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Key figures

in CHF millions, unless stated otherwise	Jan. - Jun. 2025	Jan. - Jun. 2024	Change
Order intake/sales			
Total order intake	284.1	286.5	-0.8 %
Rollers	55.3	53.1	4.1 %
Drives	90.6	93.5	-3.1 %
Conveyors & Sorters	76.4	82.4	-7.3 %
Pallet Handling	25.4	18.4	38.0 %
Total sales	247.7	247.4	0.1%
Profitability			
EBITDA	38.6	41.0	-5.9 %
in % of sales	15.6	16.6	
EBIT	27.6	29.9	-7.7 %
in % of sales	11.1	12.1	
Result	21.2	23.9	-11.3%
in % of sales	8.6	9.7	

in CHF millions, unless stated otherwise	Jan. - Jun. 2025	Jan. - Jun. 2024	Change
Cash flow			
Operating cash flow	21.8	16.2	34.6 %
in % of sales	8.8	6.5	
Free cash flow	17.1	11.1	54.1%
in % of sales	6.9	4.5	
Total investments	7.2	8.5	-15.3%
Balance sheet	30.06.2025	31.12.2024	
Total assets	578.0	591.3	-2.2 %
Goodwill	15.9	17.1	-7.0 %
Net financial assets	185.8	194.8	-4.6 %
Equity	457.7	472.2	-3.1%
Equity ratio (equity in % of total assets)	79.2	79.9	
Return on equity yield (in %)	9.1	11.2	-18.8 %
Other key figures	Jan. - Jun. 2025	Jan. - Jun. 2024	
RoNA (return on net assets in %)	14.9	14.1	6.0 %
Average number of employees (FTE)	2,336	2,277	2.6 %
Sales per employee (in CHF thousands)	212	217	-2.4 %
Productivity (added value/total personnel expenses)	1.97	2.03	-3.0 %

Interroll uses alternative performance figures. These alternative performance figures can be found on the Interroll Investor Relations website. (<https://investors.interroll.com/financial-information/financial-information/alternative-performance-measures>).

Report by the Board of Directors and Group Management

Dear shareholders, customers, employees, and business partners,

The first half of 2025 witnessed a promising stabilization in order intake, despite a strong prior-year baseline and currency headwinds. This provides a solid foundation for revenues in the second half of the year.

Sizeable projects in North America and the Middle East have contributed to this stabilization in order intake. However, the macroeconomic environment remains challenging, with rising concerns over global trade conflicts in the second quarter adding to overall uncertainty, which leads to delays in projects being rewarded.

While revenue development varied across our regions, we are pleased to report overall sales growth. In the Americas, last year's weak order intake was reflected in the current sales. Growth in EMEA and Asia-Pacific was driven by our strategy of focusing more on smaller projects, product sales, and the service business. Additionally, we observed initial successes in accelerating order into revenue conversion.

In recent years, Interroll has successfully expanded its global footprint through partnerships with global key accounts. Building on this strong foundation, we are now deepening our presence with regional customers in Asia to support their dynamic growth and seize additional opportunities in a fast-changing market environment. To achieve this, we are strengthening our services and competence centers in Asia-Pacific and are fully committed to regaining lost market share in this strategically important region.

Interroll's 'local-for-local' strategy helps minimize exposure to tariffs and currency transaction risks and enables us to capitalize on emerging opportunities – particularly as nearshoring trends gain momentum in North America.

"In recent years, Interroll has successfully expanded its global footprint through partnerships with global key accounts"

Highlights

In the first half of 2025, Interroll achieved several key milestones, most notably securing the first overseas order from one of the world's largest lithium-ion battery manufacturers. Building on this momentum, and leveraging our strong brand reputation, high-quality products, and global support network, we successfully landed an additional order from another leading Chinese battery manufacturer for a project in the United States.

The airport business continues to develop well, reflecting strong project execution and sustained demand for airport infrastructure solutions. A notable highlight was the order from Airports of Thailand for Suvarnabhumi Airport in Bangkok, further reinforcing our market position in this segment.



Markus Asch

Chief Executive Officer



Paul Zumbühl

Chairman of the Board of Directors

The e-commerce sector is showing early signs of a rebound, after a period of subdued activity, with leading e-commerce players ramping up investments in logistics automation to meet rising service level expectations – a first indication of a potential new investment cycle and improving market dynamics. This has been a key growth driver in the Americas region. Brazil achieved record sales, fueled by a surge in conveyor projects. In Mexico, we secured a strategic sorter order and in the United States we saw robust growth from conveyor sales into robotics and warehousing applications as well as strip belt merge systems for high-speed sorting lines.

Financial performance

In the first half of 2025, Interroll generated an order intake of CHF 284.1 million, a slight year-on-year decline of 0.8%, but an increase of 2.7% in local currency. Sales amounted to CHF 247.7 million, up 0.1% year-on-year and an increase of 3.6% in local currency, demonstrating resilience in a challenging market environment. Earnings before interest, taxes, depreciation, and amortization (EBITDA) reached CHF 38.6 million, compared to CHF 41.0 million in the previous year. The EBITDA margin declined to 15.6% (previous year: 16.6%), reflecting targeted investments in research and development and increased marketing expenditures for key international fairs, laying the groundwork for future growth and innovation. Earnings before interest and taxes (EBIT) amounted to CHF 27.6 million (previous year: CHF 29.9 million), with the EBIT margin at 11.1% (previous year: 12.1%). The result declined by 11.3% to CHF 21.2 million (previous year: CHF 23.9 million), corresponding to a result margin of 8.6% (previous year: 9.7%). Total investment amounted to CHF 7.2 million (previous year: CHF 8.5 million). Free cash flow increased to CHF 17.1 million (previous year: CHF 11.1 million).

Leadership change to accelerate growth momentum

To refocus priorities, unlock new growth opportunities, and further strengthen Interroll's strategic direction, Interroll appointed Markus Asch as CEO, effective March 1, 2025. He brings a proven track record of driving performance and innovation in global industrial businesses. Markus Asch has served on Interroll's Board of Directors since May 2020, providing him with deep insight into the company's operations and strategic priorities. Prior to joining Interroll as CEO, he led Rittal International as CEO and Chairman of the Management

Board from 2021 to 2024. Under his leadership, Rittal enhanced its global competitiveness by adopting a customer-centric, decentralized structure, driving a global innovation strategy, and implementing a performance culture. His earlier tenure at Kärcher, where he held various leadership roles from 1995 to 2020, including as a member of the management team, was marked by sustained revenue growth and margin expansion through a global multi-channel sales strategy, international expansion in operations and services, and driving digital innovation and transformation. His appointment signals Interroll's commitment to accelerating its growth trajectory, enhancing operational excellence, and delivering long-term value to shareholders.

Innovation

With the presentation of MCP PLAY at LogiMAT 2025, Interroll is ushering in a new era of material handling: the decentralized control solution reduces programming and commissioning efforts during system integration by eliminating the previous 'one package per zone' constraint, enabling higher throughput with lower energy consumption. This breakthrough has already received strong recognition from industry experts, as MCP PLAY was honored with the prestigious IFOY Award 2025. The award underlines Interroll's role as a technology leader and its commitment to delivering sustainable, customer-centric innovations that set new standards in intralogistics.

"Our commitment to 'quality, speed, and simplicity' remains our guiding principle, and our values – such as passion for our customers – continue to shape our culture."

Sustainability

Interroll published its Sustainability Report 2024, underlining its ongoing commitment to sustainable development, transparency, and responsible corporate governance. The report details the Group's environmental, social, and governance (ESG) performance for the financial year 2024 and highlights progress aligned with the United Nations Sustainable Development Goals (SDGs) and Swiss regulatory standards. Key highlights include improvements in EcoVadis scores, ESG risk mapping, improvement in carbon emission accounting, further strengthening the sustainability governance and reporting transparency, and fostering the inclusion of sustainability in our corporate culture.

Outlook

Signs of market stabilization have emerged, at least regionally, with growing demand for large orders in the project business. Feedback from our customers and end-users is increasingly positive in the Warehouse & Distribution segment, supported by warehouse expansions (greenfield and brownfield) and continued momentum in the Courier, Express & Parcel (CEP) segment, driven by e-commerce. We also expect sustained growth in the airport business.

Nevertheless, we continue to operate in a challenging macroeconomic environment with geopolitical tensions which could impact business performance. However, the long-term trend of automation, driven by the need for productivity gains and by labor shortages, clearly signals increasing demand for our solutions. Our commitment to "quality, speed, and simplicity" remains our guiding principle, and our values – such as passion for our customers – continue to shape our culture.

Sant'Antonino, July 2025



Paul Zumbühl

Chairman of the Board
of Directors



Markus Asch

Chief Executive Officer

Interim Financial Statements of the Interroll Group

Consolidated balance sheet

in thousands CHF	30.06.2025	in %	31.12.2024	in %
Assets				
Property, plant, and equipment	162,526		172,940	
Intangible assets	29,308		30,457	
Financial assets	1,333		1,482	
Deferred tax assets	9,314		9,901	
Total non-current assets	202,481	35.0	214,780	36.3
Inventories	74,849		69,764	
Current tax assets	4,109		3,194	
Trade and other accounts receivable	101,985		99,461	
Cash and cash equivalents	194,602		204,105	
Total current assets	375,545	65.0	376,524	63.7
Total assets	578,026	100.0	591,304	100.0

in thousands CHF	30.06.2025	in %	31.12.2024	in %
Equity and liabilities				
Share capital	854		854	
Share premium	12,706		14,146	
Reserve for own shares	-43,202		-55,953	
Translation reserve	-136,614		-115,787	
Retained earnings	623,962		628,947	
Total equity	457,706	79.2	472,207	79.9
Financial liabilities	8,674		9,091	
Deferred tax liabilities	2,159		2,534	
Pension liabilities	6,590		7,319	
Provisions	12,909		12,978	
Total non-current liabilities	30,332	5.2	31,922	5.4
Financial liabilities	119		221	
Current tax liabilities	9,864		13,175	
Advances received from customers	21,695		20,421	
Trade and other accounts payable	58,310		53,358	
Total current liabilities	89,988	15.6	87,175	14.7
Total liabilities	120,320	20.8	119,097	20.1
Total liabilities and shareholder's equity	578,026	100.0	591,304	100.0

Consolidated income statement

in thousands CHF	Jan. - Jun. 2025	in %	Jan. - Jun. 2024	in %
Sales	247,654	100.0	247,375	100.0
Material expenses	-89,833	-36.3	-89,183	-36.1
Personnel expenses	-83,547	-33.7	-82,727	-33.4
Increase/(decrease) in work in progress, finished products, and own goods capitalized	7,137	2.9	9,333	3.8
Other operating expenses	-44,477	-18.0	-44,701	-18.1
Other operating income	1,701	0.7	918	0.4
Operating result before depreciation and amortization (EBITDA)	38,635	15.6	41,015	16.6
Depreciation	-9,621	-3.9	-9,748	-3.9
Amortization	-1,449	-0.6	-1,365	-0.6
Operating result (EBIT)	27,565	11.1	29,902	12.1
Finance expenses	-1,641	-0.7	-177	-0.1
Finance income	1,398	0.6	1,421	0.6
Finance result, net	-243	-0.1	1,244	0.5
Result before income taxes	27,322	11.0	31,146	12.6
Income tax expense	-6,107	-2.5	-7,232	-2.9
Result	21,215	8.6	23,914	9.7
Result attributable to:				
– non-controlling interests	–	–	–	–
– owners of Interroll Holding AG	21,215	8.6	23,914	9.7
Values per share (in CHF)				
Non-diluted earnings (result) per share	25.46		28.93	
Diluted earnings (result) per share	25.46		28.93	

Consolidated statement of comprehensive income

in thousands CHF	Jan. - Jun. 2025	in %	Jan. - Jun. 2024	in %
Result	21,215		23,914	
Other comprehensive income				
Items that will not be reclassified to income statement				
Re-measurement of pension liabilities	646		71	
Income tax	-134		-15	
Total items that will not be reclassified to income statement	512		56	
Items that in the future may be reclassified subsequently to income statement				
Currency translation differences	-20,826		18,340	
Total items that in the future may be reclassified subsequently to income statement	-20,826		18,340	
Other income	-20,314		18,396	
Comprehensive income	901		42,310	
Result attributable to:				
– non-controlling interests	–	–	–	–
– owners of Interroll Holding AG	901	0.4	42,310	17.1

Consolidated statement of cash flows

in thousands CHF	Jan. - Jun. 2025	Jan. - Jun. 2024
Result	21,216	23,914
Depreciation, amortization, and impairment	11,070	11,113
Loss/(gain) on disposal of tangible and intangible assets	-105	-55
Financial result, net	243	-1,244
Income tax expense	6,107	7,232
Changes in inventories	-9,337	-20,508
Changes in trade and other accounts receivable	-7,919	-12,505
Changes in trade and other accounts payable	9,782	23,868
Changes in provisions, net	-237	-265
Income tax paid	-10,099	-13,401
Personnel expenses on share-based payments	483	532
Other non-cash expenses/(income)	568	-2,511
Cash flow from operating activities	21,772	16,170
Acquisition of property, plant, and equipment	-4,720	-5,986
Acquisition of intangible assets	-1,524	-1,567
Acquisition of financial assets	0	3
Proceeds from disposal of property, plant, and equipment	254	89
Repayment of financial assets	27	1,054
Interest received	1,319	1,374
Cash flow from investing activities	-4,644	-5,033
Dividends paid	-26,712	-26,472
Sale of treasury shares	10,827	8,658
Proceeds from financial liabilities	-1,074	-917
Interest paid	-176	-178
Cash flow from financing activities	-17,137	-18,909
Translation adjustments on cash and cash equivalents	-9,494	4,712
Change in cash and cash equivalents	-9,503	-3,060
Cash and cash equivalents at 1 January	204,105	140,269
Cash and cash equivalents at 31 December	194,602	137,209

Consolidated statement of changes in equity

in thousands CHF	Share capital	Share premium	Reserve for treasury shares	Translation reserve	Retained earnings	Total equity
01.01.2024	854	11,714	-67,248	-127,871	593,363	410,812
Result					23,914	23,914
Other comprehensive income, net of taxes				18,340	56	18,396
Total comprehensive income				18,340	23,970	42,310
Dividend payment, net					-26,472	-26,472
Share-based payments		89	443			532
Sale of treasury shares incl. tax effects		1,915	6,743			8,658
30.06.2024	854	13,718	-60,062	-109,531	590,861	435,840
01.01.2025	854	14,146	-55,953	-115,787	628,947	472,207
Result					21,215	21,215
Other comprehensive income, net of taxes				-20,826	512	-20,315
Total comprehensive income				-20,826	21,727	901
Dividend payment, net					-26,712	-26,712
Share-based payments		-18	501			483
Sale of treasury shares incl. tax effects		-1,422	12,250			10,827
30.06.2025	854	12,706	-43,202	-136,614	623,962	457,706

Notes to the Consolidated Financial Statements

1 Basis of the consolidated financial statements

Convention of preparation

The condensed, unaudited consolidated interim financial statements as of June 30, 2025, have been prepared in accordance with IAS 34 ("Interim Financial Reporting") and are based on the uniform financial statements of Interroll Holding AG and its subsidiaries ("the Group"). These interim statements reflect an update of previously published information. Therefore, they should always be read in conjunction with the Annual Report 2024. The interim statements were approved by the Board of Directors on July 25, 2025.

The accounting standards used for these interim financial statements are identical to those published and described in the Annual Report 2024.

Foreign currency translation

The following key exchange rates were used for the translation of financial statements denominated in foreign currencies:

	Income statement (average rates)			Balance sheet (half year-end rates)		
	Jan. - Jun. 2025	Jan. - Jun. 2024	Change in %	30.06.2025	31.12.2024	Change in %
1 EUR	0.941	0.965	-2.5	0.935	0.941	-0.7
1 USD	0.857	0.894	-4.2	0.798	0.906	-12
1 CNY	0.118	0.124	-4.3	0.111	0.124	-10.4

New or amended IAS/IFRS standards and interpretations

The IASB has issued new and revised standards and interpretations, which will not be applied until January 1, 2026, or later and were not applied early in these consolidated financial statements. The effects were generally considered immaterial.

Critical accounting estimates and judgments

The preparation of the consolidated interim financial statements requires management to make estimates, assumptions, and judgments for the determination of income, expenses, assets, and liabilities and for the disclosure of contingent liabilities. Such estimates, which are based on management's best knowledge and belief at the reporting date, may deviate from actual circumstances. In such a case, they will be modified as appropriate in the period in which the circumstances change.

Segment reporting

The Interroll Group consists of one single business unit. The complete product range is sold in all markets through the respective regional sales organization. The customer groups of OEMs, system integrators, and end users are provided with tailor-made product offerings and differentiated consulting levels. The Interroll manufacturing units focus on the production of specific product ranges. Assembly units receive semi-finished products from the manufacturing units and assemble a wide product range to serve their local markets. The Innovation Projects and Development Center (IPDC), which is centrally located, develops new application technologies and new products for all product groups. Centers of Excellence, which focus on specific product groups, concentrate on the development of their assigned product portfolio.

Group Management and Interroll management structures are organized by function (Overall Management, Sales, Operations, Technology, and Finance) and by region (Americas and Asia-Pacific). The Board of Directors bases its financial management of the Group on both the sales generated in the product groups and geographical markets as well as on the consolidated financial statements. Group Management additionally assesses the achievement of the financial and qualitative targets of all legal entities.

Financial instruments

The Interroll Group has only financial instruments classified as hierarchy 2 in line with IFRS 13. These financial instruments include only foreign currency forward contracts and cash flow hedges. The valuation in hierarchy 2 is based on factors which cannot be tracked to actively listed prices on public markets. Instead, they can be monitored directly (as a price) or indirectly (as a derivative of the price). The fair value of the financial instruments classified as hierarchy 2 is CHF -0.1 million at June 30, 2025 (December 31, 2024: CHF +0.0 million).

The Group also has a number of financial instruments which are not measured at fair value in the balance sheet. For the majority of these instruments, the fair values are not materially different to their current amounts.

2 Segment reporting

Sales by geographical markets

Sales by geographical market are presented as follows:

in CHF thousands	Jan. - Jun. 2025	in %	Jan. - Jun. 2024	in %
Germany	31.911	12.9	32.341	13.1
Other Europe, Middle East, Africa	120.982	48.9	116.454	47
Total Europe, Middle East, Africa	152.894	61.7	148.795	60.1
USA	53.122	21.5	64.563	26.1
Other Americas	17.530	7.1	11.028	4.5
Total Americas	70.652	28.5	75.591	30.6
China	10.873	4.4	8.345	3.4
Other Asia incl. Australia	13.235	5.3	14.643	5.9
Total Asia-Pacific	24.108	9.7	22.989	9.3
Total Group	247.654	100.0	247.375	100.0

Material sales with specific customers

Sales have been realized with more than 18,000 active customers. No single customer accounts for more than 5% of Group sales.

Sales by product group

Sales realized in the first half year by product group are presented as follows:

in thousands CHF	Jan. - Jun. 2025	in %	Jan. - Jun. 2024	in %
Rollers	55.279	22.3	53.099	21.5
Drives	90.593	36.6	93.457	37.8
Conveyors & Sorters	76.406	30.9	82.398	33.4
Pallet Handling	25.376	10.2	18.421	7.4
Total Group	247.654	100.0	247.375	100.0

3 Notes to the consolidated statement of financial position

Consolidated statement of financial position

Total assets decreased by CHF 13.3 million compared to year-end 2024. Inventories increased by 5.0 million as a result of a rise in Work in Progress and Finished Goods. Accounts receivable also increased by CHF 2.5 million. Trade and other accounts payable increased by CHF 5.0 million to CHF 58.3 million. Net working capital increased by CHF 6.5 million to CHF 85.8 million.

Investments

Total investments in property, plant, and equipment—including IFRS 16 assets—and intangible assets amounted to CHF 7.2 million. Capital expenditures in tangible assets were directed toward various production facilities, while investments in intangible assets primarily supported the continued development of the SAP ecosystem. Total non-current assets reached CHF 202.5 million by June 30, 2025.

In line with IAS 36, goodwill and other intangible assets are subject to an annual impairment test. These tests are normally performed in the second half of the year. Currently, there is no indication of impairment.

Net financial assets

Net financial assets at the end of the reporting period decreased by CHF 9.0 million compared to year-end 2024 and reached CHF 185.8 million by June 30, 2025.

Total credit lines available at the end of the reporting period amount to CHF 65.0 million (year-end 2024: CHF 65.0 million). Committed credit limits amounted to CHF 40.0 million, of which CHF 20.0 million was extended for a further three years in 2024 on the same terms and CHF 20.0 million was extended for one year on a rolling forward basis

Debt covenants have always been complied with during the reported interim period as well as during the previous-year period.

Equity

The equity position decreased by CHF 14.5 million to CHF 457.6 million compared to the end of 2024. The equity ratio at the end of the interim period corresponds to 79.2% (year-end 2024: 79.9%). In June 2025, a dividend of CHF 32.00 per share was paid as agreed during the Annual General Meeting (previous year: CHF 32.00 per share).

4 Notes to the consolidated income statement

Sales

Sales in the reporting currency increased organically by 0.1% to CHF 247.7 million compared to the same period last year. In local currencies, we see a growth of 3.6%.

Earnings before interest and taxes (EBIT)

EBITDA decreased by 5.8% to CHF 38.6 million (previous year: CHF 41.0 million). The EBITDA margin was at 15.6% (previous year: 16.6%).

The EBIT decreased by -7.8% and reached CHF 27.6 million (previous year: CHF 29.9 million) in the reporting period. The EBIT margin reached 11.1% (previous year: 12.1%).

Financing result

The net financial loss amounts to CHF -0.2 million. Due to its decentralized structure, the Interroll Group is generally not very highly exposed to currency fluctuations.

Income tax

Income tax expense is recognized based upon the best estimates of the weighted average annual income tax rate for the full financial year. The tax rate presented in the interim report generally contains tax recoveries and adjustment charges from previous years. It is also influenced by a differentiated assessment of future realizable losses carried forward. In the period under review, tax credits resulting from previous periods amounted to CHF 0.7 million (previous year: tax expenses of CHF 0.8 million).

Result

The result decreased by 11.3% to CHF 21.2 million (previous year: CHF 23.9 million). The result margin reached 8.6% (previous year: 9.7%).

5 Notes to the consolidated statement of cash flows

Cash flow from operating activities

Cash flow from operating activities amounts to CHF 21.3 million (previous year: CHF 16.2 million).

Cash flow from investing activities (excl. IFRS 16)

Total investments of CHF 6.2 million (previous year: CHF 7.6 million) were made into various production facilities, as in the previous year.

Cash flow from financing activities

In the first half of 2025, dividends totaling CHF 26.7 million were paid out (previous year: CHF 26.5 million).

6 Notes to the consolidated statement of changes in equity

Share capital

The shareholders' capital of CHF 854,000 is unchanged compared to year-end 2024.

Assignment of shares

Shares assigned to members of the management in the amount of CHF 0.5 million (previous year: CHF 0.5 million) were expensed.

Further disclosures and information

Events after the balance sheet date, seasonality

The Group did not identify any events after the closing date of the interim statements that would have a material effect on the presentation of its financial position as at June 30, 2025. There are no other facts which require disclosure according to IAS 34.

The industry in which the Group operates does not have significant seasonal variations. However, changes in the economic environment could have an impact on short-term profitability.

Contingent liabilities

No significant contingent liabilities were incurred in the reporting period.

Financial Calendar 2026

Preliminary Financial Figures 2025 (unaudited)	January 29
Publication of Annual Report 2025 and Annual Media Conference	March 12
Publication of Sustainability Report 2025	May 22
Annual General Meeting	June 12
Publication of Half-Year Report 2026 and Audio Webcast	July 31

Contact and publishing details

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Note on the Half-Year Report

This half-year report is only available in English.

Note on rounding

Please note that slight differences may arise as a result of the use of rounded amounts and percentages.

Forward-looking statements

This half-year report contains certain forward-looking statements. Forward-looking statements include all statements which do not relate to historical facts and events and contain forward-looking expressions such as "believe," "estimate," "assume," "expect," "forecast," "intend," "could," or "should" or expressions of a similar kind. Such forward-looking statements are subject to risks and uncertainties since they relate to future events and are based on the company's current assumptions, which may not take place in the future or be fulfilled as expected. The company points out that such forward-looking statements provide no guarantee for the future and that the actual events, including the financial position and profitability of the Interroll Group and developments in the economic and regulatory fundamentals, may vary substantially (particularly on the downside) from those explicitly or implicitly assumed in these statements. Even if the actual assets for the Interroll Group, including its financial position and profitability and the economic and regulatory fundamentals, are in accordance with such forward-looking statements in this half-year report, no guarantee can be given that this will continue to be the case in the future.

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