a result, our future climate actions will primarily focus on addressing these upstream and downstream emissions. Further details on the key Scope 3 categories and related measures can be found in chapter *Sustainable Innovation*, on page 69.

## Total GHG Emissions



### Scope 1

In 2025, our Scope 1 emissions increased from 3,289.7 tCO<sub>2</sub>e in 2024 to 3,365.7 tCO<sub>2</sub>e.

Several entities achieved reductions in their Scope 1 emissions compared to the previous year. The overall increase was mainly driven by higher natural gas use for heating at sites in Germany and Canada. Therefore, the increase reflects elevated heating demand compared to the previous year rather than structural changes in our operations.

Consequently, Scope 1 emissions intensity also rose slightly from 6.2 tCO<sub>2</sub>e/MCHF in 2024 to 6.5 tCO<sub>2</sub>e/MCHF in 2025. This indicates a moderate increase in direct emissions relative to business activity.

We will continue to closely monitor direct emissions across all sites. At the same time, we will assess opportunities to reduce fossil fuel use through efficiency measures. In parallel, long-term decarbonization initiatives are being assessed and further developed.

### Scope 2

In 2025, our Scope 2 emissions (market-based) decreased significantly from 2,229.9 tCO<sub>2</sub>e in 2024 to 1,581.8 tCO<sub>2</sub>e in 2025.

The reduction in Scope 2 emissions was a direct result of the increased use of renewable electricity described in the subchapter *Electricity Sources*. The purchase of Energy Attribute Certificates covered most electricity consumption in Europe and a significant share in the United States. As a result, Scope 2 emissions on a market-based basis decreased.

Consequently, Scope 2 emissions intensity (market-based) declined from 4.2 tCO<sub>2</sub>e/MCHF in 2024 to 3.1 tCO<sub>2</sub>e/MCHF in 2025.

Scope 2 emissions calculated using the location-based method decreased slightly from 3,797.6 tCO<sub>2</sub>e in 2024 to 3,688.9 tCO<sub>2</sub>e in 2025. This development may partly be linked to a slight decline in production volumes leading to lower electricity consumption. However, it also shows the effectiveness of implemented energy efficiency measures described above.

In general, this indicates that most of the emissions reduction comes from renewable electricity procurement instruments.

### Scope 3

In 2025, our Scope 3 emissions totaled 326,241.1 tCO<sub>2</sub>e, compared to 314,657.4 tCO<sub>2</sub>e in 2024. This represents an increase year-on-year, reflecting changes across several categories within our supply chain.

At the same time, Scope 3 emissions intensity increased slightly to 634.5 tCO<sub>2</sub>e/MCHF in 2025 from 597.0 tCO<sub>2</sub>e/MCHF in 2024. This development is mainly linked to changes in the product mix and sales structure during the reporting period.

To better understand the drivers behind these developments, the following section provides a detailed analysis. It breaks down emissions across the individual Scope 3 categories.

### Upstream emissions

#### Scope 3.1 Purchased goods and services

Emissions from purchased goods and services increased slightly to 99,044.8 tCO<sub>2</sub>e in 2025, compared to 96,520.7 tCO<sub>2</sub>e in 2024. This development reflects largely unchanged spending on services and slightly higher expenditures for standard goods.

Purchased goods and services remain the second-largest contributor to our Scope 3 emissions.

This highlights the importance of selecting materials based on sustainability criteria and reducing material use where possible.

Due to stable spending on standard goods and lower sales, emissions intensity for Scope 3.1 increased to 192.6 tCO<sub>2</sub>e/MCHF in 2025 compared to 183.1 tCO<sub>2</sub>e/MCHF in 2024.

#### Scope 3.2 Capital goods

Emissions from capital goods increased to 3,884.8 tCO<sub>2</sub>e in 2025, compared to 3,204.3 tCO<sub>2</sub>e in 2024.

The increase was mainly driven by higher investment activity during the year.

### Scope 3.3 Fuel- and energy-related activities

Emissions in this category increased to 1,710.1 tCO<sub>2</sub>e in 2025, up from 1,678.2 tCO<sub>2</sub>e in 2024.

The change is mainly linked to higher upstream emissions from energy use, particularly natural gas for heating. At the same time, the increased share of renewable electricity helped to mitigate this effect.

### Scope 3.4 Upstream transportation and distribution

In 2025, upstream logistics emissions amounted to 9,139.2 tCO<sub>2</sub>e, compared to 9,067.8 tCO<sub>2</sub>e in 2024.

The slight increase was mainly driven by a higher share of air freight in 2025, which is associated with higher emissions.

The emissions intensity for Scope 3.4 increased respectively to 17.8 tCO<sub>2</sub>e/MCHF in 2025, compared to 17.2 tCO<sub>2</sub>e/MCHF in 2024.

### Scope 3.5 Waste generated in operations

Emissions from operational waste decreased to 546.9 tCO<sub>2</sub>e in 2025, compared to 643.2 tCO<sub>2</sub>e in 2024.

The reduction was mainly driven by local initiatives. These included selling recyclable metals and polymers to third-party vendors.

### Scope 3.6 Business travel

Business travel emissions decreased to 1,710.0 tCO<sub>2</sub>e in 2025 from 1,934.1 tCO<sub>2</sub>e in 2024.

The reduction is mainly due to fewer global business trips.

### Scope 3.7 Employee commuting

Emissions from employee commuting decreased slightly to 3,030.2 tCO<sub>2</sub>e in 2025, compared to 3,106.2 tCO<sub>2</sub>e in 2024.

The reduction correlates to a small decrease in the number of employees.

### Scope 3.8 Upstream leased assets

This category is omitted, as we do not operate upstream leased assets.

### *Downstream emissions*

#### Scope 3.9 Downstream transportation and distribution

Emissions from downstream logistics decreased slightly to 1,826.0 tCO<sub>2</sub>e in 2025 from 1,813.1 tCO<sub>2</sub>e in 2024.

As with Scope 3.4, increased air freight volumes were also responsible for the slight rise.

#### Scope 3.10 Processing of sold products

Emissions from processing sold products are considered negligible due to minimal manual assembly processes. This category is therefore omitted.

#### Scope 3.11 Use of sold products

Total emissions from the use of sold products amounted to 202,041.9 tCO<sub>2</sub>e in 2025, compared to 192,819.9 tCO<sub>2</sub>e in 2024. This represents a slight increase in absolute emissions.

Emissions intensity has fluctuated over the past three years. It rose from 365.8 tCO<sub>2</sub>e/MCHF in 2024 to 393.0 tCO<sub>2</sub>e/MCHF in 2025. This indicates a moderate increase in emissions relative to sales between 2024 and 2025.

One key driver of this development was the growing share of electrified products sold.

In addition, the product mix shifted toward a higher proportion of individual products with lower unit prices, compared with larger system projects.

As a result, emissions relative to sales increased slightly, leading to the observed rise in emissions intensity.

#### Scope 3.12 End-of-life treatment of sold products

Emissions from end-of-life treatment of sold products decreased to 3,307.3 tCO<sub>2</sub>e in 2025, compared to 3,869.9 tCO<sub>2</sub>e in 2024.

The decrease is mainly related to less wood-based packaging and related emissions.

In line with this development, emissions intensity for Scope 3.12 sank to 6.4 tCO<sub>2</sub>e/MCHF in 2025. In 2024, emissions intensity for Scope 3.12 amounted to 7.3 tCO<sub>2</sub>e/MCHF.

Scope 3.13 Downstream leased assets, 3.14 Franchises, and 3.15 Investments, These categories are omitted, as they do not apply to our operations.

## Outlook

In the coming years, we will fully align our double materiality assessment with the updated ESG risk methodology. This includes harmonized financial thresholds for climate-related risks and opportunities, in line with ESRS and IFRS S2.

- **Renewable electricity:** We will increase the share of renewable electricity across our operations. Where appropriate, we plan to install on-site photovoltaic systems. In addition, we will use energy attribute certificates to source renewable electricity.
- **Energy Maturity Assessment:** We will continue to implement site-level decarbonization roadmaps based on the results from the Energy Maturity Assessment. Our priority will be high-impact measures, including energy-efficiency improvements, electrification, and the expansion of renewable energy.
- **Electrification:** We will continue to increase electrification across our operations. This includes replacing natural gas and fuel-based heating systems with electric solutions. We will also continue transitioning our vehicle fleet from combustion engines to electric vehicles.
- **Low-emission sourcing:** Across the supply chain, we will further strengthen our decarbonization efforts. This includes scaling low-emission sourcing, working closely with logistics partners on lower-carbon transport solutions, and tightening energy-efficiency and circularity requirements.

## Key metrics and development

The table below summarizes our key figures on GHG emissions and energy consumption with the available data for the reporting years 2023, 2024, and 2025.

**Table 9: Climate change**

	Unit	2025	2024	2023	GRI
<b>Corporate Carbon Footprint (CCF)</b>					
Scope 1 GHG emissions	tCO <sub>2</sub> e	3,365.7	3,289.7	3,202.2	305-1
Scope 2 GHG emissions (market-based)	tCO <sub>2</sub> e	1,581.8	2,229.9	2,270.6	305-2
Scope 2 GHG emissions (location-based)	tCO <sub>2</sub> e	3,688.9	3,797.6	3,871.9	305-2
Scope 3 GHG emissions <sup>1) 2)</sup>	tCO <sub>2</sub> e	326,241.1	314,657.4	267,089.8	305-3
Total Corporate Carbon Footprint <sup>1) 2)</sup>	tCO <sub>2</sub> e	331,188.6	320,177.0	272,562.6	
Scope 1 GHG emissions	%	1.0	1.0	1.2	305-1
Scope 2 GHG emissions (market-based)	%	0.5	0.7	0.8	305-1
Scope 3 GHG emissions	%	98.5	98.3	98.0	305-1
<b>Scope 3 GHG emissions</b>					
Scope 3.1 Purchased goods and services <sup>1)</sup>	tCO <sub>2</sub> e	99,044.8	96,520.7	80,982.4	305-3
Scope 3.2 Capital goods <sup>1)</sup>	tCO <sub>2</sub> e	3,884.8	3,204.3	5,745.7	305-3

	Unit	2025	2024	2023	GRI
Scope 3.3 Fuel-and-energy-related activities <sup>1)</sup>	tCO <sub>2</sub> e	1,710.1	1,678.2	1,680.6	305-3
Scope 3.4 Upstream transportation and distribution <sup>1)</sup>	tCO <sub>2</sub> e	9,139.2	9,067.8	16,833.8	305-3
Scope 3.5 Waste generated in operations <sup>1)</sup>	tCO <sub>2</sub> e	546.9	643.2	627.1	305-3
Scope 3.6 Business travel <sup>1)</sup>	tCO <sub>2</sub> e	1,710.0	1,934.1	2,238.4	305-3
Scope 3.7 Employee commuting <sup>1)</sup>	tCO <sub>2</sub> e	3,030.2	3,106.2	3,108.8	305-3
Total upstream emissions <sup>1)</sup>	tCO <sub>2</sub> e	119,065.9	116,154.6	111,216.7	305-3
Scope 3.9 Downstream transportation and distribution <sup>1)</sup>	tCO <sub>2</sub> e	1,826.0	1,813.1	3,366.9	305-3
Scope 3.11 Use of sold products <sup>1) 2)</sup>	tCO <sub>2</sub> e	202,041.9	192,819.9	149,462.5	305-3
Scope 3.12 End-of-life treatment of sold products <sup>1)</sup>	tCO <sub>2</sub> e	3,307.3	3,869.9	3,043.7	305-3
Total Downstream Emissions <sup>1) 2)</sup>	tCO <sub>2</sub> e	207,175.2	198,502.8	155,873.1	305-3
<b>Emissions intensity</b>					
Scope 1	tCO <sub>2</sub> e/MCHF	6.5	6.2	5.8	305-4
Scope 2 (market-based)	tCO <sub>2</sub> e/MCHF	3.1	4.2	4.1	305-4
Scope 3	tCO <sub>2</sub> e/MCHF	634.5	597.0	480.1	305-4
Scope 3.1 <sup>1)</sup>	tCO <sub>2</sub> e/MCHF	192.6	183.1	145.6	305-4
Scope 3.4 <sup>1)</sup>	tCO <sub>2</sub> e/MCHF	17.8	17.2	30.3	305-4
Scope 3.11 <sup>1) 2)</sup>	tCO <sub>2</sub> e/MCHF	393.0	365.8	268.7	305-4
Scope 3.12 <sup>1)</sup>	tCO <sub>2</sub> e/MCHF	6.4	7.3	5.5	305-4
Total GHG emissions intensity <sup>1) 2)</sup>	tCO <sub>2</sub> e/MCHF	644.1	607.4	490.0	305-4
<b>Self-generated electricity</b>					
Non-renewable sources	MWh	179.0	551.0	282.6	302-1
Renewable sources	MWh	1,170.6	713.4	760.3	302-1
<b>Electricity sources</b>					
Non-renewable electricity	MWh	3,964.1	7,080.8	6,864.6	
Renewable electricity	MWh	10,953.0	8,107.9	7,938.5	302-1
Non-renewable electricity	%	26.6	46.6	46.4	
Renewable electricity	%	73.4	53.4	53.6	302-1
<b>Energy consumption &amp; mix</b>					
Electricity	MWh	14,917.1	15,188.6	14,803.1	302-1
Fuel oil (heating)	MWh	182.7	204.4	2,419.4	302-1
Natural gas (heating)	MWh	11,451.7	10,938.8	7,670.4	302-1
District heating	MWh	271.9	295.2	264.8	302-1
Other energy sources	MWh	354.6	678.8	702.9	302-1

	Unit	2025	2024	2023	GRI
<b>Fleet energy source</b>					
Gasoline	MWh	1,897.9	2,443.9	2,230.2	302-1
Diesel	MWh	2,189.0	3,874.7	4,271.2	302-1
Electricity	MWh	140.8	49.8	8.1	302-1
<b>Total energy consumption</b>					
Self-generated	MWh	1,140.0	971.2	741.6	302-1
Self-generated not consumed	MWh	209.6	146.7	150.7	302-1
Purchased	MWh	30,265.6	32,653.2	31,620.3	302-1
Total energy consumption	MWh	31,405.6	33,624.4	32,361.9	302-1
<b>Energy intensity</b>					
Total energy intensity	MWh/MCHF	61.1	63.8	58.2	302-3
<b>Management system coverage</b>					
ISO 50001-certified entities	Number	0	0	0	
Employees covered under ISO 50001	%	0	0	0	

<sup>1)</sup> 2024 and 2023 data has been adjusted in accordance with the new calculation tool and emission factor database used

<sup>2)</sup> The product "PowerSupply" was calculated with an incorrect lifetime consumption in 2024 and 2023, the values have been corrected

# Water and waste

## At a glance – Water and waste

### Management approach

- Reduce water intensity year by year until 2030.
- Reach an 80 percent recycling rate by 2030.

### Performance

- Total water withdrawal increased to 36,570.0 m<sup>3</sup> in 2025.
- The total amount of waste in 2025 was 4,204.0 t, consisting of 4,086.5 t of non-hazardous waste and 117.5 t of hazardous waste.

### Outlook

- Entities conduct regular water audits.
- Implementation of waste streams analysis, structured collection systems, and visual controls.

## Management approach

As a manufacturing company, we focus on using resources efficiently and supporting a circular economy. This helps us reduce our environmental impact and strengthens our operations.

Our approach is based on three main actions:

- Reducing the amount of material we use
- Closing material loops through recycling and refurbishment
- Minimizing waste in our own operations

This topic is managed under our ISO 14001 environmental management system. We plan to introduce this system at all significant production entities by 2030.

We follow the principle of “Reduce, Reuse, Recycle” for all waste streams. We also prefer durable and recyclable materials such as steel and aluminum, which are used in most of our products.

## Strategic targets and measures

Our mission is to use water and materials responsibly, reduce environmental impacts, and strengthen resource efficiency across all sites. To achieve this, we set the following strategic targets:

- Water intensity: We aim to reduce our water intensity every year until 2030. As a first step, all manufacturing sites must carry out water audits.
- Waste recycling: We want to reach a recycling rate of 80 percent by 2030. To support this, we are improving on-site waste separation and reducing material inefficiencies.

## Performance

### Water

Water withdrawal is not a material topic for us, as manufacturing and assembly processes are not water-intensive. We mainly monitor consumption to ensure responsible use. Most reduction measures focus on non-production water use.

### Production-related use

Production-related water use is generally limited. Production processes such as cooling or surface treatment need only small amounts of water. Where water is needed, we use closed-loop or recirculating systems to reduce the intake of fresh water.

### Non-production-related water use

Non-production-related water use mainly comes from operational support activities. This includes cleaning, sanitary facilities, cooling systems for equipment, and parts washing where needed. At some locations, water is also used for irrigation and gardening. These uses make up the majority of our total water consumption and are therefore the main focus of our water-saving measures.

### Water withdrawal

In total, we withdrew 36,570.0 m<sup>3</sup> of water in 2025. In comparison, water withdrawal in 2024 was 34,585.0 m<sup>3</sup>. The increase in 2025 was mainly caused by a leak at our site in France, which has now been repaired. This leak resulted in the unintended release of fresh water into the surrounding environment.

### Regional breakdown

#### EMEA

EMEA recorded the highest water withdrawal at 18,352.1 m<sup>3</sup>. The increase compared to 15,530.8 m<sup>3</sup> in 2024 was mainly caused by the leak at our site in France. This significantly raised total water withdrawal.

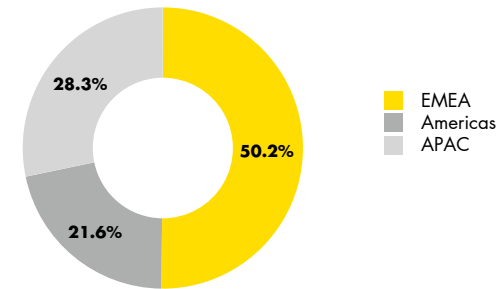
#### APAC

APAC reported 10,336.1 m<sup>3</sup> of water withdrawal, making it the second-largest contributor. Compared to 2024, with a water withdrawal of 13,143.6 m<sup>3</sup>, APAC managed to significantly reduce water withdrawal. This decrease is mainly due to measures taken to reduce non-production water use, especially at our sites in Chonburi, Thailand, and Shenzhen, China. The locations collect rainwater, which is reused for gardening and landscaping purposes.

#### Americas

The Americas region withdrew 7,881.9 m<sup>3</sup> of water in 2025, compared to 5,910.6 m<sup>3</sup> in 2024. The increase is mainly due to the increase in number of employees and respective higher demands for sanitary water. Despite the increase, the Americas region still has the lowest water withdrawal of all the regions. This is mainly due to fewer sites and different operational needs.

### Water withdrawal by region



### Water withdrawal intensity

The increasing water withdrawal also led to a higher water intensity of 71.1 m<sup>3</sup>/MCHF, compared to 65.6 m<sup>3</sup>/MCHF in 2024. Overall intensity remains low because our processes do not rely heavily on water. Most water is used for sanitary or supporting activities, not for core production.

As a result, the environmental impact of water use in our operations is small. Hence, water is not one of our most material environmental topics.

### Water management and discharge control

Water management focuses on controlled use, reuse where feasible, and compliance with local discharge requirements. Wastewater from cleaning, cooling, and surface treatment processes is collected, monitored, and treated before discharge.

Where industrial wastewater cannot be discharged directly, dedicated wastewater treatment systems are used. When this is not possible, third-party solutions ensure that chemical contamination stays within regulatory limits.

### Measures to reduce water withdrawal

To address impacts related to water withdrawal, we have several preventive measures in place. These include improved monitoring, controlled discharge, and adjustments to our processes.

The focus is not only on reducing water consumption. It is also on minimizing wastewater pollution, such as oily or chemically contaminated water.

Water reduction is supported through both technical measures and daily operational practices.

- In Hvidovre, Denmark, an old washing machine was replaced by a new one. This led to measurable water savings.
- In Chonburi, Thailand, water withdrawal was reduced by 25 percent by installing a new watering system for gardening.
- In Sant'Antonino, Switzerland, groundwater is used for cooling purposes. After the cooling process, the same water is reused in the building's heating system before it is returned. This reduces overall freshwater demand and improves energy efficiency by using the same water for multiple purposes.

## Waste

We are committed to a circular approach in our production. Our long-term target is to recycle 80 percent of total waste generated by 2030.

### Sources of waste

Waste is generated at our sites through both production activities and general operational processes.

Production-related waste mainly arises from manufacturing, machining, such as surface treatment, coating, and cutting processes, as well as from assembly, and repair activities. When products are repaired or refurbished, additional waste can occur, such as damaged components, electronic waste, and contaminated packaging materials.

Non-production-related waste primarily originates from packaging materials, warehouse operations, maintenance activities, offices, and canteens.

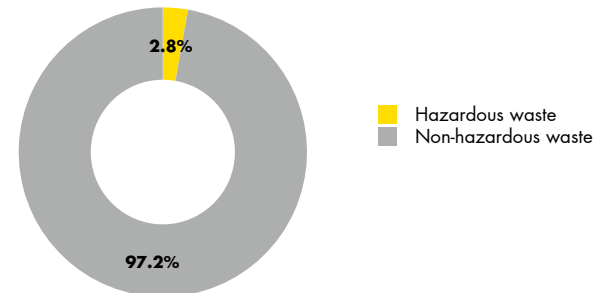
### Total waste

In total, 4,204.0 t of waste was generated in 2025. Compared to 4,325.6 t of generated waste in 2024, total waste decreased slightly. This reduction is mainly linked to lower sales in 2025, which led to reduced production volumes.

The majority of 4,086.5 t was non-hazardous waste. This was down from 4,218.4 t in 2024. Hence, the waste intensity for non-hazardous waste also dropped slightly from 8.0 t/MCHF in 2024 to 7.9 t/MCHF in 2025.

Only 117.5 t was hazardous waste, showing a slight increase from 107.2 t in 2024. Waste intensity for hazardous waste stayed constant at 0.2 t/MCHF.

## Waste generation



As a result, waste intensity remained unchanged in 2025 at 8.2 t/MCHF, the same level as in 2024.

### Types of waste

Across our operations, waste falls into three main groups:

- Recyclable waste: metals (steel, aluminum), plastics, cardboard and paper, wood (e.g., pallets), and electronic waste
- Hazardous waste: oils, greases, lubricants, coolants, contaminated cleaning materials, aerosols, adhesives, and certain wastewater streams.
- Mixed or non-recyclable waste: composite or conjoined parts that cannot be separated into recyclable fractions, as well as residual waste from operations and offices.

The exact composition of waste at each site varies by site. It depends on processes, product mix, and local infrastructure.

### Waste management and disposal

Waste is managed locally and in line with legal requirements. This work is supported by internal procedures and external service providers.

- Recyclable waste is separated, collected, and handed over to certified contractors. In some cases, internal recycling loops are applied.
- Hazardous waste is handled under controlled conditions and disposed of or treated through authorized channels. It is disposed of in accordance with applicable legal and environmental requirements
- Mixed and non-recyclable waste is handled by external service providers. Disposal is carried out in line with applicable legal and environmental requirements.

### Measures and initiatives

Overall recycling performance is monitored, and actions are taken to improve waste separation, contractor alignment, and transparency along the waste supply chain.

Small waste reduction initiatives were implemented especially at local levels, reflecting site-specific processes:

- In Sant'Antonino, Switzerland, a dedicated extrusion process was introduced to recycle polymer production scrap. In 2025, approximately 1.5 t of material were recovered internally instead of being sold externally.
- In Cerdanyola del Vallès, Spain, Hvidovre, Denmark, and at several sites in Germany, waste reduction initiatives focus on reducing packaging materials. These measures include reusable packaging solutions and close collaboration with suppliers to minimize cardboard and pallet waste.
- Improved monitoring of waste streams has been introduced at several locations, e.g., in Obrigheim, Germany, and in Wilmington, United States, to identify root causes and support future reduction measures.
- In Chonburi, Thailand, Hiram, United States, and Epping, Australia, waste reduction measures also focused on employee awareness and behavior. These initiatives aimed to improve waste separation through training.

### Management system coverage

In 2025, a total of 16 entities were certified under ISO 14001, compared to five entities in 2024. This shows a strong expansion of our environmental management system across the company.

The 11 entities achieving ISO 14001 certification in 2025 were:

- Interroll Logistica Ltda in Jaguariúna, Brazil
- Interroll Canada Ltd. in Newmarket, Canada
- Interroll Suzhou Co. Ltd. in Suzhou, China
- Interroll France SAS in La Roche-sur-Yon, France
- Interroll Engineering GmbH in Wermelskirchen, Germany
- Interroll Italia S.r.l in Rho, Italy
- Interroll Mexico S. de R.L. de C.V. in Querétaro, Mexico
- Interroll SA (Proprietary) Ltd. in Gauteng, South Africa
- Interroll Engineering West, Inc. in Canon City, United States
- Interroll Atlanta, LLC in Hiram, United States
- Interroll Corporation in Wilmington, United States

Employee coverage also increased significantly. In 2025, 63.0 percent of employees worked at ISO 14001-certified entities, up from 24.4 percent in 2024.

This progress strengthens our ability to manage environmental risks and supports more consistent practices across all locations.

### Outlook

We are committed to responsible water and waste management across all our operations. Our clear focus is on reducing environmental impacts.

- **Water audit:** We will further strengthen and standardize our water management practices. Our objective is to reduce water intensity year by year. To support this, all manufacturing entities will be required to conduct regular water audits. These audits help identify reduction opportunities, improve efficiency, and manage local water-related risks.
- **Waste reduction and segregation:** We aim to expand proven waste-reduction and segregation measures. This includes clearer waste streams, standardized collection systems, and visual waste controls. In Hiram, United States, standardized waste bins and visual guidance will be introduced in 2026 to improve recycling rates and reduce mixed waste.
- **Data quality:** We will continue to improve the quality, consistency, and completeness of water and waste data. This will allow reliable tracking and site-level comparisons. It also supports better management decisions.
- **Environmental management systems:** We will continue to strengthen our environmental management systems by implementing ISO 14001 across all entities. This will provide a consistent framework for managing water, waste, and related environmental risks. At the same time, it will support continuous improvement and regulatory compliance.

### Key metrics and development

The table below summarizes Interroll's key figures on water use, waste generation, and environmental management systems. It covers total water withdrawal by region, water intensity, hazardous and non-hazardous waste volumes, waste intensity, and ISO 14001 certification coverage.

Table 10: Water and waste

	Unit	2025	2024	2023	GRI
<b>Water withdrawal by region</b>					
EMEA	m <sup>3</sup>	18,352.1	15,530.8	13,803.0	303-3
Americas <sup>1)</sup>	m <sup>3</sup>	7,881.9	5,910.6	5,760.0	303-3
APAC	m <sup>3</sup>	10,336.1	13,143.6	15,097.0	303-3
Total water withdrawal <sup>1)</sup>	m <sup>3</sup>	36,570.0	34,585.0	34,660.0	303-3
<b>Water (withdrawal) intensity</b>					
Water intensity	m <sup>3</sup> /MCHF	71.1	65.6	62.3	303-3
<b>Waste generated</b>					
Hazardous waste <sup>2)</sup>	Metric tons	117.5	107.2	85.6	306-3
Non-hazardous waste <sup>2)</sup>	Metric tons	4,086.5	4,218.4	3,809.1	306-3
Total waste generated <sup>2)</sup>	Metric tons	4,204.0	4,325.6	3,894.6	306-3
<b>Waste intensity</b>					
Hazardous waste <sup>2)</sup>	t/MCHF	0.2	0.2	0.2	306-3
Non-hazardous waste <sup>2)</sup>	t/MCHF	7.9	8.0	6.8	306-3
Total waste intensity <sup>2)</sup>	t/MCHF	8.2	8.2	7.0	306-3
<b>Management system coverage</b>					
ISO 14001-certified entities	Number	16	5	1	
Employees covered under ISO 14001	%	63.0	24.4	0	

<sup>1)</sup> Previous year's data has been adjusted due to a conversion error from a local unit of measure to m<sup>3</sup>

<sup>2)</sup> Previous year's data has been adjusted due to improved waste classification

# Product

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# Sustainable innovation

## At a glance – Sustainable innovation

### Management approach

- Reduce product-related emissions across the full life cycle.
- Improve material efficiency, energy efficiency, and circularity.

### Performance

- Emissions caused by the use of sold products (Scope 3.11): 202,041.9 t CO<sub>2</sub>e.
- Total production materials: 41,491.5 t.

### Outlook

- Use low-carbon materials and reduce material intensity.
- Improve energy efficiency in drives and conveyor systems.
- Expand refurbishment and circular design practices.

## Management approach

Sustainable innovation focuses on reducing the carbon footprint of our products throughout their entire life cycle. This includes emissions from purchased materials (Scope 3.1), emissions created during product use by our customers (Scope 3.11), and impacts at the end of product life (Scope 3.12).

This topic is part of the “Product” pillar in our Sustainability Framework. It is managed by the Chief Technology Officer (CTO), who ensures that our Research and Development activities support our decarbonization goals. We also integrate life cycle thinking into the product development process.

### Strategic targets and measures

Our overall target is to reduce product-related emissions along the entire product life cycle. This includes emissions from purchased materials, the use of our products, and their end-of-life treatment. To reach this target, we will take several strategic steps that improve material choices, energy performance, and circularity across our product portfolio:

- **Material intensity:** We aim to reduce material-related emissions (Scope 3.1). This can be achieved by lowering product weight and increasing the use of low-carbon materials, such as green steel and recycled polymers.

- **Energy efficiency:** We aim to reduce energy use during the product use phase (Scope 3.11). To support this, we focus on developing energy-efficient drive technologies to lower energy consumption.
- **Circularity:** We aim to improve end-of-life treatment (Scope 3.12). We want to ensure, that products are designed for easy disassembly and recycling. This enables the recovery of valuable materials and reduces emissions from disposal.

## Performance

An analysis of our greenhouse gas (GHG) emissions shows that Scope 3.1 (purchased goods and services) accounts for the second largest share and Scope 3.11 (use of sold products) for the largest share of our total carbon footprint. Therefore, they also offer the greatest potential for effective measures to reduce our carbon footprint and environmental impact.

Consequently, our product sustainability strategy focuses primarily on these areas. At the same time we are aiming to enhance the value delivered to our customers.

We improve the performance of customer processes with our products and solutions. This reduces losses and waste while increasing energy efficiency. At the same time, optimized processes help lower physical strain on workers.

Each performance improvement therefore contributes to measurable value creation for our customers. Hence, our net zero ambition is guided by a clear understanding of where the most material climate impacts occur.

### Production materials

Emissions from Scope 3.1 (purchased goods and services) amounted to 99,044.8 t CO<sub>2</sub>e. The intensity of 6.5 t CO<sub>2</sub>e/MCHF in 2025 shows an increase compared to 6.2 t CO<sub>2</sub>e/MCHF in 2024.

Scope 3.12 (end-of-life treatment of sold products) contributed 3,307.3 t CO<sub>2</sub>e in 2025. Here, the intensity decreased to 6.4 t CO<sub>2</sub>e.

Together they represent a significant share of our GHG emissions. This highlights the importance of material-related decisions across the product life cycle. This makes them an important lever for achieving effective emissions reductions.

Consequently, we have set the strategic target of reducing these emissions relative to our sales. This approach links business growth with the emissions generated by purchased goods and services and our sold products.

### Material utilization

Material efficiency is a core principle embedded in our products and solutions and is integrated into current development processes. It is both a response to an identified transitional risk and a lever for capturing strategic opportunity.

As customers increasingly expect products with lower carbon footprints, insufficient progress on material-related emissions could undermine competitiveness. We embed material efficiency into our development processes and align material use with functional and operational requirements. This approach reduces the carbon intensity of our products and strengthens our market position.

Material usage is aligned with functional and operational requirements through application-specific design. For example, we use topology optimization, a method that removes unnecessary material from areas with low stress levels. Furthermore, we also apply lightweight design, which reduces product weight while maintaining required durability. Together, these methods reduce the average steel content in new conveyor modules while preserving performance and customer value.

In total, 41,491.5 t of production materials were used in 2025, compared to 37,753.0 t in 2024. This shows an increase in material consumption.

Total production materials are divided into the following three categories:

### Metal

Metal consumption increased in 2025. In total, 35,760.2 t of metals were reported compared with 31,317.1 t in 2024.

Some European entities, including sales units, reported higher metal volumes driven by increased conveyor sales and specific customer product requests.

### Polymers

Polymers consumption increased from 3,338.1 t in 2024 to 3,458.3 t in 2025.

This development is attributable to operational factors. For example, in Chonburi, Thailand, higher volumes were recorded due to a large project for an APAC-based customer.

### Mixed materials

Mixed materials are defined as not solely polymer or metal. Hence, they consist of a combination of different materials (e.g., electrical components such as sensors and control units).

The usage of mixed materials decreased to 2,273.0 t in 2025 from 3,097.8 t in 2024.

### Material intensity

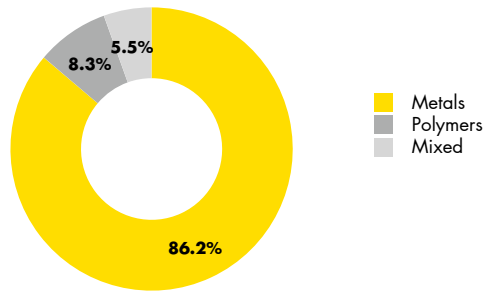
In relation to sales, the production material intensity in 2025 was 80.7 t/MCHF. The material intensity breakdown according to the different categories was as follows:

- Metals: 69.6 t/MCHF
- Polymers: 6.7 t/MCHF
- Mixed: 4.4 t/MCHF

In general, the total material intensity increased slightly compared to 71.6 t/MCHF in 2024.

This reflects the increase in the total use of production materials, primarily due to higher metal and polymer values. Consequently, the intensity of metals and polymers also increased while the intensity of mixed materials decreased.

### Total production material



### Alternative production materials

In addition to reducing material demand, we actively test alternative materials with a lower environmental footprint. This also includes evaluating the potential use of green steel for high-volume roller tubes.

The aim is to reduce the emissions intensity of our most relevant material category.

### End-of-life treatment

To reduce environmental impacts of the products at the end-of-life, we focus on recoverability and circular design.

Aspects such as durability, repairability, and material separation are considered in design decisions within our product development processes. We hereby ensure that new products are designed for easy disassembly and recycling at the end of their life.

A key highlight of 2025 was the advancement of our Drum Motor Refurbishment program. Used motors are repaired and upgraded instead of being discarded. This extends product service life and significantly reduces the consumption of virgin materials. This service is available at selected service hubs in Europe and the Americas.

Additionally, disassembly instructions are provided for newly developed products to support the efficient separation of steel, copper, and electronic components.

These measures support material recovery, strengthen circular supply chains, and reduce emissions in Scope 3.12 (end-of-life treatment of sold products).

### Packaging material

In 2025, 3,058.6 t of packaging materials were used across different categories. This represents a decrease compared to 3,689.2 t in 2024.

This was mainly due to an unusually high share of wood-based packaging in 2024. Cardboard and paper-based packaging and plastic-based packaging showed a slight increase.

### Cardboard and paper-based packaging

In 2025, we used 858.9 t of cardboard and paper-based packaging. This is a small increase compared with 816.8 t in 2024.

The increase is mainly due to the higher number of smaller products sold, such as rollers. These products require more cardboard and paper materials for safe and stable packaging.

Cardboard and paper remain an important option for reducing environmental impact because these materials are widely recyclable and allow flexible packaging designs.

### Wood-based packaging

Wood-based packaging accounted for 2,089.3 t in 2025. This category shows a clear decrease compared to the unusually high figure of 2,791.4 t reported in 2024.

The spike in the previous year came from an increase in wood-based packaging in Canon City, United States, due to a build-up of stocks in 2024.

Wood continues to play an important role for transporting heavy or large products, such as our solutions.

### Plastic-based packaging

In 2025, we used 110.4 t of plastic-based packaging material, compared to 81.1 t in 2024.

This slight increase is mainly driven by smaller products that need additional protective layers to ensure safe transport.

### Packaging material intensity

Likewise, material intensity reduced slightly from 7.0 t/MCHF in 2024 to 5.9 t/MCHF in 2025:

- Cardboard and paper-based packaging: 1.7 t/MCHF
- Wood-based packaging: 4.1 t/MCHF
- Plastic-based packaging: 0.2 t/MCHF

To reduce the use of packaging material, we continuously assess alternative packaging materials for key products and solutions, including rollers, roller drives, drum motors, and the Modular Pallet Platform. The objectives are to optimize packaging volumes, increase recyclability, and avoid hazardous substances.

Significant progress was made in phasing out plastics. In the Americas region and Germany, two-component foam was replaced with recycled cardboard packaging for heavy drum motors. This change maintains product protection while supporting circular material flows.

### Energy

The increase in total emissions in Scope 3.11 (use of sold products) from 192,819.9 tCO<sub>2</sub>e in 2024 to 202,041.9 tCO<sub>2</sub>e in 2025 reflects changes in the product mix.

One key driver is the continuously growing number of electrified products sold.

As a result, the emissions intensity of Scope 3.11 has increased steadily over the last three years. It rose from 365.8 tCO<sub>2</sub>e/MCHF in 2024 to 393.0 tCO<sub>2</sub>e/MCHF in 2025.

This was partly related to a shift toward a higher share of individual products with lower unit prices compared to larger, higher-value system projects, affecting emissions intensity relative to sales.

In general, the use of sold products (Scope 3.11) represents by far the largest share of our overall footprint.

This highlights that the environmental performance of our products during their use phase has the greatest influence on our total emissions. As a result, improvements in product energy efficiency and system design offer the most significant potential for meaningful emission reductions.

Reducing emissions in this category is therefore a key focus of our climate strategy and an important lever for achieving long-term decarbonization.

### Energy-efficient process design

Energy efficiency is a key objective across our product and solution development. With the Modular Conveyor Platform “MCP-Play” launched in 2025, we specifically targeted higher throughput while reducing energy consumption. As a result, throughput was increased by around 40 percent, while energy consumption per conveyed object was reduced by up to 30 percent. These improvements were achieved through a smart control setup that minimizes start-and-stop cycles. It also enables smoother object merging, leading to more stable and energy-efficient operation.

We further expanded the capabilities of our control system “MultiControl” to enable intelligent run-on-demand strategies. These smart control functions ensure that conveyor zones operate only when

needed. They reduce energy consumption in typical logistics applications by up to 50 percent while maintaining system performance and reliability.

### Energy-efficient product design

Improving energy efficiency is a key design requirement in the ongoing development of drum motors and RollerDrives. Development activities aim to achieve measurable efficiency improvements compared with earlier models. This focus is also increasingly reflected in our integrated solutions through the use of more efficient drive technologies.

For sorters and Multibelt Switches used for parcel diverting, pneumatic valve flaps are being gradually replaced with more energy-efficient electrical alternatives. This transition reduces compressed air demand and lowers overall energy consumption for our customers.

In 2025, bus interface RollerDrives became a standard feature in our portfolio. The integrated bus interface enables digital communication between the drive and the control system. Hence, it enables more detailed monitoring and analysis of energy consumption at product and system level.

This allows customers to better understand energy usage within their conveyor systems. It also helps them to identify inefficiencies and optimize operational processes. In addition, performance deviations caused by inefficient or aging components can be detected at an early stage. This enables timely replacement and supports energy-efficient operation.

## Outlook

In the coming years, we will further strengthen sustainability as a core element of our product and solution development. Our focus will be on reducing environmental impacts across the product life cycle:

- Product development: Sustainability criteria will be increasingly integrated into product development projects.
- Low-carbon design principles: Our strategic focus for 2026 is to scale our low-carbon design principles across the entire product portfolio.
- Refurbishment and product lifetime: Expansion of refurbishment capabilities to additional regions is planned, with the aim of extending product lifetimes and reducing Scope 3.12 (end-of-life treatment of sold products) emissions.
- Energy efficiency during use: We will launch dedicated projects to further improve the efficiency of our power supplies. These projects will support lower energy consumption during product use and contribute to reduced emissions in Scope 3.11.

## Key metrics and development

The table below summarizes our key figures on production material and packaging usage and product-related emissions with the available data for the reporting years 2023, 2024, and 2025.

**Table 11: Sustainable innovation**

	Unit	2025	2024	2023	GRI
<b>Material usage</b>					
Metals <sup>1)</sup>	Metric tons	35,760.2	31,317.1	27,047.3	301-1
Polymers <sup>1)</sup>	Metric tons	3,458.3	3,338.1	3,307.6	301-1
Mixed <sup>1)</sup>	Metric tons	2,273.0	3,097.8	5,179.0	301-1
Total production materials <sup>1)</sup>	Metric tons	41,491.5	37,753.0	35,533.9	301-1
<b>Material usage packaging</b>					
Cartboard and paper-based packaging <sup>2)</sup>	Metric tons	858.9	816.8	730.2	301-1
Wood-based packaging <sup>2)</sup>	Metric tons	2,089.3	2,791.4	2,028.6	301-1
Plastic-based packaging <sup>2)</sup>	Metric tons	110.4	81.1	88.8	301-1
Total packaging materials <sup>2)</sup>	Metric tons	3,058.6	3,689.2	2,847.7	301-1
<b>Material intensity</b>					
Metals intensity <sup>1)</sup>	t/MCHF	69.6	59.4	48.6	301-1
Polymers intensity <sup>1)</sup>	t/MCHF	6.7	6.3	5.9	301-1
Mixed intensity <sup>1)</sup>	t/MCHF	4.4	5.9	9.3	301-1
Production material intensity <sup>1)</sup>	t/MCHF	80.7	71.6	63.9	301-1
<b>Material intensity packaging</b>					
Cartboard and paper-based packaging	t/MCHF	1.7	1.5	1.3	301-1
Wood-based packaging intensity <sup>2)</sup>	t/MCHF	4.1	5.3	3.6	301-1
Plastic-based packaging intensity <sup>2)</sup>	t/MCHF	0.2	0.2	0.2	301-1
Packaging material intensity <sup>2)</sup>	t/MCHF	5.9	7.0	5.1	301-1
<b>Product-related GHG emissions intensity</b>					
Scope 3.1 emissions intensity <sup>3)</sup>	t/MCHF	6.5	6.2	5.8	305-4
Scope 3.11 emissions intensity <sup>3) 4)</sup>	t/MCHF	393.0	365.8	268.7	305-4
Scope 3.12 emissions intensity <sup>3)</sup>	t/MCHF	6.4	7.3	5.5	305-4

<sup>1)</sup> Previous year's data adjusted due to improved data quality and material classification

<sup>2)</sup> 2024 and 2023 data adjusted due to new classification of packaging material

<sup>3)</sup> 2024 and 2023 data has been adjusted in accordance with the new calculation tool and emission factor database used

<sup>4)</sup> The product "PowerSupply" was calculated with an incorrect lifetime consumption in 2023 and 2024, the values have been corrected

# Product compliance

## At a glance – Product compliance

### Management approach

- Provide transparent environmental information for customers.
- Ensure compliance with all global safety and material regulations.

### Performance

- 591 product carbon footprints (PCF) were completed.
- No safety-related non-compliance cases.

### Outlook

- Shifting from data generation to customer-facing sustainability labels.
- Expanding PCF calculations using scalable methodologies.
- Strengthening supplier communication and integrating compliance data.

## Management approach

Product compliance is a core part of our business. We make sure that every product meets high safety and material standards so that users and the environment are protected.

We ensure that all materials and substances used in our products and our products in general comply with relevant laws, regulations, and safety and performance requirements for their intended markets.

Clear and reliable product information is important for our customers. Our approach focuses on offering simple, fact-based, and verified information about our products.

We want to increase transparency across our entire product portfolio. For this reason, we want customers to understand the environmental performance of our products and to access this information quickly and easily.

### Strategic targets and measures

We ensure that all products we sell conform to relevant laws and regulations and customer requirements. In doing so, we increase transparency and trust toward our products.

- **Product safety and material compliance:** We want to ensure that none of our products or solutions cause any health and safety incidents. To this end, we ensure that every product

follows all relevant safety rules. This includes checking that new products receive the correct certifications before they enter the market.

- **Product information:** Our aim is to provide sustainability labels for 80% of our best-selling products. These labels contain information about the product's carbon footprint, for example.

## Performance

In 2025, we started to build the data foundation needed to improve transparency for our products. This includes data related to material compliance as well as product-related information, such as environmental and sustainability data.

### Material compliance

We screened relevant materials in our active bill-of-materials for compliance with current and upcoming regulations.

### Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) and Restriction of Hazardous Substances (RoHS)

Relevant materials procured in 2025 were validated against the latest REACH Candidate List of Substances of Very High Concern (SVHC) and the RoHS Restricted Substances List.

Suppliers are required to confirm REACH compliance through our Supplier Code of Conduct. They are obliged to inform us if regulated substances are present.

Based on this screening, legacy materials that no longer met regulatory thresholds were identified and phased out.

### Conflict minerals

Requirements related to conflict minerals are currently addressed through our Supplier Code of Conduct. It obliges suppliers to comply with applicable regulations and responsible sourcing principles.

Although exempt, Interroll still applies the five-step due diligence framework from the Organization for Economic Co-operation and Development (OECD). The company conducts reasonable origin and supply-chain checks for tin, tantalum, tungsten, and gold (3TG).

Products imported into Switzerland from the German subsidiary contain 3TG minerals in certain tariff categories. None of them exceeded the legal thresholds in the Swiss Ordinance on Due Diligence and Transparency (DDTrO) annexes.

Further information on our supply chain and conflict minerals can be found in the chapter *Human rights in the Supply Chain*, on page 45.

### Per- and polyfluoroalkyl substances (PFAS) restrictions

In anticipation of stricter regulations on PFAS substances, we initiated a structured review of PFAS-containing materials in our portfolio. These included seals, coatings, and lubricants. We are researching new PFAS-free materials.

### Deforestation Regulation of the European Union (EUDR)

We reviewed all materials that contain rubber, wooden pallets, or paper-based packaging. This was done to ensure full traceability and compliance with zero-deforestation rules.

### Product safety and conformity

We continue to meet and exceed the safety standards required in our key markets.

#### Product safety

Product safety stayed a top priority in 2025. All applicable products launched in 2025 met the relevant safety and conformity requirements in their target markets.

As in previous years, in 2025 we had no incident of non-compliance concerning the health and safety impacts of our products that resulted in a fine, penalty, or warning.

All new products launched in 2025 received the necessary Conformité Européenne (CE) marking for the European market. All products that required Underwriters Laboratories (UL) certification received it.

### Machinery Directive

All relevant products complied with the Machinery Directive of the European Union (EU). This included full risk assessments, proper technical documentation, operating instructions, and declarations of conformity.

### Cyber Resilience Act (CRA)

In 2025, we began preparations for the upcoming CRA, which will apply from 2027 onward to products with digital elements for both hardware and software.

Current assessments show that some of our products are likely to fall under the self-declaration category. We are adding secure software methods step by step as part of this process.

### Quality

Our costs of poor quality increased slightly from 0.3 percent of sales in 2024 to 0.4 percent of sales in 2025.

We continue to improve quality through our Integrated Management System. We steadily increased the number of ISO 9001-certified entities from 12 in 2024 to 15 in 2025.

In 2025, the following entities achieved ISO 9001 certification.

- Interroll France SAS in La Roche-sur-Yon, France
- Interroll Italia S.r.l in Rho, Italy
- Interroll SA (Proprietary) Ltd. in Gauteng, South Africa

As a result, we are expanding ISO 9001 coverage across our workforce. In 2024, 65.4 percent of employees were working at certified entities. This share grew in 2025 to 70.1 percent, showing our commitment to applying consistent quality standards across all locations.

### Product information

In 2025, we improved transparency on the environmental footprint of our products. We identified this as an opportunity in the climate risk analysis. Sustainability-related product information is increasingly requested by customers and can strengthen competitive positioning.

### Product Carbon Footprints (PCF) and Environmental Product Declarations (EPD)

We developed a life cycle assessment (LCA) method for techno-polymer components produced at our site in Sant'Antonino, Switzerland, in collaboration with the University of Applied Sciences and Arts of

Southern Switzerland (SUPSI). The assessed products are sold exclusively within the Interroll Group. They are used mainly in our rollers and RollerDrive.

The LCA covers several environmental indicators, including the PCF, water use, and fossil energy consumption. It also allowed us to create product-specific EPDs. By the end of 2025, we had completed EPDs for 591 techno-polymer products. The data is stored in SAP and forms the basis for future PCF calculations.

We also started calculating PCFs for our rollers. To ensure consistent and scalable results, we worked with Tanso Technology GmbH. The goal is to build a method that reflects the wide range of product variants in our portfolio. This will help to extend PCF calculations to different types of products.

### Sustainability labels

We plan to provide sustainability labels for our best-selling products to offer customers transparent and product-specific sustainability information. A key element of these labels will be the PCF.

The sustainability labels are intended exclusively for products sold to external customers. Therefore, the EPDs completed in 2025 are not included, as they relate only to products sold internally. As a result, no sustainability labels were available as of 2025.

### Digital Product Passport (DPP)

In 2025, we started to monitor new regulations related to the DPP and began early internal preparations. At this stage, our main focus is observing how standards are developing and understanding what type of product information may be required in the future.

We are also reviewing how this information could be included in our current information systems. This includes checking how key product data could be structured and stored if DPP requirements become mandatory. As a part of this, we looked at how customers could access information in a simple way.

Some of our product lines are already equipped with Quick Response (QR) codes that link to technical documentation and other important product information. During our preparation, we evaluated whether these existing digital touchpoints could also be used to share sustainability-related information, which may become necessary for future DPPs.

This approach allows us to build on tools that are already familiar to customers. It also helps us stay flexible and ready to respond quickly if DPP requirements are introduced. With this preparation, we aim to support transparency throughout the product life cycle and ensure that customers can easily access the information they need.

### Manuals

Most of our products come with operating manuals that help customers use them safely and responsibly. These manuals also include information that supports more sustainable product use. They explain how customers can reduce environmental impacts while keeping the system in good condition. Key topics covered in the manuals include:

- Energy-efficient operation to support low energy consumption and efficient system operation
- Maintenance and service to achieve a long product life
- Low-noise operation to support a better working environment
- Protection mechanisms and monitoring to extend product lifetime and reduce waste
- System integration to enable compatibility with efficient power supplies and control systems, optimizing energy use at a system level

### Compliance regarding product information

We follow all regulations that apply to product information and labeling. To ensure this, we monitor changes in laws and standards on an ongoing basis. This allows us to implement new requirements on time across our entire product portfolio.

Relevant teams also take part in related seminars, external training, and information events to stay up to date on regulatory developments and best practices. This helps us respond quickly to changes and maintain a high level of compliance in all our product information.

## Outlook

In 2026, we will continue strengthening our compliance work by focusing on regulatory readiness, transparency, and customer support.

- **Regulatory readiness and systems:** We will further develop our internal systems so we can respond early and effectively to new and changing regulations in all important markets.
- **Supplier data and traceability:** We will continue to strengthen supplier communication and data quality. Here, we will focus on reliable material declarations and traceability for regulated substances.
- **Sustainability labels:** We plan to introduce a standardized “Interroll Sustainability Label” to highlight key product attributes such as energy efficiency, recyclability, and durability. In doing so, we want to move from data generation to customer-facing labels.
- **PCF and LCA:** We will further expand PCF calculations using scalable methodologies and link them with existing PFC and LCA data and SAP integration.
- **DPP readiness:** We will continue developing DPPs, providing structured information on materials, repair, and recycling via digital access to prepare for upcoming regulations.
- **Due diligence information:** We plan to integrate important data, such as REACH declarations and conflict minerals information, into our sustainability labels and product documentation. This will make due diligence and reporting easier for our customers.
- **Product cyber security:** For all applicable products, we will apply secure software development practices. This includes secure software development practices, regular security updates, and risk assessments.
- **Regulatory monitoring:** We are actively monitoring the upcoming transition to the Machinery Regulation in 2027 and preparing for the transition accordingly. Furthermore, we will continue monitoring upcoming regulatory changes, including chemicals, product safety, and digital security requirements. This ensures we can apply new requirements on time across our full product portfolio.

## Key metrics and development

The table below summarizes our key figures on sustainability labels, customer health and safety, cost of poor quality, and ISO 9001 coverage with the available data for the reporting years 2023, 2024, and 2025.

**Table 12: Product compliance**

	Unit	2025	2024	2023	GRI
<b>Sustainability labels</b>					
Products with sustainability labels <sup>1)</sup>	Number	0	NA	NA	
Products with Product Carbon Footprint <sup>1)</sup>	Number	591	NA	NA	
<b>Customer health and safety</b>					
Confirmed health and safety incidents	Number	0	0	0	
<b>Cost of poor quality</b>					
Cost of poor quality	% of sales	0.4	0.3	0.3	
<b>Management system coverage</b>					
ISO 9001-certified entities <sup>2)</sup>	Number	15.0	12.0	9.0	
Employees covered under ISO 9001	%	70.1	65.4	45.2	

<sup>1)</sup> Tracking started in 2025, therefore no data available in 2024 and 2023 (NA = no data available)

<sup>2)</sup> 2023 value adjusted, Audit Date considered instead of Certification Date

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# Appendix 1: Applied methodologies

## Basis for preparation

This Sustainability Report 2025 is our Report on Non-Financial Matters for the financial year from January 1 to December 31, 2025. This report was published on May 22, 2026. It is intended to provide stakeholders with a structured view of the company's most material ESG topics; the associated impacts, risks, and opportunities; and the progress made toward Interroll's long-term sustainability ambitions.

## Reporting period and scope

The reporting period covers the 2025 financial year, with comparative information from previous periods presented where available. The reporting entity comprises Interroll Holding AG and all entities under its operational control, consistent with the consolidation approach used in the Interroll Annual Report 2025, page 75. The sustainability reporting boundary follows the operational control principle in line with the GHG Protocol and relevant reporting standards, meaning that all operations over which Interroll exercises operational control are included.

Certain activities are temporarily excluded from the 2025 reporting scope:

- Interroll India Private Limited, India: acquired in 2024, is excluded due to ongoing post-merger integration and immature ESG data and processes; inclusion is planned for the Sustainability Report 2026.
- Due to their small size (fewer than ten employees each) and non-material impact on the Group's overall sustainability performance:
  - Interroll (Schweiz) AG, Switzerland
  - Interroll Europe BV, Netherlands
  - Interroll Lojistik Sistemleri, Turkey
  - Interroll USA Holding LLC, United States of America
  - Interroll Mexico S. de R.L. de C.V., Mexico
  - Interroll Japan Co. Ltd., Japan
  - Sortteq B.V., Netherlands

These exclusions do not materially affect the overall understanding of Interroll's sustainability-related impacts, risks, and opportunities.

## Reporting frameworks and standards

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and with reference to the following regulatory and reporting frameworks:

- Article 964b of the Swiss Code of Obligations (non-financial reporting requirements)
- GRI Standards, applied as the primary sustainability reporting framework
- IFRS Sustainability Disclosure Standard S2 on climate-related disclosures
- UN Global Compact Communication on Progress, including alignment with the SDGs

Where applicable, cross-references to GRI disclosures, IFRS S2 requirements, and provisions of the Swiss Code of Obligations are provided in the respective appendices of this report.

Sustainability-related information is prepared using the same internal control principles as financial reporting, with a focus on consistency, traceability, and decision usefulness. In 2025, Interroll further improved its data and methodology by implementing centralized ESG data collection tools and enhanced carbon accounting solutions. Selected prior-year figures have been restated to reflect these methodological improvements rather than changes in underlying performance.

This report has not been subject to external assurance.

## Double materiality assessment approach

### Step 1 – Context and value chain analysis

We first established a common analytical baseline for the DMA.

#### Business model and value chain

The value chain was mapped from upstream raw materials and components, through our own manufacturing and logistics, to downstream system integrators, OEM customers, and the end-use and end-of-life of our products.

#### Strategic and operating context

Strategic objectives were reviewed against key regulatory, technological, and market developments in our main regions and industries, including logistics, e-commerce, airports, and manufacturing.

#### Stakeholder mapping

Key stakeholder groups were identified, including employees, customers, suppliers, investors, regulators, and local communities, together with their likely sustainability priorities and information needs.

This context analysis ensured that the DMA reflects our current business model, risk profile, and stakeholder landscape.

### Step 2 – Long list of ESRS topics

All 94 ESRS environmental, social, and governance subtopics were screened for both impact and financial materiality using a structured scoring framework.

#### Impact materiality criteria

Scale, scope, irremediability, and likelihood of potential or actual impacts along the value chain.

#### Financial materiality criteria

Magnitude and likelihood of potential effects on Interroll's financial position and performance.

Internal experts from relevant functions (e.g., sustainability, risk, operations, HR, procurement) reviewed and validated the preliminary scoring. As a result, topics that clearly fell outside our impact and risk profile were removed from the long-list.

### Step 3 – Shortlist and impact-risk-opportunity descriptions

The remaining subtopics were then consolidated into a manageable shortlist of topic clusters.

### Topic aggregation

Conceptually related subtopics (such as resource efficiency and circularity) were grouped into broader topics (e.g., chapter *Sustainable Innovation*, on page 69).

### Benchmarking

The aggregation logic was cross-checked against peers and external frameworks, including GRI, ISSB, and external ESG ratings, to ensure comparability and completeness.

### Impact-risk-opportunity (IRO) descriptions

For each shortlisted topic, we prepared a concise description of:

- Relevant activities and value-chain stages
- Potential positive and negative impacts on people and the environment
- Material risks and opportunities for Interroll's business model and financial performance

These IRO descriptions were reviewed by external academic experts to strengthen methodological robustness and clarity.

### Step 4 – Stakeholder and management input

We then collected quantitative and qualitative input on the shortlisted topics from stakeholders and management.

#### Impact materiality survey

A survey was sent to a broad group of internal and external stakeholders, including employees, customers, suppliers, and investors. Respondents were asked to rate the significance of each topic based on perceived impacts on people and the environment, and to provide qualitative comments where relevant.

#### Financial materiality survey

A tailored survey was conducted with members of management, focusing on the potential financial effects of each topic, such as impact on revenues, costs, capital expenditures, or access to financing.

#### Qualitative feedback

Open text responses were reviewed and used to refine topic descriptions, identify blind spots, and better understand regional or stakeholder-specific nuances.

This dual survey approach ensured that both impact and financial perspectives were captured in a consistent and transparent way.

### Step 5 – Analysis, consolidation, and workshops

Survey results, expert assessments, and contextual information were combined to determine the preliminary positioning of each topic along the two materiality dimensions.

#### Scoring consolidation

Quantitative scores from stakeholder and management surveys were combined with expert judgment to avoid over- or underweighting individual respondent groups.

#### Management workshop

Our Group Management reviewed the preliminary materiality outcomes in dedicated workshops. The discussion focused on:

- Alignment with the corporate strategy and risk management framework
- Coherence with the ESG Risk Catalogue
- Potential future developments (e.g., regulatory changes, customer expectations)

Where needed, Group Management adjusted topic positions to reflect strategic relevance and emerging risks or opportunities.

### Step 6 – 2025 refinement and alignment with ESG risk management

In 2025, we refined the DMA to ensure full alignment with its updated ESG risk management methodology and our new Sustainability Framework.

The refinement addressed three main methodological challenges:

#### Aggregation levels

Harmonizing the topic aggregation used in the stakeholder survey with the more granular ESG Risk Catalogue.

#### Financial thresholds

Aligning the financial materiality thresholds (e.g., revenue or cost impact levels) used in the DMA with those applied in the broader risk management methodology.

#### Scoring logic

Adjusting the definitions and calculation methods for scale, scope, likelihood, and irremediability in order to ensure consistency between the DMA and the ESG risk assessment.

The refinement led to a more coherent link between the material topics, the ESG Risk Catalogue, and the risk management framework. The final materiality positions therefore reflect both stakeholder perspectives and our internal risk assessment.

### Step 7 – Board approval and link to strategy

The final set of material topics, was presented to the Board of Directors for review and approval on December 17, 2025. The Board considered:

- The relevance of each topic for our long-term competitiveness and resilience
- The alignment with the Interroll Sustainability Framework (People, Planet, Product)
- The implications for strategic priorities, targets, and resource allocation

Each material topic is addressed in a dedicated section of this report, which explains:

- Why the topic is material for Interroll
- How it is governed and managed
- Key policies, actions, and targets
- Selected quantitative and qualitative performance indicators

The DMA will be reviewed regularly to reflect changes in our business model, regulatory environment, stakeholder expectations, and ESG risk profile.

## ESR risk management

### Integration and principles

ESG risk management is integrated into our overall risk management and the Integrated Management System using common methodologies and thresholds to ensure consistency across financial and non-financial risks. It is guided by four core principles:

- Clear responsibilities: Roles and accountabilities follow the Three Lines of Defense model
- Holistic coverage: ESG risks are identified and assessed at both strategic and operational levels, across all relevant entities, functions, and value-chain stages
- Standardized methods: Interroll uses harmonized criteria, scales, and tools to assess ESG risks, enabling comparability and aggregation across topics and locations
- Risk appetite-based steering: A defined ESG risk appetite sets the level and type of risks Interroll is willing to accept and provides guardrails for escalation and mitigation decisions

### Identification of ESG risks

ESG risks are identified through both scheduled and event-driven processes.

- Scheduled identification: At least once per year, Interroll updates its ESG risk landscape and ESG Risk Catalogue to maintain an up-to-date overview of material ESG risks across operations, products, and business relationships. This inventory reflects internal developments and external changes in regulation, markets, and stakeholder expectations.
- Event-driven identification: Additional identification and reassessment are triggered by specific events, such as major acquisitions, changes in the business model, or new/updated regulations. In such cases, the existing risk landscape and residual risks are reviewed, and the acceptable risk level may be adjusted or a full or partial reassessment conducted.

The ESG Risk Catalogue serves as the central repository for identified risks, underlying assumptions, and assessment parameters, and is maintained by the central first-line sustainability function with oversight from Corporate Integrity.

### Assessment of ESG risks

ESG risks are assessed in a two-step process using common financial impact and likelihood scales, typically from 1 (low) to 5 (high), aligned with Group EBIT thresholds and established risk methodologies.

### Pre-assessment

After identification, risks undergo an initial pre-assessment based on standardized criteria such as potential financial impact, location of materialization, and type of impact. This pre-assessment, performed centrally by Corporate Sustainability and approved by Corporate Integrity, provides an initial risk score and helps identify “focus risks” that require deeper analysis.

### Detailed assessment

Focus risks are then subjected to a detailed assessment that applies more granular financial impact categories and scenario-based evaluations. The objective is to quantify potential consequences with greater precision. In this way, we support the design of targeted mitigation strategies for risks that could have significant adverse effects on our performance or resilience.

#### Likelihood of risk occurrence within 12 months

Score	Likelihood of occurrence
1 - very unlikely	<10%
2 - unlikely	<25%
3 - moderate	<50%
4 - likely	<75%
5 - very likely	<100%

#### Financial impact on Group EBIT if risk occurs

Score	Financial impact
1 - negligible	<1%
2 - minor	1% to <10%
3 - moderate	10% to <30%
4 - severe	30% to <50%
5 - catastrophic	>50%

This staged approach balances robustness with efficiency by concentrating more detailed work on the most material ESG risks.

### Steering of ESG risks

Risk steering and monitoring are carried out within a defined ESG risk appetite framework that sets clear thresholds for acceptable, tolerable, and unacceptable ESG risks.

### Risk categories and thresholds

Based on their assessed financial impact and likelihood, ESG risks are categorized into low, medium, high, or very high. Low risks fall within our risk appetite and may be accepted without additional measures, while medium to very high risks require defined mitigation, monitoring, and, where applicable, escalation.

### Negative List

Certain ESG risks, such as specific types of human rights violations, severe environmental damage, or corruption, are classified on a "Negative List." They are fundamentally outside Interroll's risk appetite, regardless of their quantitative score. These risks are always treated as very high and must be mitigated, with measures validated and approved at the highest escalation level, typically by Group Management. The ESG Risk Catalogue includes a function to flag such risks and override automated scoring in line with the governance rules.

Impact	<b>Catastrophic</b>	Medium Risk	High Risk	Very High Risk	Very High Risk	Very High Risk
	<b>Severe</b>	Medium Risk	Medium Risk	High Risk	Very High Risk	Very High Risk
	<b>Moderate</b>	Low Risk	Medium Risk	High Risk	High Risk	Very High Risk
	<b>Minor</b>	Low Risk	Low Risk	Medium Risk	Medium Risk	High Risk
	<b>Negligible</b>	Low Risk	Low Risk	Low Risk	Medium Risk	Medium Risk
Impact / Likelihood	<b>Very unlikely</b>	<b>Unlikely</b>	<b>Moderate</b>	<b>Likely</b>	<b>Very Likely</b>	
	<b>Likelihood</b>					

This combination of quantitative thresholds and qualitative exclusions ensures that strategically unacceptable risks cannot be inadvertently tolerated.

### Reporting of ESG risks

ESG risks are monitored and reported through standardized risk catalogues and governance-defined reporting lines.

### Monitoring cadence

Monitoring frequency depends on the risk category, with higher-rated and negative-list risks subject to more frequent review and escalation. Monitoring covers both the evolution of risk drivers and the effectiveness of mitigation measures.

### Reporting and escalation

Once assessments are completed and steering measures agreed, the relevant risk catalogues are submitted to designated stakeholders at site, functional, and Group level, and approvals are documented within the catalogue. At the end of each cycle, a consolidated and aggregated ESG Risk Catalogue forms the basis for ESG risk reporting to Group Management, the Sustainability Committee, and the Board of Directors, in line with the overall risk governance described in this section.

The ESG risk management framework is reviewed regularly by Corporate Integrity and updated as necessary to reflect organizational changes, regulatory developments, and lessons learned from implementation, ensuring that ESG risks continue to be managed with the same rigor as financial and operational risks.

# Appendix 2: Partnerships

We actively engage in partnerships with associations and advocacy organizations that align with our mission and values. Across our sites, we support 62 different organizations, including industry associations, lobby groups, initiatives, non-profit organizations, research projects, and dialog platforms. In 2025, we provided donations to social organizations totaling CHF 81,096, which is equivalent to 0.1 percent of EBIT. Sponsorships totaled CHF 42,909, which corresponds to 0.1 percent of EBIT.

**Table 14: List of memberships**

Country	Association/ interest group	Abbreviation	Country	Association/ interest group	Abbreviation
Australia	Australasian Supply Chain and Logistics Association	ASCLA	South Africa	Light Engineering, Engineering Council of SA	
Austria	AS International Association e. V.			The Professional Body for Supply Chain Management	
	Profibus Nutzerorganisation e.V.,			Steel and Engineering Industries Federation of Southern Africa	SEIFSA
	Wirtschaftskammer Österreich			South African Production and Inventory Control Society	SAPICS
Brazil	Associação Brasileira da Indústria de Máquinas e Equipamentos	ABIMAQ	South Korea	Construction Industry GUARANTEE	
	Sindicato Patronal dos metalurgicos	SINDIMETAL	Spain	Associació Multisectorial d'Empreses de Catalunya	AMEC
China	China Federation of Logistics & Purchasing	CFLP		Centre Metal-lúrgic	
	My Steel		Switzerland	Associazione industrie ticinesi	AITI
	SwissCham China			Center for Corporate Reporting	CCR
Denmark	Dansk Industri			UN Global Compact	UNGC
	EGN Network			Bundesvereinigung Logistik e.V. Bremen	BVL
	Odense Robotics			Camera di commercio Cantone Ticino	
	Danish Industrial Robot Association	DIRA		EHI Retail Institute	
France	Union des Industries des Métiers de la Métallurgie	UIMV		German Airport Technology & Equipment e.V.	GATE
Germany	Berufsgenossenschaft Holz und Metall	BGHM		Intralogistik Schweiz	ILS
	Bundesverband Deutscher Versandapotheken	BVDVA		Kunststoff Ausbildungs- und Technologie-Zentrum	KATZ
	Bundesvereinigung Logistik			KUNSTSTOFF.swiss	
	Controller Area Network Can in Automation	CiA CAN in Automation		procure.ch	
	EHI Retail Institute			Upcell Alliance	
	European Hygienic Engineering and Design Group	EHEDG	Thailand	German-Thai Chamber of Commerce	
	Food Processing Initiative e.V.	FPI		Federation of Thai Industries	
	Industrie- und Handelskammer	IHK		Thai Intralogistic Association	TIA
	Industrie-Pensions-Verein e.V.,	IPV	United Kingdom	Automated Material Handling System Association	AMHSA
	LOG-IT Club e.V.,			Procession & Packaging Machinery Association	PPMA
	Spitzenverband der Mittelständischen Wirtschaft	BVMW		UK Warehousing Association	UKWA
	Unternehmensverband Südwest	USW	United States	Association for Advanced Automation	
	Verband für Lagertechnik			Conveyor Equipment Manufacturers Association	CEMA
	WiW - Wir in Wermelskirchen			International Association of Baggage System Companies	IABSC
	Zukunft Metropolregion Rhein-Neckar	ZMRN e.V.		Chamber of Commerce	
Singapore	Singapore Business Federation	SBF			
	Singapore International Chamber of Commerce	SICC			

# Appendix 3: Swiss CO Art. 964

In accordance with Art. 964a et seq. of the Swiss Code of Obligations (CO), Interroll Holding AG discloses information on non-financial matters, especially on environmental matters, climate targets, social matters, employee-related matters, respect of human rights, and anti-corruption efforts.

On May 20, 2026, the Board of Directors of Interroll Holding AG approved the Sustainability Report 2025 for publication. This report is submitted to a vote of the shareholders of Interroll Holding AG at the Annual General Meeting to be held on June 12, 2026.

<b>Art. 964 a-c Transparency on non-financial matters</b>	<b>Referenced pages in the Sustainability Report 2025</b>
<b>General information</b>	
Description of business model	p. 10
Description of main risks in relation to non-financial matters	p. 21
<b>Environmental matters</b>	
Policies	p. 28, 54 f., 63
Measures & performance indicators	p. 28, 55 ff., 63 ff.
Climate goals	p. 28, 58 f.
<b>Social matters</b>	
Policies	p. 28
Measures & performance indicators	p. 19, 28, 46, 74 f.
<b>Employee-related matters</b>	
Policies	p. 28, 30, 37, 41
Measures & performance indicators	p. 28, 30 ff., 37 ff., 41 ff.
<b>Human rights matters</b>	
Policies	p. 28, 46 f.
Measures & performance indicators	p. 28, 46 ff.
<b>Anti-corruption</b>	
Policies	p. 28, 51 ff.
Measures & performance indicators	p. 28, 50 ff.

<b>Art. 964 j-l Due diligence and transparency in relation to conflict minerals and child labor</b>	<b>Referenced pages in the Sustainability Report 2025</b>
<b>Conflict minerals</b>	
Policies	p. 28, 45 ff., 75 ff.
Report on conflict minerals	p. 47 f., 75 f.
<b>Child labor</b>	
Policies	p. 28, 46 ff.
Report on child labor	p. 47 f.

# Appendix 4: IFRS S2

In accordance with IFRS S2 Climate-related Disclosures issued by the International Sustainability Standards Board (ISSB), we disclose information on climate-related risks and opportunities that could reasonably be expected to affect our cash flow, access to finance, or cost of capital over the short, medium, and long term. Our climate-related disclosures cover governance, strategy, risk management, and climate-related metrics and targets, including greenhouse gas emissions (Scope 1, Scope 2 and, where applicable, Scope 3), transition and physical risks, and climate-related opportunities as required by IFRS S2.

## Governance

We address climate change not as an isolated initiative but as a core component of our corporate responsibility and long-term business resilience. Our governance model is based on the same principles as outlined in the chapter *Governance and Risks*, on page 14. It ensures clear accountability, from strategic oversight to operational execution, embedding climate action into the heart of our decision-making processes.

The Board reviews climate-related risks and progress toward climate targets annually as part of its strategic oversight. The Sustainability Committee supports the Board by providing expertise on climate-related regulation, transition risks, and decarbonization strategies. Climate-related topics were part of the agenda of Sustainability Committee meetings in financial year 2025. Discussions included our updated People, Planet, and Product targets as well as the results of the Energy Maturity Assessment. The assessment highlighted the actions and investments needed to advance our decarbonization efforts.

## Strategy

Our climate strategy focuses on reducing greenhouse gas emissions across our own operations (Scopes 1 and 2) and our supply chain (Scope 3), recognizing that the majority of our emissions occur upstream and downstream of our operations. The climate strategy can be found in the chapter *Climate Change*, on page 54, and the chapter *Sustainable Innovation*, on page 69.

## Risk management

The management of climate-related risks is part of our ESG risk management. It follows the same methodology and approach as outlined in the chapter *Governance and Risks*, on page 14, as well as in Appendix 1: *Applied methodologies*, on page 79.

We have assessed several climate-related risks and opportunities that could reasonably be expected to affect our cash flow, access to finance, or cost of capital over the short, medium, and long term. The climate-related risks are classified as either physical or transition risks. The potential effects of these risk are expected to occur over short-, medium-, or long-term time horizons.

### Time horizon

Short-term: <2 years

Medium-term: 2–5 years

Long-term: >5 years

Physical / Transitional	Risk	Value chain	Time horizon	Risk level	Description
<b>Physical</b>	Extreme weather events	Upstream Own operations	Medium to long term	Medium	Such events can lead to significant financial impacts due to supply chain disruptions, production downtime, and physical damage to sites and equipment. They may also increase costs and require additional capital expenditure for protection measures and operational needs, such as resilience upgrades and replacing damaged assets.
	Flooding of production sites or supplier facilities	Upstream Own operations	Medium to long term	Medium	Flood events may affect manufacturing plants, warehouses, or supplier locations, causing operational interruptions, asset damage, or increased insurance costs. This may result in increased investment at these sites, thereby reducing income. Site closures result in a write-off of capital expenditures (CapEx).
	Energy supply disruptions such as power outages	Own operations	Medium term	Medium	Temporary shutdown of production lines, equipment damage, or delays in manufacturing and order fulfillment
	Heatwaves and rising average temperatures	Own operations	Short term	Medium	Increased cooling and resilience costs toward generators, potentially leading to production downtime, delayed deliveries, and reduced revenue.
<b>Transitional</b>	Failure to align the procurement strategy with climate resilience and decarbonization goals	Upstream Own operations	Medium term	Medium	Increasing pressure from customers and evolving regulations may require suppliers to reduce emissions, potentially increasing procurement costs or requiring supplier transition programs.
	Increasing climate regulation and disclosure requirements	Own operations	Short to medium term	Medium	New climate-related regulations and disclosure requirements may increase reporting complexity, compliance costs, governance requirements, and investments in cleaner technologies.
	Customer demand for low-carbon products	Own operations	Medium term	Medium	Customers increasingly require products with lower carbon footprints, potentially affecting competitiveness if products do not meet evolving sustainability expectations.

	Regulatory changes such as levies on non-renewable energy sources and the import of raw materials (e.g., steel)	Upstream Own operations	Medium term	High	Expansion of carbon pricing schemes may increase costs related to energy consumption, materials such as steel, and transportation activities across the value chain.
	Strong dependency on fossil fuels	Upstream Own operations	Medium to long term	High	Rising fossil fuel prices, carbon pricing, supply disruptions, and potential energy shortages could increase operating costs and affect the reliability of operations. In addition, regulatory changes related to fossil fuels and a perceived lack of climate action or transition planning
<b>Opportunities</b>	Provision of energy efficient product solutions	Upstream Own operations Down-stream	Medium to long term	High	Reinforce market-leading position by providing direct customer benefits, applying total cost of ownership approach
	Production and procurement of renewable energy	Own operations	Short to medium term	Medium	By producing and procuring renewable electricity, we enhance our resilience to market fluctuations while improving our operational carbon footprint.
	Product carbon footprint transparency	Down-stream	Medium term	Medium	Providing product carbon footprint information can support customer sustainability reporting and strengthen competitive positioning.
	Use of low-carbon and recycled materials	Upstream	Medium to long term	Medium	Adoption of recycled or low-carbon materials such as low-carbon steel can reduce value-chain emissions and strengthen supplier sustainability collaboration.

## Metrics and targets

We measure and report absolute GHG emission (in tons CO<sub>2</sub> equivalent) classified as Scope 1, Scope 2, and Scope 3 emissions on an annual basis, as well as emission intensities relative to one million CHF of sales. Emissions are measured in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) and the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) for all relevant Scope 3 categories. Both location-based and market-based Scope 2 emissions are reported.

More details can be obtained in the relevant chapters *Climate change*, on page 54, and *Sustainable Innovation*, on page 69.

## Related disclosures

Further related information can be found in the following chapters of the Sustainability Report:

### **IFRS S2 Disclosure**

Governance

Strategy

Risk Management

Metrics and Targets

### **Page in Sustainability Report 2025**

p. 14 f., 86

p. 54 f., 69, 86

p. 15 ff., 82 ff., 86 f.

p. 28, 54 f., 61 f., 69, 73

# Appendix 5: GRI content index

GRI 1 used		GRI 1: Foundation 2021	
Applicable GRI sector standard(s)		None	
GRI standard	Disclosure	Reference or information	
<b>General disclosures</b>			
GRI 2: General Disclosures 2021	2-1	Organizational details	p. 10
	2-2	Entities included in the organization's sustainability reporting	p. 79
	2-3	Reporting period, frequency and contact point	p. 79, 93
	2-4	Restatements of information	In some cases, information and key figures presented in the previous year's report have been corrected as a result of validation processes. These are shown accordingly
	2-5	External assurance	p. 79
	2-6	Activities, value chain and other business relationships	p. 11 f.
	2-7	Employees	p. 31
	2-8	Workers who are not employees	p. 31
	2-9	Governance structure and composition	p. 14
	2-10	Nomination and selection of the highest governance body	p. 14
GRI 2: General Disclosures 2021	2-11	Chair of the highest governance body	p. 14, Corporate Governance Report of the Annual Report 2025 p. 16 f.
	2-12	Role of the highest governance body in overseeing the management of impacts	p. 14
	2-13	Delegation of responsibility for managing impacts	p. 14
	2-14	Role of the highest governance body in sustainability reporting	p. 14
	2-15	Conflicts of interest	p. 52
	2-16	Communication of critical concerns	p. 19
	2-17	Collective knowledge of the highest governance body	p. 14

GRI standard	Disclosure	Reference or information
	2-18	Evaluation of the performance of the highest governance body p. 14
	2-19	Remuneration policies p. 33
	2-20	Process to determine remuneration p.33, Remuneration Report of the Annual Report 2025 p. 26 f.
	2-21	Annual total compensation ratio p. 33
	2-22	Statement on sustainable development strategy p. 4
	2-23	Policy commitments p. 14
	2-24	Embedding policy commitments p. 14
	2-25	Processes to remediate negative impacts p. 15
	2-26	Mechanisms for seeking advice and raising concerns p. 51 f.
	2-27	Compliance with laws and regulations p. 51 f.
	2-28	Membership associations p. 84
	2-29	Approach to stakeholder engagement p. 19
	2-30	Collective bargaining agreements p. 34

GRI standard	Disclosure	Reference or information
<b>Material topics</b>		
GRI 3: Material Topics 2021	3-1	Process to determine material topics p. 17 f.
	3-2	List of material topics p. 20 f.
<b>Diversity and equal opportunity</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 30 f.
GRI 401: Employment 2016	401-1	New employee hires and employee turnover p. 31
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees p. 31 f.

GRI standard	Disclosure	Reference or information
<b>Health and safety</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 37 f.
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system p. 40 f.
	403-2	Hazard identification, risk assessment, and incident investigation p. 38
	403-3	Occupational health services p. 38
	403-4	Worker participation, consultation and communication on occupational health and safety p. 38
	403-5	Worker training on occupational health and safety p. 38
	403-6	Promotion of worker health p. 38
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships p. 38
	403-8	Workers covered by an occupational health and safety management system p. 40 f.
	403-9	Work-related injuries p. 38 ff.
	403-10	Work-related ill health p. 39
<b>Training and development</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 41 f.
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee p. 42, 44
	404-2	Programs for upgrading employee skills and transition assistance programs p. 41
	404-3	Percentage of employees receiving regular performance and career development reviews p. 43

GRI standard	Disclosure	Reference or information
<b>Human rights in the supply chain</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 45 f.
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers p. 46, 49
	308-1	New suppliers that were screened using environmental criteria p. 49
GRI 308: Supplier Environmental Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken p.47
	414-1	New suppliers that were screened using social criteria p. 49
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken p.47
	408-1	Operations and suppliers at significant risk for incidents of child labor p. 47, 49
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor p. 47, 49
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor p. 47, 49
<b>Business conduct</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 50 f.
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption p. 51
	205-2	Communication and training about anti-corruption policies and procedures p. 51, 52
	205-3	Confirmed incidents of corruption and actions taken p. 52
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices p. 52
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken p. 52

GRI standard	Disclosure	Reference or information
<b>Climate change</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 54 f.
GRI 302: Energy 2016	302-1	Energy consumption within the organization p. 57 f., 62
	302-2	Energy consumption outside of the organization p. 57
	302-3	Energy intensity p. 58, 62
	302-4	Reduction of energy consumption p. 57 f.
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions p. 59, 61
	305-2	Energy indirect (Scope 2) GHG emissions p. 59, 61
	305-3	Other indirect (Scope 3) GHG emissions p. 59 ff.
	305-4	GHG emissions intensity p. 61 f.
	305-5	Reduction of GHG emissions p. 61 f.
<b>Water and waste</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 63 f.
GRI 303: Water and Effluents 2018	303-3	Water withdrawal p. 64, 67
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts p. 65
	306-2	Management of significant waste-related impacts p. 65
	306-3	Waste generated p. 65, 67
<b>Sustainable innovation</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 69 f.
GRI 301: Materials 2016	301-1	Materials used by weight or volume p. 70 f., 73
<b>Product compliance</b>		
GRI 3: Material Topics 2021	3-3	Management of material topics p. 74 f.
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services p. 75
	GRI 417: Marketing and Labeling 2016	417-1
417-2		Incidents of non-compliance concerning product and service information and labeling p. 75, 77

# Appendix 6: ISO management systems coverage

The following table provides an overview of the ISO certifications obtained for Interroll entities worldwide as of December 31, 2025.

Our target is to obtain certification to the following management system standards by 2030. In the long-term, we plan to consolidate all certifications in a matrix certification for the entire Group.

- ISO 9001 – Quality Management System: all significant sites of operations
- ISO 14001 – Environmental Management System: all significant sites of operations
- ISO 45001 – Health & Safety Management System: all significant sites of operations
- ISO 50001 – Energy Management System: voluntary for production sites with less than 3 GWh total annual energy consumption; production sites with more than 3 GWh will evaluate value added

Interroll entity	Function	Country	9001	14001	45001	50001
Interroll Software & Electronics GmbH	Production	Austria				
Interroll Logistica Ltda	Production	Brazil		✓		
Interroll Canada Ltd.	Production	Canada	✓	✓		
Interroll Shenzhen Co. Ltd.	Production	China	✓	✓	✓	
Interroll Suzhou Co. Ltd.	Production	China	✓	✓	✓	
Interroll Joki AS	Production	Denmark				
Interroll France SAS	Production	France	✓	✓	✓	
Interroll Automation GmbH	Production	Germany	✓	✓	✓	
Interroll Conveyor GmbH	Production	Germany	✓	✓	✓	
Interroll Engineering GmbH	Production	Germany	✓	✓	✓	
Interroll Trommelmotoren GmbH	Production	Germany	✓		✓	
Interroll SA	Production	Switzerland	✓	✓	✓	
Interroll (Thailand) Co. Ltd.	Production	Thailand	✓			
Interroll Atlanta, LLC	Production	USA	✓	✓		
Interroll Corporation	Production	USA	✓	✓		
Interroll Engineering West, Inc.	Production	USA	✓	✓		
Interroll Australia Pty. Ltd.	Local assembly	Australia				
Interroll India Pvt. Ltd.	Local assembly	India				
Interroll SA (Proprietary) Ltd.	Local assembly	South Africa	✓	✓	✓	
Interroll Holding (Shanghai) Co. Ltd.	Sales/Service	China				
Interroll CZ sro.	Sales/Service	Czech Republic				
Interroll Nordic AS	Sales/Service	Denmark				
Interroll SAS	Sales/Service	France				

Interroll entity	Function	Country	9001	14001	45001	50001
Interroll Fördertechnik GmbH	Sales/Service	Germany				
Interroll Italia S.r.l	Sales/Service	Italy	✓	✓	✓	
Interroll Japan Co. Ltd. <sup>1)</sup>	Sales/Service	Japan				
Interroll Mexico S. de R.L. de C.V. <sup>1)</sup>	Sales/Service	Mexico		✓		
Interroll Polska Sp.z.o.o.	Sales/Service	Poland				
Interroll (Asia) PTE. Ltd.	Sales/Service	Singapore				
Interroll (Korea) Corporation	Sales/Service	South Korea				
Interroll España SA	Sales/Service	Spain		✓	✓	
Interroll Lojistik Sistemleri <sup>1)</sup>	Sales/Service	Turkey				
Interroll Ltd.	Sales/Service	United Kingdom				
Interroll USA, LLC	Sales/Service	USA				
Interroll Innovation GmbH	Development	Germany				
Interroll Holding GmbH	Management	Germany				
Interroll (Schweiz) AG <sup>1)</sup>	Management	Switzerland				
Interroll Management AG	Management	Switzerland				
Interroll USA Holding, LLC <sup>1)</sup>	Management	USA				
Interroll Europe BV <sup>1)</sup>	Financial holding	Netherlands				
Interroll Holding France SAS <sup>1)</sup>	Financial holding	France				
Interroll Holding AG	Ultimate parent	Switzerland				
<b>Total coverage: Number of certified entities</b>			<b>15 of 42</b>	<b>16 of 42</b>	<b>11 of 42</b>	<b>0 of 42</b>
<b>Total coverage: Percentage of employees covered</b>			<b>70.1%</b>	<b>63.0%</b>	<b>50.7%</b>	<b>0.0%</b>

<sup>1)</sup> "Non-significant site of operations", certification voluntary || "Significant site of operations": >10 employees, material impact on sales or EBIT

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