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About this report

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We have prepared this annual Sustainability Report in accordance with the GRI Standards for the financial year 2024. In the report, we disclose our approach as well as the measures taken to ensure Interroll's contribution to sustainable development. This report also complies with the reporting requirements under Article 964b of the Swiss Code of Obligations (CO) concerning transparency on non-financial matters. Additionally, it forms part of our Communication on Progress (CoP) towards the United Nations Global Compact and Sustainable Development Goals (SDGs). The report is not subject to a third-party audit.

Interroll follows a structured approach in managing environmental, social, and governance (ESG) matters. To reinforce this commitment, we have updated our sustainability reporting concept for 2024 and are reporting on each material topic following the ESG logic. We pursue a holistic approach that assumes a close link between ESG performance and our financial results.

In the following chapters, we will first provide an overview of the 2024 business year, followed by a presentation of the corporate structure and business model, including stakeholder engagement. Another chapter is devoted to the risks and opportunities that we are exposed to or that we anticipate, and we also use this section to provide an insight into our ESG risk management. Sustainability at Interroll as well as the materiality assessment and our ESG strategy are set out in a separate chapter, followed by comprehensive sections dedicated to environment, social, and governance topics.

In 2024, Interroll acquired business activities in India. While these operations have been included in the scope of consolidation for the Financial Report, they are excluded from this Sustainability Report. We plan to incorporate the Indian site into the Sustainability Report at a later point in time. Other than that, the reporting scope of the Sustainability Report is identical to the scope of the Financial Report. The scope of consolidation is listed in the Financial Report, starting on page 72.

Adjustments to the Sustainability Report 2023

Interroll Holding AG is committed to ensuring that content collected and published in its reports is of high quality and informative for its stakeholders. Progress made with ESG data management at the Group and local levels has resulted in changes to data published in the Sustainability Report in 2023.

In 2024, Interroll implemented the ESG Reporting Module of CCH Tagetik, which required changes in data definitions and dimensions and thus the re-evaluation of 2023 data. Most differences in the values reported for 2023 in the Sustainability Report 2024, compared to the previous report, are due to such systematic changes in the reporting system. Additionally, the data availability and quality management were also improved. During the re-evaluation, errors have been detected and corrected.

Note on this Sustainability Report

The copy deadline for this report was May 9, 2025 and all the information provided is based on January to December 2024 data.

This report was published on May 16, 2025. Unlike in previous years, the Sustainability Report has been published after the Financial Report, which was published on March 13, 2025, enabling the use of actual data rather than estimates.

Introduction

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Message from the Chairman and the CEO

GRI 2-22

Dear Shareholders, Valued Customers, Employees, and Business Partners,

The world is changing and so is our industry and our markets. At Interroll, our commitment to actively shaping this transformation remains fundamental to implementing our customer-first strategy and consistently delivering on our promise of "Quality, Speed, and Simplicity" across all aspects of our business.

2024 was an important year for Interroll. We continued to adapt our organization and processes, which has further strengthened our ability to meet market demands. This change is centered around enhanced customer focus and centricity, ensuring we stay agile and aligned with our stakeholders' needs. As a cornerstone, we optimize increased collaboration across regions and functions. Furthermore, we created two new key leadership positions: Chief Operating Officer (COO) and Chief Technology Officer (CTO), to drive operational excellence and technological innovation on a global scale.

In 2024, we also made notable strides in sustainability. A key highlight was the establishment of charging stations for electric vehicles across multiple Interroll sites, strengthening our commitment to electrifying our company fleet. Additionally, we leveraged the available space at our Hvidovre, Denmark factory to offer electric truck charging services to external companies, further contributing to the broader transition towards sustainable transportation. This step not only supports our sustainability goals but also reflects our commitment to decarbonization and operational innovation.

Our long-term efforts in the area of sustainability have also been recognized externally. We are proud to say that several Interroll entities received Platinum and Gold Medals from EcoVadis, a reflection of the improvements we have made in our EcoVadis assessments over the past years. This confirms our commitment to maintaining high standards in environmental, social, and governance practices across the Group.

To further embed ethical and sustainable practices into our organization, we worked on a completely revised Code of Conduct in 2024. This updated Code reflects our values and principles in a modern, comprehensive way and will be officially released in early 2025, guiding our employees and partners in navigating today's complex business environment.

Additionally, several Interroll entities achieved ISO 9001, ISO 14001, and ISO 45001 certifications this year, further strengthening the foundation of our sustainability management system. These certifications highlight our ongoing dedication to quality, environmental stewardship, and occupational health and safety.

Our ESG-focused strategy is still based on two core pillars: understanding our sustainability-related impacts and risks, and continuously enhancing our sustainability management system through organizational and structural measures. To support these efforts, we strengthened governance with the establishment of the Sustainability Committee within the Board of Directors. This committee reviewed the progress of our ESG agenda, anticipated challenges, and monitored the latest developments.



Paul Zumbühl Chairman of the Board of Directors

"We also reaffirm our global commitments. These underscore our role as a responsible corporate citizen, dedicated to creating long-term value for all stakeholders."

ESG risk management

"We are proud to say that several entities have been awarded with the EcoVadis Platinum or Gold medal, which confirms our commitment to sustainability"



Markus Asch
Chief Executive Officer

We also embraced growing regulatory requirements, including compliance with Article 964 of the Swiss Code of Obligations, which mandates reporting on environmental, social, and employee matters, respect for human rights, and anti-corruption measures. To address climate-related risks, we applied the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and extended our assessments of Scope 1, 2, and 3 emissions across the entire value chain.

The regulatory landscape for Interroll will be driven by the European Union's Corporate Sustainability Directive (CSRD) in the future. Interroll Holding AG will publish its first voluntary CSRD Report in 2028 for the financial year 2027. In 2024, we completed the Double Materiality Analysis, which will lay the foundation for our sustainability management moving forward.

As we reflect on the year, we are proud of our ability to drive progress even amid challenges. The success of these efforts is a testament to the dedication, creativity, and resilience of our employees worldwide. By fostering a culture of innovation and responsibility, we are well-positioned to provide demand-driven solutions that meet the highest standards of quality, speed, and simplicity.

We also reaffirm our global commitments, including continued participation in the UN Global Compact and alignment with the United Nations SDGs. These partnerships underscore our role as a responsible corporate citizen, dedicated to creating long-term value for all stakeholders.

On behalf of the entire Interroll team, we extend our sincere thanks to all of you — our shareholders, customers, employees, and business partners — for your trust, collaboration, and feedback. We look forward to continuing this journey with you as we strive to achieve a sustainable future together.

Enjoy reading this report, and we invite you to share your thoughts and reflections on the progress we have made in 2024.

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Paul Zumbühl

Chairman of the Board of Directors

Markus Asch
Chief Executive Officer

2024 Key figures



Total energy consumption

33.7 GWh

	2024	2023
Purchased energy (in GWh)	32.7	31.6
Self-generated energy (in GWh)	1.0	0.7

Share of renewable electricity



53.4 %

	2024	2023
Non-renewable electricity (in %)	46.6	46.4
Renewable electricity (in %)	53.4	53.6

Total electricity consumption



15.2 GWh

	2024	2023
Non-renewable electricity (in GWh)	7. 1	6.9
Renewable electricity (in GWh)	8.1	7.9

CO₂e-Emissions (Market based)

403,108 tCO₂e

2024



Scope 1 : 3,225.0 tCO₂e

Scope 2 : 2,530.0 tCO₂e

Scope 3 : 397,353.0 tCO₂e

2023



Scope 1: 3,227.0 tCO₂e

Scope 2 : 2,627.0 tCO₂e

Scope 3 : 411,900.0 tCO₂e



Total Employees 2024

20

2,393

2,395

Permanent Employees 2024

2,296

2,258

Female Employees 2024

602

601

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Fundamentals

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Outlook

Fundamentals



The Interroll Group is a leading global provider of material handling and intralogistics solutions. The company provides system integrators and original equipment manufacturers (OEMs) with a wide range of platform-based products and services. Interroll's solutions are used in all industries and sectors – includina ecommerce, manufacturing, food, transport, and logistics. The solutions are used by companies such as Amazon, Bosch, Coca-Cola, DHL, Nestlé, Procter & Gamble, Siemens, Walmart, and Zalando.

Interroll is a company steeped in tradition, yet with a global presence. It has markets, customers, and production and service locations across every continent and employs people in almost two dozen countries. The corporate headquarters is located in Sant'Antonino, Switzerland. Interroll Holding AG is listed on the SIX Swiss Exchange.

Interroll Holding AG boasts a global network of 36 companies with revenue of CHF 527 million and 2,393 employees (headcount as of December 31, 2024) across 23 countries.

Values, business model, and structure

We seek to place our customer promise of

QUALITY, SPEED, SIMPLICITY

at the heart of everything we do, which is also reflected in our values:

- PASSIONATE ABOUT CUSTOMERS
- COMMITTED TO EXCELLENCE
- LONG-TERM THINKING
- ALWAYS RESPECTFUL

Our customer promise and our values can be summed up in a single phrase, our one-word equity:

PROVEN

Our value proposition centers around the fact that Interroll is the world's leading provider of material handling and intralogistics solutions. When customers buy from Interroll, they acquire products that have been rigorously tested and feature improvements that are part of our product development process.

Interroll serves more than 28,000 customers, with 18,000 active customers in 2024. The Group's strategic directions are focused on three key areas:

- Solutions: based on product platforms
- Markets: strengthening the regional presence
- Services: focusing on after-sales customer service

In the current strategic phase, Interroll is concentrating on the modularity and digitalization of its products and services, the design and implementation of industry solutions, and business excellence.



Fundamentals

We create value by professionally managing our brand as a strategic asset, generating profit for customers and shareholders.

Product portfolio

Interroll's products and solutions are divided into the following categories:

- Rollers
- Drives
- **Conveyors & Sorters**
- Pallet Handlina

Organizational structure

We ensure that our primary focus remains on sustainable growth and the aspects of good governance. That applies across the board – at all levels of strategy and operations – and wherever we significantly impact environmental, social, and employee matters, human rights, and the fight against corruption cases. A clear organizational structure, which is summarized in the following, is the key to Interroll's governance.

The executive management of Interroll (referred to as "Group Management") is composed of the C-Level consisting of the Chief Executive Officer, the Chief Financial Officer, the Chief Sales Officer, and the recently established Chief Technology Officer, as well as the Chief Operating Officer. Furthermore, the Executive Vice President Americas and the Executive Vice President Asia/Pacific, who are responsible for operations in their regions, belong to the Group Management.

Corporate functions reporting to the CEO or CFO play a crucial role in supporting operational units by developing, implementing, and executing strategies that align with the company's overall objectives. By working in tandem with operational units, corporate functions help create a cohesive environment where strategy can be developed, implemented, and executed successfully across the organization. This coordination ensures that each department is focused on the same overarching goals, enabling the company to achieve sustainable growth and performance.

For more information on Interroll's organization, see the Corporate Governance report on page 11 in the Annual Report.

Stakeholder engagement

Engaging with our stakeholders is important for us to understand their interests and expectations relating to sustainability. Each year, we analyze which stakeholder groups are relevant to our company. We commit to fostering an extensive and targeted dialogue with a variety of stakeholder groups. Those include customers, suppliers, employees, banks, insurance companies, investors, public authorities, local and regional representatives, policymakers, and the local community.

We regularly engage with our stakeholders regarding their expectations and assessments of future developments with regard to ESG and sustainability, along with certain supply chain regulations such as the Corporate Sustainability Due Diligence Directive (CSDDD) and product-specific requirements such as Product Carbon Footprints.

In 2024, Interroll conducted a wide-scale ESG stakeholder survey. For the first time, all of the relevant internal and external stakeholders were encouraged to express their views on the matter. More information can be found in the "Outlook" section on page 54.

Significant contributions to stakeholder engagement

Engaging in dialog with our stakeholders is essential to driving the sustainable growth of our business. Our goal is to strengthen our position as a global leader in sustainable material handling and intralogistics solutions by implementing integrated product and service concepts. This commitment is reflected in our dedication to understanding and meeting customer needs.

It is only possible to achieve sustainable growth through continuous performance improvement and the development of products and services that deliver long-term value if we consider the interests of stakeholder groups such as investors, customers, lenders, and suppliers in our decision-making processes. Interroll contributes to sustainable practices by enabling its customers to operate more efficiently, for example by reducing energy consumption, and more safely with its advanced solutions.

We proactively identify and manage ESG risks that could impact our stakeholders and our operations. To mitigate these risks, we maintain an open and ongoing dialogue with stakeholders through meetings, panels, and committees. Additionally, we produce an annual non-financial report that provides transparency and is used for assessments by selected rating service providers. These assessments highlight our commitment to sustainable practices, making us more attractive to potential investors, customers, and talented professionals. This approach ensures we stay attuned to market dynamics, customer expectations, and the needs of all stakeholder groups, allowing us to address challenges effectively and sustainably. For further information on the Interroll Sustainability Assessments, see the chapter "Sustainability Strategy" on page 20.

Material Topic: Stakeholder Engagement

Sustainability Targets	KPIs	Unit	2024	2023	2022
Regular ESG Stakeholder surveys	Survey response rate	%	33.0	n/d	n/d
Sustainalytics Risk Rating below 10 until 2030	Sustainalytics Risk Score	Score	19	22	33
Achieving MSCI AAA ESG Rating by 2030	MSCI ESG Rating	Rating	А	А	A
Improvements in EcoVadis Assessments	EcoVadis Group Rating	Points	65.0	65.0	29.0
	Sites assessed with EcoVadis	Number	20	19	16
	EcoVadis Platinum Medals	Number	6	3	_
	EcoVadis Gold Medals	Number	7	10	_
	EcoVadis Silver Medals	Number	7	5	4
	EcoVadis Bronze Medal	Number	_	1	6
Active participation in industry association	Memberships	Number	74	74	45
Sponsorships and Donations to	Sponsorship	CHF	66,712.0	n/d	n/d
Non-Profit Organizations	Donations	CHF	59,364.9	107,082.0	67,104.2
	Sponsorship	% of EBIT	0.1	n/d	n/d
	Donations	% of EBIT	0.1	0.1	0.1

n/d = not disclosed

Partnerships and memberships

We actively engage in partnerships with associations and advocacy organizations that align with our mission and values. Across our sites, we support 74 diverse organizations, including industry associations, lobby groups, initiatives, non-profit organizations, research projects, and dialog platforms. The membership fees have not yet been assessed.

In 2024, we started to report donations and sponsorships separately. To date, the company's donations to local communities have not been fully assessed for each of our sites. Current disclosures report a total of CHF 59,365, which is equivalent to 0.1 percent of EBIT. In a similar way to donations, sponsorships have not yet been fully assessed for each site. The recorded sponsorship amount in 2024 was CHF 66,712, which corresponds to 0.1 percent of EBIT.

Association/interest group	Abbreviation	Country
Associação Brasileira da Indústria de Máquinas e Equipamentos	ABIMAQ	Brazil
Airport Association		USA
Associazione Industrie Ticinesi	AITI	Switzerland
Asociación de las Empresas Industriales Internacionalizadas	AMEC	Spain
AS International Association e. V.		Austria
Automated Material Handling System Association	AMHSA	United Kingdom
Berufsgenossenschaft Holz & Metall	BG	Germany
Bundesvereinigung Logistik e.V. Bremen	BIV	Switzerland
BranEins		Germany
Bundesverband mittelständische Wirtschaft e.V.	BVMW e.V.	Germany
Centre for Corporate Reporting	CCR	Switzerland
Conveyor Equipment Manufacturers Association	CEMA	USA
Centre Metal·lúrgic		Spain
CFO Forum		Switzerland
Chamber of Commerce	СоС	USA
China Federation of Logistics & Purchasing	CFLP	China
Controller Area Network in Automation	CiA	Germany
Construction Industry GUARANTEE		South Korea
Dansk Industri		Denmark
Deutsche Unternehmensinitiative Energieeffizienz e. V.	Deneff	Germany
DIN Deutsches Institut für Normung	DIN	Germany
Executives Global Network	EGN Network	Denmark
European Hygienic Engineering & Design Group	EHEDG	Germany
EHI Retail Institute e.V.		Germany
Engineering Council of South Africa		South Africa
ExperSuisse		Switzerland
Federation of Thai Industries	FTI	Thailand
Food-Processing Initiative e.V.	<u> </u>	Germany

Association/interest group	Abbreviation	Country
The Federation of Chonburi	FTI Chonburi	Thailand
German Airport Technology & Equipment e.V.	GATE e.V.	Germany
Logistics Hall of Fame Ismaning		Switzerland
Segretariato HR Ticino		Switzerland
Industrie- und Handelskammer Aachen		Germany
Industrie- und Handelskammer Köln		Germany
Industrie- und Handelskammer Rhein-Neckar		Germany
Intralogistik Schweiz	ILS	Switzerland
Institut für Produktionserhaltung e.V.	Infpro	Germany
Institut der beim Europäischen Patentamt zugelassenen Vertreter		Germany
Industrie-Pensions-Verein e.V.	IPV	Germany
İstif Makinalari Distribütörleri ve İmalatçilari Derneği	Isder	Turkey
Kunststoff Ausbildungs- und Technologiezentrum	KATZ	Switzerland
Kunststoff.swiss		
Der Verband der Schweizer Kunststoffindustrie	KUNSTOFF	Switzerland
Light Engineering Industries Association of South Africa		South Africa
LinkedIn		Germany
LOG-IT Club e.V.		Germany
Material Handling Equipment Distributors Association	MHEDA	USA
The Industry That Makes Supply Chains Work	MHI	USA
ODVA (EtherNetIP)		Germany
Patentsanwaltskammer		Germany
The Association for Packaging and Processing Technologies	PMMI	USA
Procession & Packaging Machinery Association		United Kingdom
Profibus ,		Austria
Profinet		Germany
Plateforme Dédiée à la Robotique Industrielle	PROXINNOV	France
Spanish Red Cross		Spain
The Professional Body for Supply Chain Management	SAPICS	South Africa
Steel and Engineering Industries Federation of Southern Africa	SEIFSA	South Africa
Societá degli impiegati del commercio Sezione Ticino	SIC	Switzerland
Sindicato Nacional da Indústria de Máquinas	Sindimaq	Brazil
Singapore Business Federation (SBF)	SBF	Singapore
Singapore International Chamber of Commerce	SICC	Singapore
Stiftung ear		Germany
Swissbilling		Switzerland
Swiss Chinese Chamber of Commerce	Swisscham	China
Thai Subcontracting Promotion Association		Thailand
Union des Industries de la Métallurgie Vendée UIMV	UIMV	France
Unternehmensverband Südwest	USW	Germany
Verband für Lagertechnik		Germany
Weka Business		Switzerland
Wilmington Chamber of Commerce		USA

Association/interest group	Abbreviation	Country
Wir in Wermelskirchen e.V.	WiW	Germany
Wirtschaftskammer Österreich	WKO	Austria
XING		Germany
Zukunft Metropolregion Rhein-Neckar	ZMRN	Germany

UN Global Compact and SDGs

Interroll's material handling solutions contribute to the high performance and ongoing development of global logistics. Moving forward, we aim to contribute even more meaningfully and sustainably, supporting the advancement of the United Nations SDGs and committing to the UN Global Compact. Our ongoing dialog with employees, customers, users, suppliers, investors, and technical innovators is important to enable us to achieve this objective.

By joining the UN Global Compact in November 2016, we underscored our global commitment and pledged to make progress on the principles of human rights, labor, environment, and anti-corruption. Our eighth CoP, which covers the fiscal year 2024, demonstrates the key measures and achievements of our ongoing commitment to comply with the Ten Principles of the UN Global Compact.

Our full CoP is available on unglobalcompact.org.

Interroll contributes to the SDGs in a variety of ways, demonstrating its commitment to fostering a more sustainable future. To provide an overview of our contributions, we have mapped our material topics to the corresponding SDGs in the table below. This mapping illustrates how our business activities align with global sustainability priorities and highlights the SDGs to which we can make a contribution. The table outlines the underlying targets of each SDG that are particularly relevant to Interroll. We have summarized our specific contributions to the SDGs, showcasing the initiatives, innovations, and commitments through which we create a positive environmental, social, and economic impact.

ESG risk management

Appendix

Material topics	Relevant SDGs		Relevant underlying target(s)	Interroll's contribution
Climate protection	7 AFFORMABLE AND CLEAN EMERGY 13 AUTOM CLEAN EMERGY CLEAN EMERGY CLEAN EMERGY AFFORMABLE AND CLIMATE CLIM	SDG 7: Affordable and clean energy	7.3: Double the rate of improvement in energy efficiency	We offer the latest technology for energy efficiency in intralogistics, invest in sustainable production infrastructure, conduct energy audits, and report transparently. Our cooperation with partners, research institutes, and associations enables us to share best practices for successful product development and innovative solutions. We enhance business resilience by managing climate-related risks and by protecting our infrastructure against natural disasters. Our efforts include investing in renewable energy, improving energy efficiency, and reducing greenhouse gas emissions (e.g., sustainable means of
		SDG 13: Climate action	13.1: Strengthen resilience and adaptive capacity to climate-related natural disasters	transportation). We conduct risk assessments to guide strategic adjustments, supported by regular reviews, staff training, and transparent reporting on climate actions and
			13.3: Build knowledge capacity to meet climate change	outcomes.
Environmental protection	6 CLEAN WATER 8 DECENT WORK AND ECONOMIC GROWTH	SDG 6: Clean water and sanitation	6.3: Improve water quality, wastewater treatment, and safe reuse	Interroll implements innovative technologies for closed-loop water systems as part of a structured environmental
		SDG 8: Decent work and economic growth	8.4: Improve resource efficiency in consumption and production	management program. We integrate sustainable practices with respect to the use of natural resources and the avoidance of waste in our production processes (e.g., ISO
	12 RESPONSIBLE AND PRODUCTION AND PRODUCTION	SDG 12: Responsible consumption and production	12.1: Implement the 10-year framework of programs on sustainable consumption and production patterns	14001 certification). We gather scrap materials and allocate it to recycling. We minimize the amount of additional waste created, in particular hazardous waste,
	CO		12.2: Sustainable management and efficient use of natural resources	and dispose of it in accordance with local requirements.
			12.4: Responsible management of chemicals and waste	_
			12.5: Substantially reduce waste generation	_
Product and service developmen	8 BECENT WORK AND BY MULSTRY, NOWATION SDG 8: Dec	SDG 8: Decent work and economic growth	8.2: Diversify, innovate, and upgrade for economic productivity	Interroll ensures the seamless operation of complex global supply chains with smart, networked solutions, providing a
			8.4: Improve resource efficiency in consumption and production	 reliable, high-speed flow of goods. This relates in particular to hygienic material handling for food and pharmaceuticals, extending shelf life, and reducing waste.
			8.8: Protect labor rights and promote safe and secure working conditions	Moreover, our products boost occupational health and safety for our customers and plant operators, which helps to
		SDG 9: Industry, innovation and infrastructure	9.4: Upgrade all industries and infrastructures for sustainability	prevent work-related accidents and illnesses.
Attractive employer	1 POVERTY 作音音音	SDG 1: No poverty	1.6: Mobilize resources to implement policies to end poverty	We pay fair wages, advocate for social justice, and promote education for our employees. We create jobs in the communities where we operate. Interroll fosters an inclusive environment, ensuring equal pay and opportunities, preventing gender discrimination, and supporting flexible working models.
	10 REDUCED INEQUALITIES	SDG 5: Gender equality	5.1: End discrimination against women and girls	
		SDG 10: Reduced inequalities	10.1: Reduce income inequalities	_
	√ →		10.3: Ensure equal opportunities and end discrimination	

ESG risk management

Material topics	Relevant SDGs		Relevant underlying target(s)	Interroll's contribution
People development	4 QUALITY 8 DECENT WORK AND ECONOMIC GROWTH	SDG 4: Quality education	4.4: Increase the number of people with relevant skills for financial success	Our investment in training and development enhances the skills and employability of our workforce. Additionally, we
			4.7: Education for sustainable development and global citizenship	 strive for a balanced age structure of our staff by offering young talent opportunities to grow at Interroll, supported by initiatives such as the Interroll Academy.
		SDG 8: Decent work and economic growth	8.6: Promote youth employment, education, and training	— illindrives such as the illietroit Academy.
Occupational health and safety	3 GOOD HEALTH AND WELL-BRING COOKING GROWTH	SDG 3: Good health and well-being	3: Good health and well-being 3.9: Reduce illnesses and deaths from hazardous chemicals and pollution. Our commitme safety standar preventative m We ensure de health manage supply chain.	
		SDG 8: Decent work and economic growth	8.8: Protect labor rights and promote safe and secure working conditions	_ uphold international labor standards and ensure that there are no cases of modern slavery, human trafficking, or child labor within Interroll's value chain.
Corporate governance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	SDG 16: Peace, justice, and strong institutions	16.6: Develop effective, accountable, and transparent institutions	We promote ethical business practices, and publish transparent reports on financial and non-financial matters.
Sustainable procurement	8 DECENT WORK AND ECONOMIC GROWTH 12 CONSUMPTION AND PRODUCTION CO	SDG 8: Decent work and economic growth	8.7: End modern slavery, trafficking, and child labor	By integrating ESG criteria into our Supplier Code of Conduct, and reviewing the management systems of our
			8.8: Protect labor rights and promote safe and secure working conditions	suppliers, we encourage our supply chain to implement ESG practices. We monitor the risks relating to ESG in our supply chain, and address the need for improvement
	SDG 12: Respon		12.6: Encourage companies to adopt sustainable practices and integrate sustainability information into their reporting cycle	actions through assessments.
Corporate compliance	AD STRONG INSTITUTIONS forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children forms of violence against children for the forms of violence	16.2: End abuse, exploitation, trafficking, and all forms of violence against children	Interroll enforces strict ethical policies across all areas of our business and throughout our value chain. Our Code of Conduct, required to be signed by all employees, aligns our behavior with our values. We assess supply chain risks	
		16.5: Reduce corruption and bribery	 to prevent child labor, exploitation, and human trafficking. We have zero tolerance for bribery, corruption, fraud, 	
			16.C: Promote and enforce non-discriminatory laws and policies	discrimination, and harassment. Our secure whistleblowing channels provide effective reporting mechanisms.

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ESG risk management

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At Interroll, ESG risk management means safeguarding our business model, preserving both tangible and intangible benefits, and protecting the legitimate interests of our stakeholders. We pursue a structured approach to identifying and managing ESG risks - both strategic and operational - in order to avoid or mitigate negative impacts, leverage opportunities, and strengthen Interroll's operational and financial resilience.

Interroll plans to further refine its risk management system in 2025, while the implementation of the 2024 double materiality analysis conducted in accordance with CSRD requirements provided a comprehensive evaluation of ESG risks and opportunities. For further information on the double materiality process, see the chapter "Outlook" on page 54.

Risk management governance

ESG risk management at the Group level supports strategic and operational decision-making, strengthens our governance, and oversees key aspects of our business model. The CFO is responsible for the annual risk assessment and reporting. Each year, Group Management performs a systematic operational risk analysis that incorporates ESG considerations. The risks that are identified are examined, analyzed, and discussed in detail. The Board of Directors receives annual, standardized reports outlining the nature, scope, and evaluation of both operational and strategic risks, along with corresponding mitigation measures. In accordance with Article 964b CO, the Board submits the nonfinancial report to the Annual General Meeting for approval.

Integration of ESG risks

Interroll has created an ESG risk inventory related to environmental, climate, social, and employee matters, corruption, and human rights. This inventory aligns with the matters defined in Article 964 CO for non-financial reporting.

In 2025, we will integrate the ESG risks that we have identified into our strategy development and target setting. This will enhance our company's resilience and help to assess and manage related priorities.

ESG risk analysis process

Interroll's ESG risk inventory is developed on the basis of an assessment of Interroll's material topics, all of which are described in detail in this report. For a thorough overview of the ESG risk inventory process conducted in the previous reporting year, see the Sustainability Report 2023.

In 2024, Interroll conducted a double materiality analysis in accordance with the CSRD requirements and the underlying European Sustainability Reporting Standards (ESRS). The analysis included a comprehensive evaluation of ESG risks and opportunities, forming a key component of Interroll's ESG risk management. A total of 94 ESG topics, as outlined in the ESRS, were evaluated in the context of Interroll's business activities and value chain.

External experts were consulted to offer input on the pre-defined risks and opportunities relevant to Interroll. The experts were selected based on their expertise, which ensured that they could share independent perspectives (e.g., experts from associations, academia).

For each of the 94 ESRS topics, a preliminary assessment of the risks and opportunities was implemented based on the magnitude and likelihood of the risk/opportunity.

Additionally, relevant internal functions across the Group were involved to provide inputs on risks and opportunities, assessing their relevance to Interroll's long-term business success. In concrete terms, a management survey was conducted to verify the completeness of the material risks and opportunities list and to incorporate management's assessment. Interroll's Group Management, Managing Directors, and Head of Functions participated in the survey. To assess the risks/opportunities, the following ranking was used:

 Negligible: No or negligible financial loss/opportunities Economic impact less than CHF 500,000 low:

 Moderate: Economic impact CHF 500,000 to CHF 1,000,000 Serious: Economic impact CHF 1,000,000 to CHF 10,000,000 High: Economic impact CHF 10,000,000 to CHF 50,000,000

 Very high: Economic impact greater than CHF 50,000,000

The assessment results were analyzed, and a corresponding threshold was established. The findings were then reviewed and finalized during a workshop with representatives from Interroll's executive management and relevant departments.

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Sustainability at Interroll



ESG aspects are anchored in Interroll's overall strategy. The Board of Directors bears the responsibility for overseeing Interroll's ESG strategy and the correlated material topics and has tasked the Group Management with implementing them in operations. To that end, policies have been defined across the Group, and goals, deadlines, and responsibilities have been established in relation to environmental, social, and employee matters, human rights, and combating corruption.

Sustainability organization

Responsibilities regarding Interroll's impacts

In accordance with Article 964 CO, Interroll's Board of Directors holds the overall responsibility for analyzing and meeting the requirements relating to environmental, social, and employee matters, human rights, and anti-corruption measures and therefore has the ultimate responsibility for the oversight of all material topics. Operational implementation is delegated to the CEO and the other members of the Group Management. They work together to ensure that the responsibilities for setting goals, delivering resources, taking action, and conducting reviews are clearly defined for all management levels and in all areas.

The CEO reports to the Board of Directors on ESG aspects and the associated risks for Interroll's business model periodically. The Board of Directors acknowledges the interim results of operational measures and approves the annual Sustainability Report. The Board of Directors submits the Sustainability Report in accordance with Article 964b CO to the Annual General Meeting for approval.

Interroll ensures the professional competence, functional structure, and absolute integrity of its Board of Directors. Our aim is to avoid having a majority of non-independent members of the Board of Directors. We regularly review and adjust our remuneration standards for managers and will include

ESG criteria for all managers from 2025. For information on our remuneration policy, the process to determine remuneration, and the basis for calculating the annual total remuneration, see the Remuneration Report on page 26 in the Annual Report.

The Board of Directors ensures that it has the requisite knowledge available to assess ESG aspects. The Board's collective knowledge on sustainability was enhanced in 2024 through dialog and regular information cycles with the Sustainability Committee. Its performance is assessed by analyzing the pertinent results of external ratings. The Board of Directors conducts an annual review to ensure that ESG compliance obligations are observed at the Group level.

Three standing committees support the Board of Directors in the areas of auditing (Audit Committee), remuneration & nomination policy (Remuneration & Nomination Committee), and sustainability (Sustainability Committee). For further information on the members, composition, nomination, and committees of the Board of Directors, see the Corporate Governance Report, starting on page 11 in the Annual Report.

Sustainability Committee

The Sustainability Committee of the Board of Directors advises the Board on ESG strategy, goals, and legislation while monitoring the Group's sustainable development. It reviews and submits ESG objectives and risk inventories for Board approval, ensures accurate and complete sustainability reporting, tracks progress of initiatives, and provides recommendations for decision-making.

The Committee comprises two members of the Board of Directors and receives regular reports (in at least three meetings per year) from the CEO, the CFO, and the Director Corporate Sustainability. The latter heads the Corporate Sustainability department, which serves as a central competence center, oversees key interface functions, and ensures transfer of expertise. The Director Corporate Sustainability plays an important role in defining action plans aligned with organizational objectives and regulations, as well as administering data provision for ESG management and reporting.

Designated contact points at various sites facilitate on-site coordination in consultation with local management, ensuring the delivery of data at the local level.

Group Management

The Board of Directors bears the ultimate responsibility for the sustainability strategy and delegates its implementation and execution to the Group Management. Within the Group Management, the CFO is responsible for sustainability and oversees the work of the Director Corporate Sustainability. Within the organizational structure, the individual aspects of sustainability and the relevant impacts have been allocated to the responsible C-Level. The progress of the implementation and target achievement is monitored and reported by Corporate Sustainability to the Sustainability Committee of the Board of Directors.

Corporate Sustainability

The Corporate Sustainability Department focuses on integrating ESG principles into Interroll's strategy, operations, and culture. It develops and implements sustainability initiatives aimed at reducing Interroll's environmental footprint, promoting social responsibility, and ensuring ethical governance practices.

Key responsibilities include:

- Sustainability Strategy: Proposing a sustainability strategy with related long-term targets and goals to the Board of Directors and supporting its implementation and execution upon approval.
- ESG Reporting and Compliance: Ensuring compliance with regulatory frameworks such as the GRI Standards and the CSRD and preparing sustainability reports to share with stakeholders.
- Stakeholder Engagement: Collaborating with internal and external stakeholders to drive sustainability initiatives and communicate progress.
- Risk Management: Identifying and addressing ESG-related risks that could impact the company's reputation or performance.

The department works closely with other corporate functions as well as the global entities to embed sustainability throughout the organization, fostering responsible practices and enhancing the company's reputation as a sustainable business leader.

Materiality assessment

Interroll systematically determines its material topics to promote sustainable development throughout the Group. The Director Corporate Sustainability leads the materiality analysis process, which enables Interroll to identify its current and potential impacts in the context of sustainability. We pursue this process on an ongoing basis to remain agile in a dynamic environment and improve our business resilience.

Materiality analysis process

We conducted an impact materiality analysis in 2022 and a review of the material topics in 2023, in accordance with the methodology suggested by the GRI Standards.

The materiality analysis considered various sources, including the UN Global Compact, the SDGs, the German Sustainability Code, the industry-specific Sustainable Accounting Standards Board (SASB) standards, and the GRI Standards. It also comprised questionnaires from institutional sustainability performance service providers (e.g., EcoVadis, customers' self-assessment questionnaires).

To assess its impacts, Interroll conducted workshops with interdisciplinary groups and representatives from various regions. Experts, information users, and external ratings agencies were involved in the prioritization of the material topics.

As a result, Interroll identified eleven material topics which were discussed and approved by the Group Management. These topics form the foundation of Interroll's ESG strategy and reporting. The results of the materiality analysis were approved by the Board of Directors as the highest-ranking supervisory body of the Sustainability Report.

Interroll's material topics

- Stakeholder engagement
- ESG risk management
- Climate protection
- Environmental protection
- Product and service responsibility
- Attractive employer
- People development
- Occupational health and safety
- Corporate governance
- Sustainable procurement
- Corporate compliance

For a detailed description of the materiality analysis process, see the Sustainability Report 2022 and 2023.

Governance

As part of our annual review, in 2024, Interroll conducted a comprehensive double materiality analysis that considers the European Union's CSRD. The analysis will serve as a foundation for Interroll's reporting in accordance with the requirements under the CSRD. For further information, see the chapter "Double materiality analysis and ESRS reporting" on page <u>54</u>.

Sustainability strategy

Interroll's sustainable development is in line with its values and business objectives. The material topics that have been identified, which are structured in accordance with ESG, are a cornerstone of our sustainability strategy. The sustainability strategy is an integral part of the Group's overall corporate strategy and thus has a holistic influence on all decisions.

As ESG aspects are embedded in Interroll's overall strategy, our corporate governance includes responsibility for ESG matters at the top decision-making level. The Board of Directors reviews the sustainability strategy once a year, including ESG risks and the effectiveness of the action the Group has taken in relation to environmental, social, and employee matters, human rights, and anti-corruption measures. The Board conducts an annual review to ensure that ESG compliance obligations are observed at the Group level.

For each material topic, we have set clear targets which are described in detail in the respective chapters. In general terms, respect for human rights and the associated due diligence obligations are particularly important. Furthermore, we are continuing along the ambitious path laid down by the Paris Climate Agreement to reduce greenhouse gas emissions and limit global warming to 1.5°C.

RATINGS

Interroll uses the invaluable input from ESG ratings for the development of the sustainability strategy. By analyzing the methodology and our performance, we identify areas where we need to further strengthen our commitments, enhance transparency, and take more substantial actions.

For the strategy development, we focus on the following rating methodologies:

EcoVadis

EcoVadis has created a methodology to evaluate a company's ESG practices through their policies, measures, and results as well as its reporting across 21 criteria, encompassing environmental practices, labor and human rights, business ethics, and sustainable procurement. These 21 criteria are based on international sustainability standards such as the UN Global Compact Principles, International Labor Organization (ILO) conventions, and the GRI Standards.

While the EcoVadis Score for the Group remained unchanged in 2024 at 65 points, we saw significant improvements at our assessed entities:

	2024	1	2023	
Interroll Entity	Points	Medal	Points	Medal
Interroll Australia Pty Ltd.	86	Platinum	86	Platinum
Interroll Espana SA	84	Platinum	_	_
Interroll Logistica Ltda.	82	Platinum	79	Platinum
Interroll SA	82	Platinum	<i>7</i> 8	Platinum
Interroll SAS	81	Platinum	77	Gold
Interroll Software & Electronics GmbH	80	Platinum	74	Gold
Interroll (Thailand) Co. Ltd.	77	Gold	74	Gold
Interroll Joki AS	77	Gold	73	Gold
Interroll Engineering West Inc.	77	Gold	59	Silver
Interroll Automation GmbH	76	Gold	70	Gold
Interroll Corp	76	Gold	67	Silver
Interroll Engineering GmbH	74	Gold	70	Gold
Interroll Canada Ltd.	73	Gold	76	Gold
Interroll (SA) Pty. Ltd	72	Silver	73	Gold
Interroll Trommelmotoren AS	72	Silver	72	Gold
Interroll (Shenzhen) Co. Ltd.	72	Silver	61	Silver
Interroll Atlanta LLC	71	Silver	<i>7</i> 1	Gold
Interroll Conveyor GmbH	70	Silver	66	Silver
Interroll (Suzhou) Co. Ltd.	70	Silver	57	Bronze
Interroll Holding AG (Group)	65	Silver	65	Silver

MSCI ESG Ratings

The MSCI ratings break down sustainability aspects into three dimensions: environment, social responsibility, and corporate governance. The main aspects of the environmental dimension are the contribution to climate change, the use of natural resources, environmental pollution, waste management, and the use of green technologies and renewable energy. The social dimension includes the aspects of employee health, safety, and development, product and consumer safety, and local community relations. Corporate governance covers the aspects of governance, fairness and compliance, transparency, and business ethics. By analyzing indicators relating to each aspect, MSCI rates companies on a scale of one to ten – with one being the lowest and ten the highest – and on a seven-point scale from AAA to CCC – with AAA and CCC being the leader and laggard respectively.

The MSCI ESG rating remains unchanged in 2024 at A (2023: A).

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Sustainalytics Rating Risk Score

The Sustainalytics ESG Risk Rating measures a company's exposure to industry-specific ESG risks and how well it manages these risks based on its disclosures. This multi-dimensional approach to measuring ESG risks combines the assessment concepts of exposure and management to produce an ESG risk rating. Five ESG risk levels are applied: severe (40+), high (30 to 40), medium (20 to 30), low (10 to 20), and negligible (0 to 10).

Interroll improved slightly in 2024 to 19 (2023: 22).

S&P Global ESG Score

The S&P Global ESG Score is produced on the basis of publicly available data and documents submitted by the company. Interroll participates in the Corporate Sustainability Assessment (CSA) survey every year. The resulting ESG Score is based on disclosures made by Interroll, publicly available data, and, to a small extent, modelling. The CSA concentrates on the quality of the company's disclosures as well as on past and current ESG performance. The actual rating covers nine areas assigned to three dimensions: environmental, social, governance, and economic.

The S&P Global ESG Score of Interroll improved slightly to 30 (2023: 28).

Further information about the rating results can be found at https://investors.interroll.com/

ESG POLICIES

At Interroll, we have flat, agile management structures, and we encourage everyone to take responsibility in their respective areas at the local sites. Systematically determining specific targets at the local level is therefore key, as this promotes development throughout the Group.

As we developed our sustainability management concept, we attached great importance to formulating specific measurable targets and key performance indicators (KPIs). We have defined and published qualitative and quantitative targets and their deadlines, and designated the relevant operating scope, responsibilities, and control, assessment, and reporting cycles. Interroll has developed a policy for each material topic to foster systematic management, goal setting, and measurement of effectiveness. Each ESG policy was signed by the CEO and CFO, underscoring their significance as foundational strategic and operational documents for sustainable development at Interroll. Adherence to these policies and, where relevant, local statutory obligations is regularly reviewed by the Group Management and Corporate Compliance.

We currently have eleven ESG policies covering the identified material topics. The specific contributions to the SDGs are detailed in each ESG policy. In this regard, respect for human rights forms the basis of all our policies and is something we consider to be non-negotiable.

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Further information about Interroll's Sustainability Policies can be found at:

https://investors.interroll.com/

Reporting on the material topics

The following chapters explain the environmental and societal impacts of Interroll's business activities, as well as the risks and opportunities that may arise in sustaining its operations. For each material topic, details of the management approaches are provided, including the measures implemented and their outcomes.

Our updated report structure, organized around the three key areas of environment, social, and governance (ESG), reflects our recognition of ESG as a comprehensive framework with significant financial implications for Interroll. Viewing non-financial aspects within a holistic corporate context highlights their effect on the Group's financial position, business growth, and performance. This is borne out by the rapid development of legislation and regulations on sustainability and ESG requirements in recent years – evident in the requirements on obligatory non-financial reporting – in both the European Union and Switzerland.

The presentation considers the recognized international GRI Standards and the technological developments and market dynamics relevant to our company.



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Environment



Climate protection and TCFD

Greenhouse gas emissions are a major cause of climate change, with impacts on nature and society in many parts of the world. Greenhouse gas concentrations in the atmosphere cause and accelerate global warming and affect the climate of the earth with its large circulation systems. The effects include the long-term destabilization of ecosystems along with extreme weather events, which also put the economic basis and the livelihood of mankind at risk.

Interroll aims to reduce these emissions along its entire value chain. Interroll's greenhouse gas footprint is mainly related to indirect emissions (Scope 3) caused in the upstream and downstream value chain. In the case of Scope 3 emissions, the majority of approximately 80 percent comes from the use of the products sold by Interroll. Consequently, Interroll's main lever for contributing to climate protection is the creation of energy-efficient products and systems.

In line with the requirements of Article 964 CO regarding non-financial reporting, this chapter covers the recommendations of the TCFD. The core components are governance, strategy, risk management and metrics, and targets. Interroll continues to integrate the TCFD recommendations. Looking ahead, we plan to further enhance our disclosures by providing additional details and expanding the scope of the information published.

CONTEXT

A key element of our Group-wide sustainability strategy is to position ourselves as the leading provider of energy-efficient material handling solutions and technologies through our product portfolio. The transition to a low-carbon economy is something we work towards at every link in our value chain, which primarily comprises our upstream supply chain, our own sites, and the life cycle of our products after they are delivered to users. In joining the UN Global Compact in 2016, we undertook to observe the precautionary approach to environmental challenges and to reduce harmful emissions. By introducing targeted solutions to enhance our systems' energy efficiency, we aim to meet the expectations of our stakeholders.

Interroll has energy consumption totaling around 33,624.4 MWh (2023: 32,361.9 MWh) and associated Scope 1 and Scope 2 (market-based) CO₂ emissions of 5,755.0 tCO₂e (2023: 5,854.0 tCO₂e). Nevertheless, the Scope 1 and 2 emissions account for only around 1.4 percent of the total emissions generated along the entire value chain in 2024 (comprising Scope 1, 2 and 3). Scope 3 emissions of 397,353.0 tCO₂e (2023: 411,900.0 tCO₂e) make up the majority of the total emissions of 403,108.0 tCO₂e (2023: 417,754.0 tCO₂e). Our own energy management activities – which aim to protect the climate while reducing the costs of production – form a central pillar of our sustainability strategy and implementation measures. Moreover, improving the energy efficiency of the value created by our customers (i.e., the users of our products) is a crucial competitive factor, as energy remains the most essential driver for intralogistics operations.

CLIMATE PROTECTION GOVERNANCE

The Board of Directors holds the overall responsibility for the oversight of climate-related matters and their integration into the overall corporate strategy. Together with Group Management, it ensures that the responsibilities for setting goals, delivering resources, taking action, and conducting reviews are clearly defined. The Sustainability Committee monitors and oversees the climate-related risks and advises the Board of Directors which bears the overall responsibility over those risks.

ESG risk management

The Board has delegated the implementation of climate protection in the overall corporate strategy to Group Management. The CFO is responsible for the sustainability function and oversees the work of the Director Corporate Sustainability, who is responsible for climate protection within the Group.

Climate-related risks are assessed by Corporate Sustainability as part of the annual risk inventory and, together with the associated reporting, lie within the CFO's area of responsibility. The Board of Directors submits these to the Annual General Meeting for approval in the sustainability report in accordance with Article 964b CO.

The parties responsible for operational implementation and performance are the Chief Operations Officer (COO) for actions concerning production sites and the upstream supply chain, and the Chief Technology Officer (CTO) for product development (i.e., product innovation and the energy efficiency of products).

RISK MANAGEMENT

The identification, assessment, and management of our climate-related risks and, since 2024, also opportunities are part of our ESG risk management. The process is set out in detail in the section of this report on "ESG risk management" starting on page 15. Following a quantitative assessment of the probability of the occurrence and the extent of loss, risks are qualitatively allocated to one of three risk categories: low, medium, or high.

The detailed measures taken and planned to mitigate climate-related risks and to seize climate-related opportunities are listed in the section "Measures, metrics & targets" in this chapter.

Climate-related risks and opportunities

Opportunities and risks relating to climate matters include the effects of climate change on Interroll, as well as the impact of our activities on climate change. In 2024, Interroll categorized and qualitatively assessed its climate-related risks in two scenarios.

- Well below 2°C scenario (WB2C): This scenario is characterized by enhanced international cooperation, which drives shared climate mitigation efforts and resource sharing. It promotes circular economies and a major shift to renewable energy sources, which reduces fossil fuel dependency and carbon emissions. Greenhouse gas emissions can be drastically reduced to keep global warming below 2°C, which leads to more stable and predictable climate patterns, enhancing climate resilience and supporting ecosystems.
- Business-as-usual scenario: In this scenario, international collaboration is limited, leaving vulnerable regions facing greater climate impacts. Energy systems largely depend on fossil fuels with slow adoption of renewable alternatives, perpetuating high carbon emissions. Economic systems, consumer behavior, and production models stay conventional and traditional. Due to these limited mitigation efforts, greenhouse gas emissions remain elevated, leading to global warming projections that significantly exceed 2°C. This causes more frequent and severe climate events, disrupting ecosystems and communities.

A detailed list of the climate-related risks and opportunities is shown in the table below. The focus of the Business-as-usual scenario was on physical risks and the transition risks were assessed under the Well below 2°C scenario. Furthermore, the identified climate-related risks and opportunities were categorized based on the defined risk classes as well as their time frames and the stage of the value chain at which they would occur.

Climate-related risks and opportunities

		Impact level	Impact on Interroll
Physical risks	Extreme weather events	Medium	Interruptions in the logistics chains and the
	Physical, acute		company's own production due to extreme weather events such as flooding and
	Medium to long term		storms.
	Value chain: upstream value chain and own production		
	Energy costs	High	Rising average temperatures and more heat waves increase energy consumption to cool machinery, processes, and workstations.
	Physical, chronic	_	Rising energy prices, which are difficult to assess reliably, may cause uncertainty
	Medium to long term		among customers, who may then halt their
	Value chain: own operations		investment decisions.
	Flooding	High	Production sites located in watershed areas are at risk in the medium to long term and need protection from flooding. This may
	Physical, chronic	_	result in increased investment at these sites, thereby reducing income. Site closures
	Medium to long term	_	result in a write-off of capital expenditures
	Value chain: own operations		(CapEx).

		Impact level	Impact on Interroll			
Transition risks	Non-transparent supply chain contributions	High	A lack of climate-related procurement criteria – such as green steel or renewable plastic – may cause reputational damage, which may lead to a loss of customers and investors. This potentially also means that banks only offer financing at unfavorable			
	Transition, reputation	_	rates, as they are also increasingly legally required to report on ESG and, in			
	Medium to long term	_	particular, climate-related criteria as well as			
	Value chain: downstream		their own balance sheet risks.			
	Customer expectations/ pressure	Medium _	Loss of customers due to inadequate carbon emissions performance at all levels of value			
	Transition, market		creation.			
	Medium to long term	_				
	Value chain: downstream					
	Carbon pricing	_ Medium	Increase in costs due to carbon pricing.			
	Transition, policy/legal	_				
	Medium to long term	_				
	Value chain: up- and downstream					
	Increased investor pressure	Medium	Loss of investors caused by non-transparent carbon strategy and reporting.			
	Transition, reputation	_				
	Medium to long term	_				
	Value chain: own operations	_				
	Competitive disadvantage	Medium	Competitive disadvantage due to below- average climate arguments in support of			
	Transition, market	_	our products by salespeople.			
	Medium to long term	_				
	Value chain: downstream	_				
	Adjustment risk	Medium	Adjustment risk due to low level of agility in			
	Transition, technology	_	terms of emission-optimized business models.			
	Medium to long term	_	models.			
	Value chain: own operations, downstream	_				
	Transition to lower emissions technology	Medium	Statutory or market-specific reduction of carbon emissions and its financial impact.			
	Transition, technology	_				
	Medium to long term	_				
	Value chain: own operations					

		Impact level	Impact on Interroll
Opportunities	Provision of energy- efficient product solutions	High	Reinforce market-leading position by providing direct customer benefits, applying total cost of ownership approach
	Products and services	_	
	Medium to long term	ong term	
	Value chain: own operations, downstream	_	
	Production and procurement of renewable energy	Medium	By producing and procuring renewable electricity, Interroll enhances its resilience to market fluctuations while reducing
	Energy source/resilience	_	emissions. Opportunities also lie in exploring alternative self-generated energy
	Medium to long term	_	solutions beyond solar panels (e.g., wind
	Value chain: own operations	_	turbines).

Our assessment indicates that we face both climate-related risks and opportunities. In the Business-asusual scenario, significant physical risks to our infrastructure and supply chain may arise, but their long-term nature allows for preventive action. Conversely, in a Well below 2°C scenario, various transition risks but also opportunities are more pronounced.

Our climate strategy and progress to date position us to mitigate these risks, capitalize on identified opportunities, and enhance our resilience. For risks that cannot directly be mitigated, such as those affecting sites located in watershed areas, we maintain close monitoring. Our approach to transitioning to a low-carbon economy is outlined in the following chapter "Climate Strategy".

CLIMATE STRATEGY

Climate protection and energy efficiency are at the core of our product portfolio as an intralogistics, engineering, and production company, and require structured integration of climate-related opportunities and risks into our corporate strategy. Our climate strategy binds the elements of the transition plan and sets out our goals and measures for the transition towards a low-carbon economy.

Targets

We have committed to climate action and defined our short-, medium-, and long-term strategic goals to reduce the adverse impact of the energy required at our sites and to improve the climate-related impact in upstream and downstream value chains. Our Group-wide corporate policy on "Climate protection" is in place to provide qualitative and quantitative goals for our management approach, and to provide measurable KPIs.

Interroll recognizes the international agreements to limit global warming to 1.5°C and contributes to this target with the management of the "Climate protection" material topic. As we are domiciled in Switzerland, we have aligned our own structured reduction path with Switzerland's net-zero emissions targets and defined our own goals. We conducted a comprehensive reassessment of our climate strategy in 2024 and updated our targets in alignment with the Science Based Targets initiative (SBTi).

As a result, we have adjusted our baseline year to 2023 to ensure greater accuracy and relevance in measuring our progress.

ESG risk management

Based on the calculation methodology of the Science Based Targets Initiative (SBTi), in the near term, from the base year 2023, we aim for a 55.0 percent reduction in Scope 1 and 2 emissions by 2033 in line with a 1.5°C scenario and a 32.5 percent reduction in Scope 3 emissions by 2033 in line with the WB2C scenario, across all Scope 3 emission categories. Furthermore, we are determined to reach net zero emissions by 2050.

Strategic measures to reduce CO₂ emissions

To achieve our targets and mitigate potential climate-related risks as well as seize relevant opportunities, it is vital for us to reduce CO₂ emissions along the entire value chain. Interroll has defined the following areas of action for achieving this:

- Reduction of energy consumption: Interroll tracks and analyses its own energy use to gain a picture of its consumption patterns and – where relevant – to systematically reduce consumption. Although our Scope 1 and 2 emissions seem low in a direct comparison, the Group-wide total energy consumption from own operations is still relevant for us. At some of our sites, we are exploring the possibility of transitioning to more energy-efficient machinery.
- Increase share of renewable energy: For the optimization of our own energy consumption, we aim to transition to renewable energy. This involves increasing renewables in our energy mix as well as our own production of renewable energy. Both should contribute to reducing our energy intensity by 20.0 percent at the Group level by 2030 (energy consumption per CHF million sales) and covering 80.0 percent of our energy needs with renewable energy by 2035. We continuously evaluate the feasibility of photovoltaic system installations at our sites. In June 2024, the site in Epping, Australia, moved to the new, energyefficient building which is also equipped with solar panels. In several countries such as Germany, Switzerland, and Denmark, we have green electricity supply contracts and all the electricity is generated from renewable sources. Where possible, we intend to move to a green electricity supply in other areas.
- Implement a global energy management system: We are implementing an ISO 50001-certified energy management system to optimize our operating procedures. We have set ourselves the goal of having all production sites with more than 1 GWh of energy consumption certified by this standard from 2030 onward. The first certification is scheduled for a German manufacturing plant in 2025.

- Life cycle product carbon footprint: Upstream and downstream value creation in our supply chain and the use of our products is key to reducing harmful emissions, as was clearly shown by our Scope 3 emissions figures for 2024. The lion's share of our Scope 3 emissions originates from the product use phase and amounts to 79.2 percent (2023: 78.2%). We are therefore pursuing climate action and energy efficiency targets for the life cycle of our products and aim to produce a product carbon footprint (PCF) for all products by 2028. In this context, we will need to enhance internal expertise and have access to financial resources that are not yet fully quantifiable.
- Supply chain engagement: We evaluate suppliers during selection and throughout our partnership using established environmental and social management systems. We select new business partners through a structured process that considers environmental impact, labor standards, and human rights.

More details on these areas of action and our measures taken in 2024 are given in the section "Measures, metrics and targets".

Decarbonization roadmap

Our near-term targets and our net zero ambition is based on the methodology of SBTi. In 2025, we plan to develop a decarbonization roadmap based on our targets, further formalizing our strategic measures. This also entails the development of a more detailed set of climate protection policies and measures with the help of global energy efficiency assessments. This agenda contributes to the needs of our customers, the goals and expectations of our other stakeholders and – in a macro-social context - our contribution to the SDGs.

Interroll considers itself well-positioned with the defined targets to meet the growing global demand for energy efficiency solutions. The Board of Directors and Group Management are driving this ambitious progress by means of appropriate measures and effective leadership.

Fundamentals ESG risk management

Sustainability Targets	KPIs	Unit	2024	2023	2022
PCFs are available for all products until 2028	Products with PCF	Number	_	_	
Reduction of Energy Intensity by 20% by 2030	Energy Intensity	MWh/ MCHF sales	63.8	58.2	50.2
Use of 80% renewable energy at group level with 100%	Renewable energy	%	24.1	24.5	8.4
renewable electricity by 2035	Renewable electricity	%	53.4	53.6	16.7
Near-term reduction of 55% (SBTi based) in Scope 1 and Scope 2 (market-based) emissions until 2033	Scope 1 emissions	tCO₂e	3,225.0	3,227.0	3,049.0
	Scope 2 emissions (market- based)	tCO ₂ e	2,530.0	2,627.0	7,125.0
	Scope 2 emissions (location-based)	tCO ₂ e	4,486.0	4,360.0	4,993.0
Near-term reduction of 32.5% (SBTi based) in Scope 3 emissions until 2033	Scope 3 GHG emissions	tCO ₂ e	397,353.0	411,900.0	392,529.0
Achieving Net Zero emissions until 2050	Total GHG emissions (All scopes)	tCO ₂ e	403,108.0	417,754.0	402,704.0
All production sites with more than 1 GWh energy consumption implement ISO 50001 until 2030	ISO 50001 certified sites	Number			

MEASURES, METRICS & TARGETS

Actions to reduce energy consumption

In 2024, Interroll continued several initiatives for its German sites following legally required energy audits. Building on a pilot project for energy data management implemented in Obrigheim, Germany, the necessary hardware and software tools have been fully operational since January 2024. Furthermore, equivalent hardware and software has been introduced in the manufacturing plants in Wermelskirchen and Hückelhoven-Baal, Germany, and Sant'Antonino, Switzerland. These tools now automatically collect and make transparent specific data on machinery and production buildings.

This data serves as the foundation for establishing an energy management system, enabling significant energy efficiency improvements and cost savings in production processes.

Moreover, we upgraded our lighting systems to energy-efficient LEDs at several sites in 2024. Our companies in Germany implemented real-time electricity usage monitoring to enhance energy efficiency (Wermelskirchen), and installed LED lighting (Wermelskirchen, Hückelhoven-Baal). In Suzhou, China, LED lighting was also introduced company-wide, and the lighting system was optimized with automated on-and-off functionality.

Energy consumption

Interroll's total energy consumption across all sites in 2024 was 33,624.4 MWh (2023: 32,361.9 MWh). As a result of expected shortages in natural gas in Germany in 2023, several mobile fuel oil heating devices had been installed at the German sites. In 2024, they were disassembled and the same sources of energy as in 2022 are now being used.

Electricity was the major form of energy consumed and amounted to 15,188.6 MWh (2023: 14,803.1 MWh), of which 8,107.9 MWh or 53.4 percent came from renewable sources (2023: 7,938.5 MWh or 53.6%). This equates to 24.1 percent of total energy consumption (2023: 24.5%), which already represents a solid contribution to reducing the carbon footprint for our customers.

Energy Consumption	Unit	2024	2023	2022
Electricity	MWh	15,188.6	14,803.1	16,710.3
Fuel Oil (heating)	MWh	204.4	2,419.4	239.0
Natural Gas (heating)	MWh	10,938.8	7,670.4	10,795.2
District heating	MWh	295.2	264.8	363.3
Fuel: gasoline	MWh	2,443.9	2,230.2	1,706.5
Fuel: diesel	MWh	3,874.7	4,271.2	2,864.8
Other energy sources	MWh	678.8	702.9	684.3
Total energy consumption	MWh	33,624.4	32,361.9	33,364.3
of which self-generated energy	MWh	971.2	741.6	329.1
of which purchased energy	MWh	32,653.2	31,620.3	33,035.2
Energy Intensity	MWh / MCHF			
	sales	63.8	58.2	50.2

Energy Mix & Generation	Unit	2024	2023	2022
Electricity				
non-renewable electricity	%	46.6	46.4	83.3
renewable electricity	%	53.4	53.6	16.7
Total energy consumption				
non-renewable energy	%	75.9	75.5	91.6
renewable energy	%	24.1	24.5	8.4
self-generated energy	%	2.9	2.3	1.0

Energy intensity

Given our wide range of diverse products and components, energy intensity is most effectively measured as total energy consumption per unit of sales. Due to higher energy consumption and lower sales, the energy intensity increased to 63.8 MWh per CHF million sales in 2024 (2023: 58.2 MWh/ CHF million sales).

Self-generated energy

Interroll has cogeneration units at two of its sites in Germany. They operate on natural gas and are used primarily to heat production and administration buildings. As a byproduct, these units generate electricity which is used by the sites.

We are also looking into the feasibility of installing photovoltaic systems at sites where we have not already installed solar panels. Due to the economic challenges in 2024, the installation process has been slowed down and the installation of further solar panels has been shifted to 2025. The site in Epping, Australia, moved to a new building which had been equipped with solar panels by the landlord.

In total, we generated 971.2 MWh in 2024 (2023: 741.6 MWh). This equates to 2.9 percent (2023: 2.3%) of the energy used.

Reductions in the energy requirements of products and services

Interroll offers a wide range of energy-efficient products. Through our active approach to our products' end-users ("customer of the customer"), we intend to raise awareness of their energy efficiency. The aim of this approach is to make our strategy based on energy efficiency widely known in the intralogistics market. The inclusion of market expectations is part of our stakeholder dialogue and a guide to future product developments.

In the coming years, we will work to further increase the transparency of our corporate carbon footprint, particularly with regard to Scope 3 emissions, and map out our journey towards net zero emissions using the SBTi methodologies.

EMISSIONS

Interroll continues to make structural improvements to the calculation and presentation of its carbon emissions, along with the analytical determination of the consequences of climate protection management.

The GHG Protocol Corporate Standard distinguishes between direct and indirect emissions from companies:

- Direct emissions are emissions from sources that are owned or controlled by the reporting entity.
- Indirect emissions are emissions that are a consequence of the activities of the reporting entity but occur at sources owned or controlled by another entity.

These emissions are then further categorized into three broad scopes:

- Scope 1 (direct emissions): emissions from sources that are owned or controlled by the reporting entity
- Scope 2 (indirect emissions): emissions from purchased electricity, steam, heat, and cooling consumed by the reporting entity
- Scope 3 (indirect emissions): all other indirect emissions (not covered in Scope 2) resulting from the reporting entity's value chain, including upstream and downstream emissions

All figures are presented as CO₂ equivalents in accordance with the guidelines of the GHG Protocol. The emissions figures were calculated based on energy consumption during the period from January 1to December 31 for each year.

			Change to			
GHG emissions	Unit	2024	Base Year	2023	2022	Base Year
Absolute GHG emissions						
Scope 1	tCO ₂ e	3,225.0	-0.1%	3,227.0	3,049.0	2023
Scope 2 (location- based)	tCO ₂ e	4,486.0	2.9%	4,360.0	4,993.0	2023
Scope 2 (marked- based)	tCO ₂ e	2,530.0	-3.7%	2,627.0	7,125.0	2023
Scope 1 & Scope 2 (marked based)	tCO ₂ e	5,755.0	-1.7%	5,854.0	10,174.0	2023
Scope 3	tCO ₂ e	397,353.0	-3.5%	411,900.0	392,529.0	2023
In % of total GHG emissions						
Scope 1	%	0.8		0.8	0.8	2023
Scope 2 (location- based)	%	1.1		1.0	1.2	2023
Scope 2 (marked- based)	%	0.6		0.6	1.8	2023
Scope 1 & Scope 2 (marked based)	%	1.4		1.4	2.5	2023
Scope 3	%	98.6		98.6	97.5	2023
Total GHG emissions	tCO ₂ e	403,108.0	-3.5	417,754.0	402,704.0	2023
Emission Intensity (all scopes)	tCO ₂ e / MCHF	_	_			
	sales	764.8	1.8%	751.0	606.1	2023

Fundamentals ESG risk management

Methodology

Interroll's greenhouse gas inventory is based on the guidance of the Greenhouse Gas Protocol (GHG Protocol), which was jointly developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). Interroll calculates its greenhouse gas emissions in line with the GHG Protocol Corporate Accounting and Reporting Standard. The inventory contains data concerning the entire organization, including a company overview, reporting boundaries, emission sources, data management, quantification methods, emission factors, and base year.

The process is based on the five principles of relevance, completeness, consistency, transparency, and accuracy, to ensure that the inventory is created in line with best practices recognized throughout the industry. The accounting and reporting principles set out below correspond to those of the GHG Protocol developed by the WRI and WBCSD.

In setting organizational boundaries, an organization selects an approach for consolidating GHG emissions to define which of the organization's activities will be considered. In accordance with the GHG Protocol, an organization can select one of three consolidation approaches in setting its organizational boundaries. Interroll selected the principles of the "operational control approach" to measure its GHG emissions. Based on this approach, Interroll accounts for all emissions from

operations over which it has direct control and where it can influence decisions that affect greenhouse gas emissions. These include all owned and leased plants and vehicles operated by Interroll. Establishments where Interroll has control over operations but which it does not wholly own are also included within the organizational boundaries. This approach is compliant with the GHG Protocol, as well as general protocols and directives on sustainability reporting.

Interroll included 35 local sites, all of which were monitored during the period under review and had their relevant greenhouse gas emissions calculated.

If data was unavailable for a certain site, data from other similar sites was extrapolated to estimate the emissions based on available key data (e.g., space, number of employees, production volume, or energy consumption in the same month in the previous year).

Given the nature of Interroll's business, reliable information on downstream transportation and product use is not available. Therefore, we estimated relevant transportation details (category 3.9) and energy use scenarios related to the use of Interroll's products at our customers' facilities (category 3.11).

Scope 1

Under Scope 1, direct GHG emissions are recorded as CO₂-equivalent global warming gases. This figure amounted to 3,225.0 tCO2e in 2024 (2023: 3,227.0 tCO2e). Interroll's direct emissions were produced by stationary and mobile combustion sources.

Scope 2

Carbon emissions from the use of electricity at Interroll's production and administration sites fall under Scope 2, as do emissions from district heating, albeit to a negligible extent.

The GHG Protocol differentiates between a "location-based" and "market-based" approach to evaluating Scope 2 emissions:

The location-based method quantifies Scope 2 GHG emissions based on average annual emission factors of energy generation for defined geographical locations, including local, subnational, and national areas. Interroll's Scope 2 footprint according to the location-based calculation method was 4,486.0 tCO₂e (2023: 4,360.0 tCO₂e).

The market-based method quantifies Scope 2 GHG emissions of the reporting entity based on GHG emissions generated by its energy providers, bundled with contractual instruments. Interroll's market-based Scope 2 emissions amount to 2.530.0 tCO2e (2023: 2.627.0 tCO2e).

ESG risk management

Unless otherwise stated, Interroll reports in accordance with the market-based method.

Scope 3

The calculation and analysis of Interroll's Scope 3 emissions marks a key focus area of the ESG strategy.

Scope 3 includes all other emissions related to the manufacturing and transport of raw materials and semi-finished products in the company's upstream supply chain, as well as purchased services and the emissions attributable to customers' downstream deployment of products. As can be inferred from comparable plant engineering sectors, these commonly account for the majority of GHG emissions.

Interroll's Scope 3 is dominated by the categories listed under "upstream emission categories". Together they contribute more than 95% of the entire corporate carbon footprint.

UPSTREAM EMISSION CATEGORIES

Upstream emissions arise within our upstream value chain and include those generated during the provision of purchased services and the manufacturing and transportation of raw materials, as well as other materials and components supplied to Interroll.

Category 1: Purchased goods and services

This category comprises indirect greenhouse gas emissions from the extraction and processing of raw materials, and from goods and services in the supply chain that Interroll uses for its own further processing. The manufacture of raw materials, other materials, and components purchased for production causes emissions. The services we use also indirectly cause emissions if they are associated with high energy consumption or other processes that emit greenhouse gases.

The "purchased goods and services" category has a significant effect on Interroll's total carbon footprint, as it makes up a substantial portion of Scope 3 emissions, at 45,220.5 tCO₂e or 11.4 percent (2023: 52,656.0 tCO₂e or 12.8%).

We can reduce these emissions by selecting suppliers in the medium to long term who are minimizing their own carbon emissions. This poses challenges on a global and macroeconomic scale, as the adoption of green steel depends on the reliable availability of hydrogen for steel production.

Purchased Goods and Services	Unit	2024	Change to Base Year	2023	2022	Base Year
Standard Goods	tCO ₂ e	38,218.1	-5.6%	40,506.0	51,656.0	2023
Services	tCO ₂ e	7,002.4	-42.4%	12,150.0	7,492.0	2023
Total	tCO ₂ e	45,220.5	-14.1%	52,656.0	59,148.0	2023

Category 4: Upstream transportation and distribution

This category comprises indirect greenhouse gas emissions generated by transportation and distribution of raw materials, other materials, and components delivered to Interroll by suppliers. When we source raw materials, semi-finished products and other materials, the transportation of these goods from the suppliers' manufacturing locations to our sites generates emissions. This includes transportation by road, as well as by rail, water, and air.

The category "upstream transportation and distribution" accounts for a significant portion of Interroll's Scope 3 emissions, at 21,350.0 tCO₂e or 5.4 percent (2023: 20,358.0 tCO₂e or 4.9%), because we source a large amount of goods and services from global value chains despite our regional procurement focus. We aim to reduce these emissions by seeking shorter distribution routes.

Upstream transportation and distribution	Unit	2024	Change to Base Year	2023	2022	Base Year
Air freight	tCO ₂ e	2,613.6	-31.8%	3,834.0	5,259.0	2023
Sea freight	tCO ₂ e	9,566.2	106.1%	4,642.4	3,296.0	2023
Rail freight	tCO ₂ e	350.4	9220.3 %	3.8	28.0	2023
Road freight	tCO ₂ e	8,402.0	-24.9 %	11,190.0	23,281.0	2023
Warehousing	tCO ₂ e	335.3	-34.2 %	510.0	1,928.0	2023
Third party logistics	tCO ₂ e	82.1	-53.9 %	177.9	520.0	2023
Total	tCO ₂ e	21,350.0	4.9%	20,358.0	34,312.0	2023

DOWNSTREAM EMISSIONS CATEGORIES

Downstream emissions occur in our value chain from the point at which the product leaves our company. These are generated through the use, consumption, or disposal of Interroll's products or services by the customers or users of our solutions.

Category 11: Use of sold products

This category generates the largest share of our Scope 3 emissions. It comprises greenhouse gas emissions from the use of our sold solutions by users. These emissions are generated by the production of energy that is consumed during operations throughout the product's life cycle. This category accounts for 79.2 percent of our Scope 3 emissions, or 314,781.0 tCO₂e (2023: 322,138.0 tCO₂e or 78.2%)

ESG risk management

Calculating the emissions in this category requires certain assumptions. The products Interroll sells have differing energy intensities and sales volumes. They are distributed in more than 70 countries around the world where they are usually operated, with differing emission factors for supplied electricity. We have categorized and applied these factors accordingly.

Gear motors have the highest energy consumption per product, whereas industrial drum motors and power supplies are the greatest sources of emissions due to their high sales numbers combined with significant energy intensity. Roller drives, on the other hand, represent the highest number of electrified products sold, but consume very little energy in operation, and therefore make a small contribution to emissions per unit.

Use of sold products	Unit	2024	Change to Base Year	2023	2022	Base Year
Drum motors	tCO ₂ e	130,440.0	11.7%	116,787.0	126,601.0	2023
Gear motors	tCO ₂ e	5,801.0	-55.9%	13,143.0	20,438.0	2023
Roller Drives	tCO ₂ e	21,939.0	-49.8%	43,733.0	50,894.0	2023
Power Supplies	tCO ₂ e	153,224.0	6.8 %	143,529.0	60,777.0	2023
Controls	tCO ₂ e	3,377.0	-31.7%	4,946.0	2,036.0	2023
Total	tCO ₂ e	314,781.0	-2.3%	322,138.0	260,746.0	2023

The "use of sold products" category is a strategically important aspect of Scope 3 emissions, as the operation of our products by users has a substantial impact on our total greenhouse gas emissions. We therefore focus on this significant leverage factor by considering energy efficiency right from the product development stage.

EMISSION INTENSITY

Total emissions in Scope 1, Scope 2 (market-based), and Scope 3 amounted to 403,108.0 tCO₂e in 2024 (2023: 417,754.0 tCO₂e), resulting in an emissions intensity of 764.8 tCO₂e per CHF million sales in 2024 (2023: 751.0 tCO₂e per CHF million sales).

ELECTRIC VEHICLES

In 2024, we installed charging stations for electric vehicles at all German locations (a total of 64 stations) and at our Swiss headquarters. In Cerdanyola del Vallès, Spain, we have begun integrating fully electric vehicles into our fleet. In Hvidovre, Denmark, a project for the installation of eight AC chargers for cars and two DC chargers for electric trucks has been completed and the first companies have already committed to charge their trucks at the location. Interroll entities have also started to change to electric cars.

Environmental protection

Apart from climate protection, there are also other aspects of environmental protection, which primarily relate to the use of commodities, materials, and water, as well as waste and pollution. Since Interroll procures intermediate as well as auxiliary materials, a responsible approach to the environment and natural resources largely depends on the suppliers in our value chain. By selecting suppliers and goods according to their environmental footprint, we keep the ecological footprint of our own products as small as possible. When it comes to Interroll's products and systems, durability, reusability, and repairability - alongside energyefficient operation - serve as key design principles, complementing functional requirements.

IMPACTS, RISKS AND OPPORTUNITIES OF ENVIRONMENTAL PROTECTION

Potential adverse impacts on the environment mainly relate to the materials purchased by Interroll, primarily in the form of prefabricated goods. Along Interroll's value chain, impacts are related to air pollutants other than greenhouse gases, e.g. from the production of metals, water use, pollution from mining and fossil fuel extraction, and the production of waste.

Interroll's production waste primarily consists of waste metal and polymer scrap. For the packaging of our products we use various materials such as wood, cardboard, paper, and plastic. Within Interroll's own operation, water use is low. Water is mainly used for sanitary and kitchen purposes. Nevertheless, certain metrics on water use are included in this report.

A relevant risk identified in relation to environmental protection is the loss of customers and market share due to non-compliance with regulatory environmental requirements in the respective regions. This risk is also relevant to customers who place high demands on the environmental compatibility of their plants. The loss of suppliers due to non-compliance with environmental requirements is also a risk.

Opportunities arise when Interroll provides customers with highly functional products and systems, and with technology that meets state-of-the-art environmental requirements. To manage relevant risks, Interroll is working on establishing and enhancing data collection and measurements regarding environmental topics, which includes the upstream supply chain.

Fundamentals

CONCEPT AND GOALS

In our environmental protection policy, we have committed ourselves to using natural resources and the biosphere responsibly. Our long-term strategic goals are based on preventing or reducing adverse environmental impacts along our entire value chain. Qualitative and quantitative goals and deadlines for their achievement have been defined for the Interroll Group. We will be developing specific implementation plans for each Interroll site to achieve the goals based on their individual situation. These plans will also include an evaluation of sourced materials and intermediate goods, as well as the design and manufacturing of products.

One tool for this purpose is the implementation of an ISO 14001-certified environmental management system at all production units by 2027. In 2024, our manufacturing units in Hückelhoven-Baal and Obrigheim, Germany, our manufacturing unit in Shenzhen, China, as well as our sales unit in Cerdanyola del Vallès, Spain, received ISO 14001 certification. Furthermore, our sites in the Americas, APAC, and EMEA are preparing to implement the management system by 2025 and 2026. In addition, the site in Chon Buri, Thailand, received the local Green Industry Level 2 certification (a project set up by the Ministry of Industry in Thailand to encourage the industrial sector to conduct environmentally friendly operations).

An important part of our efforts is our commitment to promoting a circular economy. Avoiding the generation of waste is therefore of the utmost importance. This is reflected in our efforts to provide high-quality, durable solutions with components that are modular and can be replaced in the event of damage or heavy wear. To ensure the recyclability of materials at the end of their service life, where technically possible, we avoid the use of adhesives to allow for the simple dismantling and separation of modules and we build our products from recyclable resources. Additionally, the increased use of "areen packaaina" is under evaluation at Interroll with initial steps already beina taken in a number of facilities.

Material Topic: Environmental Protection

Sustainability Targets	KPIs	Unit	2024	2023	2022
ICAs conducted in all new product developments as of 2027	Products with LCA	Number	_	_	_
All packaging is optimized in terms of volume, materials and	Corrugated box intensity	t / MCHF sales	0.9	1.3	0.7
transport efficiency	Paper-based packaging intensity	t / MCHF sales	0.7	0.1	0.1
	Pallet-packaging intensity	t / MCHF sales	1.3	0.0	0.0
	Wood-based packaging intensity	t / MCHF sales	2.3	3.5	1.9
	Plastic-based packaging intensity	t / MCHF sales	0.2	0.2	0.1
Reduction of production- related waste volumes	Production- related non- hazardous waste intensity	t / MCHF sales	7.8	6.8	6.5
	Production- related hazardous waste intensity	t / MCHF sales	0.2	0.2	0.1
Reduction of water use intensity	Water use intensity	m³ / MCHF sales	54.8	62.3	52.3
All sites implement ISO 14001 until 2027	ISO 14001 certified sites	Number	5	1	1

STATUS, MEASURES, RESULTS

Use of materials

With 40,904.2 metric tons of materials processed in the period under review (2023: 35,533.9 t), our use of natural resources in production is a material aspect of sustainable corporate development. Pure metal, polymers, and mixed materials are used to produce our products. Mixed materials include all production materials which are not polymers or metals, such as motors, cables, controls etc. All materials used by Interroll involve energy-intensive raw material extraction and processing and, as such, a substantial proportion of the environmental impact can be attributed to their carbon footprint in the supply chain. We have the latest emissions data in this area for 2022, 2023, and 2024, which is presented in detail in the section on the "Climate protection" topic.

ESG risk management

Material Usage	Unit	2024	2023	2022
Metals	t	27,729.0	27,047.3	55,341.0
Polymers	t	2,658.9	3,307.6	4,294.0
Mixed production materials	t	10,516.4	5,179.0	3,467.0
Total production materials	t	40,904.2	35,533.9	63,102.0
Corrugated cardboard boxes	t	476.1	697.9	467.0
Paper-based packaging	t	357.4	32.4	40.6
Pallets	t	678.8	0.0	0.0
Wood-based packaging	t	1,224.1	1,965.6	1,247.8
Plastic-based packaging	t	81.1	88.8	96.0
Total packaging materials	t	2,817.5	2,784.7	1,851.4
W. will if t				
Water withdrawal from surface water	m ³			
Water withdrawal from ground water	m ³	_	_	
Water withdrawal from third party water	m³	28,894.4	34,660.0	34,750.8
Total water withdrawal from all areas	m ³	28,894.4	34,660.0	34,750.8

Interroll complies with all statutory and regulatory environmental requirements. The materials used comply with the requirements of the EU Regulation on the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH).

The use of recycled materials is also gaining significance. In relation to polymers, pilot projects at Interroll have not yet produced the desired quality of materials containing recyclates. Therefore, the proportion of recycled material in polymers is still low.

Packaging and packaging materials

Our goal is to reduce the amount of plastic packaging, which amounted to 81.1 metric tons in 2024 (2023: 88.8 t). We track the volumes of all packaging materials and can report that in 2024, Interroll used 2,817.5 metric tons of packaging material (2023: 2,784.7 t).

An example of our efforts to develop an environmentally sound packaging concept is the move away from plastic foam for shipping packages of industrial drum motors. The foam has gradually been replaced by a recycled cardboard framework, secured with shrink wrap containing 80 percent recycled materials, and shipped in wooden crates. The phase-out of the plastic foam continued throughout 2024 and is expected to continue during the coming years.

In 2024, various initiatives were implemented across our companies to reduce our environmental impact. Plastic waste was reduced at our company in Switzerland through improved management of purchased materials. In Wilmington, USA, a new machine was installed to enable more efficient packaging. Wooden pallet usage at our company in Chon Buri, Thailand, was significantly decreased by coordinating efforts with suppliers. In Germany, we tested new paper-based packaging machines, while the production site in Obrigheim, Germany, transitioned from single-use cardboard packaging to reusable plastic for certain products. Additional projects in this area are planned for the coming year.

Water use

Water use and rainwater runoff at our facilities are limited and managed in accordance with the local regulations. Nevertheless, there are some minor activities regarding the use of water, such as rainwater collection for gardening in our operation in Suzhou, China, to reduce third-party water use, and the improved irrigation system in Sant'Antonino, Switzerland. In total, Interroll withdrew 28,894.4 cubic meters of water from third party sources (2023: 34,660.0 m³).

Waste generation and its impact

Avoiding waste and recycling make a significant contribution to the responsible use of resources. A total of 4,213.4 metric tons of production waste was created across the Group in the period under review (2023: 3,894.6 t). Since structured waste management is still under development, no reliable data on the waste mix at the sites can yet be provided. Currently, Interroll differentiates between hazardous and non-hazardous waste. In 2024, the total amount of production waste was 4,131.4 metric tons of non-hazardous (2023: 3,809.1 t) and 82.0 metric tons of hazardous waste (2023: 85.6 t).

Waste disposal is the responsibility of the individual sites in accordance with local regulations. We are not aware of any violations in 2024. The hazardous waste, largely comprising drum motor oils,

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lubricants, batteries, and waste materials from an in-house powder coating system, was properly disposed of.

Waste generation	Unit	2024	2023	2022
Non-hazardous waste	t	4,131.4	3,809.1	4,307.1
Hazardous waste	t	82.0	85.6	70.0
Total waste generated	t	4,213.4	3,894.6	4,377.1

In 2024, we introduced several measures across our company locations regarding waste management. At our production site in Suzhou, China, the process of optimizing cut parts of raw materials was introduced. The preparations for ISO certification led to an increased focus on the processes regarding hazardous waste (e.g. separate storage space). Additionally, there are regular training courses on this topic. In Chon Buri, Thailand, scrap was reduced by using an enhanced production process inspection. A drum motor cleaning station now contributes to prolonging the product life cycle. This site also started preparations for ISO 14001 certification with the new procedures and more employee training on environmental topics. This also made it possible to reduce polymer and metal scrap from the production process. In Wilmington, USA, the remnants of raw materials were used for other products where possible. In Wermelskirchen, Germany, a new project involving the purification of the waste for easier recycling was launched. In Obrigheim, Germany, new internal guidelines have introduced design principles that include the reduction of cutting waste and other production waste. In Sant'Antonino, Switzerland, a project aimed at minimizing the scrap cycles of molding machines was launched in 2024. It allowed the scrap-to-material ratio to be reduced and this is projected to decrease further. Training courses were dedicated to the topic of waste awareness and management, and a more detailed waste labelling system will be introduced.

Sealed surfaces

Interroll's companies operate across 36 sites worldwide, encompassing production plants (both owned and rented) as well as rented office spaces. In 2024, the total sealed surface area of these sites including production and administration buildings, car parks, access roads, in-plant roads, and rented offices – covered approximately 40 hectares, equivalent to 56 soccer pitches.



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Product and service responsibility

Customer satisfaction is crucial for Interroll's success, rooted in our promise of "Quality, Speed, Simplicity". Prioritizing user safety in both installation and operation is central to our approach to product and service responsibility. This commitment underpins our drive to deliver exceptional product and service quality.

Interroll caters to original equipment manufacturers, system integrators, and end users who rely on high-quality products, solutions, and services. Reliable logistics and material handling solutions, including after-sales support, are essential to our customers' operations. Our products and solutions adhere to jurisdiction-specific standards, guidelines, and legislation concerning occupational health and safety at installation sites.

IMPACTS, RISKS AND OPPORTUNITIES OF PRODUCT AND SERVICE RESPONSIBILITY

Improper installation, handling, or safety faults of Interroll's systems can pose risks such as entrapment or electric shock. We enhance occupational health and safety of our customers and plant operators by offering products that are safe to install and use, supported by comprehensive information materials and appropriate training.

Interroll is recognized for its durable, sustainable product designs, which feature long lifespans and easy dismantling for certain products, while also minimizing the environmental impact. Decisions by customers and stakeholders are influenced by the information available about Interroll's products and services, which directly impact productivity and sustainable operations. The main risks related to product and service responsibility include the absence of a comprehensive product life cycle analysis, resulting in customer loss; innovation risks that may weaken market competitiveness and increase capital expenditures; and knowledge management challenges (i.e., loss of internal expertise). To

address these, Interroll is driving forward life cycle assessments and collecting relevant information and data that has not previously been systematically obtained and analyzed. Safety and quality risks of products are regularly managed through audits, training and controls.

A key opportunity lies in refurbishing solutions, such as drum motor refurbishment. By repairing products as needed and extending their life cycles, Interroll supports both its own sustainability goals and those of its customers. Leveraging such opportunities helps retain customers, secure follow-up orders, attract new leads, and meet growing legal demands for compliance quality.

CONCEPT AND GOALS

The economic, environmental and safety performance of Interroll's products is backed by certifications (such as UL or CE), entailing comprehensive documentation and training as well as a fast-responding customer service. Safe and sound operation has earned Interroll an excellent reputation within the industry and among system integrators and operators. Customers value the superior quality of our services, which sets us apart from our competitors. A key focus is customer-specific requirements and collaboration on tailor-made systems for major customers.

We plan to reinforce our service performance by introducing ISO 9001-certified quality management at all our production sites and relevant sales sites by 2027, remaining committed to keeping product defects to an absolute minimum. We keep track of complaints about product defects and work systematically toward reducing these each year. Fast, on-time delivery along with our availability, particularly for service issues, have a major impact on customer satisfaction. In our Global Lifetime Service Organization we measure customer service by the time it takes our service team to respond to customer inquiries.

Acknowledging the growing regulatory requirements for our products and services, in particular the new EU Cyber Resilience Act, we are strengthening our efforts in product security in the coming years.

STATUS, MEASURES, RESULTS

12 out of our 36 operational entities had an ISO 9001-certified quality management system in the reporting period. For the remaining entities, we are in the planning and preparation phases, focusing on the missing production sites. The sales units will be addressed in a later phase as part of the planned implementation of a global integrated management system.

The following Interroll entities have implemented an ISO management system and hold a valid certification:

ISO 9001	ISO 14001	ISO 45001
✓		
✓		✓
✓	✓	
✓	✓	
✓	✓	✓
✓		
✓		
✓		
✓		
✓		
✓	✓	✓
✓		
	✓	✓
	ISO 9001	ISO 9001 ISO 14001

No safety incidents associated with our products were reported during the period under review (2023: none). We have created a new Global Quality function (as of December 31, 2024, the position was still in the recruitment process). This new function, in collaboration with the newly established CTO organization, will develop additional KPIs related to product and service responsibility in the future. The CTO organization holds primary responsibility for product liability, technical norms and standards, and intellectual property.

Along with the ISO 9001 certification, we are reviewing internal procedures, backed up by softwarebased checklists. In a first approach, this covers the end control of our products, environmental aspects related to their service life, inspections and maintenance as well as the relevant documentation and reporting. Implementing our life cycle approach including preventive maintenance, repair and troubleshooting capabilities was a focus in 2024.

Material Topic: Product and Service Responsibility

Sustainability Targets	KPIs	Unit	2024	2023	2022
All sites to implement ISO	ISO 9001	Number			_
9001 until 2027	certified sites		12	10	9
Reduction in Cost of Poor	Cost of Poor	% of Sales			
Quality to below 0.3%	Quality		0.3	0.3	0.2

Attractive employer

Our employees are essential to our success, with their motivation, satisfaction, and skills being key priorities. To remain a top employer, we focus on keeping existing skilled workers, fostering specialist knowledge, mutual respect and social skills while offering diverse tasks and flexible working conditions. We promote diversity, inclusion, and equal opportunities. Respect for human rights is integral to our approach.

IMPACTS, RISKS AND OPPORTUNITIES RELATED TO EMPLOYMENT

Working conditions can impact many aspects of our employees' health, well-being and quality of life, satisfaction and personal environment. Interroll can have positive impacts on employees and society by granting competitive remuneration including additional benefits and promoting individual development opportunities (see also chapter "people development"). Inadequate working conditions, however, could have negative consequences and lead to unmotivated or sick employees (this includes psychological impacts due to, for example, workplace mobbing).

If Interroll fails to meet employee expectations, this can result in employees leaving the company or failure to attract specialists. A shortage of skilled workers is a risk that can cause bottlenecks. This, in turn, can lead to falling short of customer expectations, resulting in a loss of orders, customers and ultimately sales, and consequently increase revenue risks in the long term. Reputational and litigation risks are also relevant for Interroll.

We are committed to fostering a supportive and engaging work environment. We aim to prioritize open communication, documented professional development, and competitive compensation to attract and retain skilled workers.

By succeeding in delivering these promises, we can benefit from motivated, high-performing employees and a reduced staff turnover. This, in turn, can result in cost savings and improvements in productivity, as well as foster our corporate culture. We believe that value-driven communication is an opportunity for our company to find suitable employees. A clear and well-defined proposition ensures consistent messaging across all recruitment channels, fostering trust and credibility for potential employees.

CONCEPT AND GOALS

We value our employees and promote long-term cooperation, which is expressed in active employee development and career planning by our HR department. Our employee development programs include training and further education at all levels. This sub-strategy has its origins in the overall corporate strategy.

For Interroll, open and transparent communication is essential for a good corporate climate and cooperation with our stakeholders. In Germany for example, in 2024, we asked all job applicants to give feedback on the interview process. Interestingly, the response was positive even from candidates who did not get selected for the respective position. While in APAC, inclusive language is used in any job postings and managers are trained to conduct bias-free interviews. In the Americas region, the HR team gets externally certified for enhancing their qualifications. Additionally, the HR department in Germany started enhancing the value of our recruitment services, pursuing professional certification.

As concerns internationally agreed standards, we respect human rights and the associated conventions from the UN ILO without compromise. To this end, we do not employ children under 16 and categorically reject forced labor, human trafficking and all forms of discrimination and harassment.

Material Topic: Attractive Employer

Sustainability Targets	KPIs	Unit	2024	2023	2022
Employee turnover below 8%	Turnover rate	%	16.0	16.3	20.3
Balancing the management team with male and female	Gender distribution in Management				
employees	Male	HC	188	183	n/d
	Female	HC	62	69	n/d
	Others	HC	_	_	n/d
	Gender distribution in Staff				
	Male	HC	1,603	1,611	n/d
	Female	HC	540	532	n/d
	Others	HC	_	_	n/d
Increasing the balance of young, middle-aged and older employees	Age Group of Employees				
	Under 30 years old	HC	362	391	490
	30 - 50 years old	HC	1,386	1,401	1,327
	Above 50 years old	HC	645	603	617
Creating employment opportunities for people with	Employees with disability				
disabilities	Management	HC	3	2	1
	Staff	HC	33	36	35

n/d = not disclosed

STATUS, MEASURES AND RESULTS

In 2024, we launched our HR analytics in the APAC region. In Chon Buri, Thailand, we launched job levelling initiatives, while in Singapore a new bonus system was created that is more precisely oriented towards relevant KPIs.

ESG risk management

In Germany, the focus was on preventive health protection, including work ergonomics as well as individual and group activities (e.g., Job Bike program). In the USA, we developed the Tier System, a framework that outlines employees' current level and the skills needed to progress to the next level within the organization.

Employment

As of December 31, 2024, Interroll employed 2,393 individuals (2023: 2,395). The total number of employees comprised of 1,791 men and 602 women (2023: 1,794 men / 601 women). Among all of our employees, 1,712 male individuals (2023: 1,694) have a permanent employment contract, while 79 (2023: 100) have temporary contracts. 584 female individuals (2023: 564) hold permanent contracts and 18 (2023: 37) have temporary contracts.

Among the total number of male employees, 1,769 (2023: 1,778) work full-time, while 22 (2023: 16) work part-time. Among the total number of female employees, 525 (2023: 588) work full-time and 77 (2023: 13) work part-time.

Additionally, in 2024, we provided work for 177 individuals who were not directly employed by Interroll but were temporarily contracted through staffing agencies. This metric was not tracked systematically in the past.

Employment	Unit	2024	2023	2022
Total number of employees	HC	2,393	2,395	2,434
Employees by gender				
Male	HC	1 <i>,7</i> 91	1 <i>,</i> 794	1,858
Female	HC	602	601	576
Others	HC	0	0	0
Employees by age group				
Under 30 years old	HC	362	391	490
30 - 50 years old	HC	1,386	1,401	1,327
Above 50 years old	HC	645	603	617

Employment	Unit	2024	2023	2022
Permanent employees				
Male	HC	1,712	1,694	1,668
Female	HC	584	564	531
Others	HC	_	_	_
Temporary employees				
Male	HC	79	100	190
Female	HC	18	37	45
Others	HC	_	_	_
Full-time employees				
Male	HC	1,769	1,778	1,858
Female	HC	525	588	576
Others	HC	_	_	_
Part-time employees				
Male	HC	22	16	n/d
Female	HC	77	13	n/d
Others	HC	_	_	_
Workers who are not employees	HC	177	n/d	n/d

n/d = not disclosed

Our overall employee turnover (new hires vs. employees left) for 2024 was 16.0 percent (2023: 16.3%). In 2024, we introduced a more detailed breakdown of the employee turnover, tracking new hires and departures by age and gender. These values are not available for previous periods.

Turnover by gender and age	Unit	2024	2023	2022
Male				
Under 30 years old	HC	56	n/d	n/d
30 - 50 years old	HC	155	n/d	n/d
Above 50 years old	HC	75	n/d	n/d
Female				
Under 30 years old	HC	22	n/d	n/d
30 - 50 years old	HC	53	n/d	n/d
Above 50 years old	HC	21	n/d	n/d
Others				
Under 30 years old	HC	_	n/d	n/d
30 - 50 years old	HC	_	n/d	n/d
Above 50 years old	HC	_	n/d	n/d
Total Turnover rate	%	16.0	16.3	20.3

n/d = not disclosed

Diversity, Equity and Inclusion (DEI)

Interroll promotes diversity, equity and inclusion, and prohibits all forms of discrimination, racism, unequal treatment and marginalization. We foster an atmosphere of dignity and respect, ensuring that everyone is free from any form of physical, verbal, sexual or psychological harassment or abuse. Additionally, we are bound by certain legal requirements (e.g., equal pay laws).

ESG risk management

The Board of Directors comprises 6 members, 4 of whom are men and 2 are women. There has been no change in the Board of Directors in 2024 compared to 2023. All members of the Board of Directors are above 50 years old. One member is Swiss, one Swiss/Italian, one Swiss/German, one Italian, and two members are German nationals.

The Group Management consists of 6 members, of whom all are men. Two members are German, one Swiss, one Italian, one US-American and one Chinese national. Five Members are above 50 years old, while one member is below 50 years old.

The management of Interroll in 2024 comprised of 75.2 percent male (2023: 72.6%) and 24.8 percent female (2023: 27.4%) individuals.

As regards the age distribution, 2.0 percent (2023: 4.8%) of management employees were under 30 years old, 61.6 percent (2023: 65.5%) were between 30 and 50 years old and 36.4 percent (2023: 29.8%) were over 50 years old. For the staff employee category, the age distribution was as follows: 16.7 percent (2023: 17.7%) under 30 years old, 57.5 percent (2023: 57.7%) between 30 and 50 years old, and 25.9 percent (2023: 24.6%) over 50 years old.

Out of the total workforce of Interroll, 0.1 percent (2023: 0.04%) of management employees had disabilities, while 1.4 percent (2023: 1.4%) of staff employees reported the same.

Diversity by category	Unit	2024	2023	2022
Management	HC	250	252	n/d
Male	HC	188	183	n/d
Female	HC	62	69	n/d
Others	HC	_	_	n/d
Staff	HC	2,143	2,143	n/d
Male	HC	1,603	1,611	n/d
Female	HC	540	532	n/d
Others	HC	_	_	n/d
Management	HC	250	252	224
Under 30 years old	HC	5	12	9
30 - 50 years old	HC	154	165	139
Above 50 years old	HC	91	75	76
Staff	HC	2,143	2,143	2,210
Under 30 years old	HC	357	379	481
30 - 50 years old	HC	1,232	1,236	1,188
Above 50 years old	HC	554	528	541
Employees with a disability	HC	36	38	36
Management	HC	3	2	1
Staff	HC	33	36	35

n/d = not disclosed

Collective bargaining agreements

We offer and respect individual and collective bargaining agreements that govern working conditions and hours. Collective bargaining agreements are currently mainly used in Germany and France, while our sites in other countries mostly apply individual agreements that meet or exceed local labor benchmarks. In 2024, 52.9 percent of Interroll's employees were covered by collective bargaining agreements (2023: 50.9%).

All employees are subject to the applicable provisions of labor law, international agreements that Interroll has committed to, and other social partnership agreements, some of which apply on an individual basis at the specific sites. The minimum notice period for operational changes complies with local regulations or is governed by social partnership agreements.

Appendix

Remuneration practices

The median annual compensation of Interroll's employees in 2024 was CHF 45,892.6 (2023: CHF 41,386.0) excluding the highest paid individual (CEO). The total remuneration of the highest paid individual in 2024 was CHF 933,000.0 (2023: CHF 988,000.0), a change of -5.6% to the previous vear. The annual total compensation ratio was 20:1 (2023: 24:1).

ESG risk management

People development

To remain competitive in attracting and retaining talent, we focus on innovative approaches to employee development, with training and education at the core. Our commitment is reflected in regular, high-quality training programs and personalized development plans, supported by our Interroll Academy. Well-trained and motivated employees are essential to our success, and their growth is a key part of our longterm HR strategy.

IMPACTS, RISKS AND OPPORTUNITIES OF PEOPLE DEVELOPMENT

Investing in people development is essential for both individual growth and company success. By offering training and development plans, companies help employees build the skills they need for future roles, internal promotions, or even their own personal aspirations. These initiatives also support mindset shifts—such as fostering a stronger sense of environmental responsibility by showing how individual actions contribute to a larger impact.

When people development is neglected, employees may feel undervalued and disconnected, which increases the risk of turnover. With the growing impact of automation and digitalization, continuous learning becomes even more critical to help employees adapt, stay relevant, and thrive in a changing work environment.

Risks are mainly connected to a shortage of skilled workers, specialist expertise and management abilities. The outflow of skills and the inability to develop talent might affect the quality and output of products and consequently the reputation of Interroll, possibly resulting in reduced competitiveness and the loss of market share. To address and better understand these risks, in 2024, we started working on further professionalizing the HR organization.

Fostering a culture of development creates opportunities to attract and retain top talent, and to promote employee engagement and job satisfaction. By investing in the continuous development of employees, operational efficiency can be enhanced, and innovation driven forward. These changes are necessary to adapt to evolving market demands and Interroll's HR organization has laid the foundations to further develop this area.

CONCEPTS AND GOALS

Employee development is integral to our comprehensive corporate culture that encompasses all levels of the company, from management to workers. We ensure effective development planning by preparing employees for future roles. We focus on talent management, training and leadership development. Additionally, we collaborate with higher education institutions to connect with emerging talent early on, by offering traineeship programs in some of Interroll's entities in Europe and in North America.

Friendly and constructive communication in people management is fundamental to achieving our targets. Our systematic development dialogue comprises an annual development review and an open discussion that managers hold with their staff. This addresses topics such as experience, soft skills and technical expertise, work performance and career development.

Interroll strives for a balanced composition of its management, combining valuable experience and market expertise with opportunities to incorporate innovative approaches from other industries. To support this, we have developed programs to help our managers continuously enhance their skills, including knowledge of our ethical standards and key elements of our ESG strategy. The latter started in 2024 with on-site ESG workshops at several Interroll sites delivered by corporate sustainability team members and will be continued.

Interroll's focus on human rights, environmental responsibility, and anti-corruption aligns with our commitment to doing the right thing for both employees and society. By embedding these topics – which are included in our Code of Conduct - into our training and development programs, we ensure that our team is equipped with a solid understanding of ethical practices, environmental stewardship, and social responsibility.

¹ Total annual remuneration of the highest paid individual divided by the median annual compensation of the entire workforce

Material Topic: People Development

Sustainability Targets	KPIs	Unit	2024	2023	2022
All employees received a regular performance and	Employees with regular review				
career development review	Male	%	33.4	n/d	n/d
	Female	%	14.5	n/d	n/d
	Other	%	_	n/d	n/d
	Not disclosed	%	6.0	n/d	n/d
Increase of training provided to employees	Average training hours provided to employees	Avg. h	19. <i>7</i>	15.5	11.1
	Total number of training hours provided	h	47,080.9	36,727.0	27,032.0
	Male	h	28,584.4	n/d	
	Female	h	9,175.4	n/d	n/d
	Other	h	_	n/d	n/d
	Not disclosed	h	9,321.2	36,727.0	27,032.0

n/d = not disclosed

STATUS, MEASURES AND RESULTS

Harmonizing Group-wide processes remained one of our priorities for 2024. We continue to focus on regular performance reviews based on clearly measurable factors, the "High Potentials" development program, and overall career planning for young professionals.

Onboarding

Although slightly behind the original schedule, the new automated onboarding process for office employees was developed in 2024. This fully automated tool sets a global standard while allowing for the integration of local content. Due to the variety of locations and cultures in which Interroll operates, some processes and requirements differ locally; nevertheless, we strive to share values and create connections between employees worldwide.

The Interroll Academy, located at our site in Hückelhoven-Baal, Germany, offers specialized onboarding training for new employees, focusing on our values, culture, history and products. In 2024, a total of 75 individuals participated in the 11-hour on-site training in Germany.

Training and Education

We provide both internal and external training programs tailored to specific job roles, ensuring employees receive relevant skills development. These initiatives are managed by the individual sites and departments.

We provide general job-related training and education, maintain strong partnerships with universities, deliver mandatory training in production, and run an internal career development program for middle management. At many sites, we offer internships and traineeships. A significant step towards high-quality learning is the cooperation launched with the Fraunhofer Institute in Germany this year. With the technical experts of the Institute, Interroll can broaden employees' knowledge of the intralogistics chain.

Although open to all employees globally, our Academy is mainly used by those located in the European region. In total, the Academy provided participants with 4,483 hours of training. The training sessions covered topics such as Process Management, our Layouter Tool, and our entire product portfolio, including the DC-Platform and the Modular Conveyor Platform (MCP).

As cyber security becomes increasingly important, we have expanded our training program with additional e-learning courses, which all employees with an "@interroll.com" e-mail account were required to complete. With this approach, we have covered all our office employees. The shopfloor employees who have no "@interroll.com" e-mail account are not yet trained. A specific set of training sessions on cyber security and the newly implemented Data Classification policy were conducted, totaling 885.25 hours of training.

To further strengthen awareness of legal compliance and good business conduct, we launched an elearning initiative featuring courses such as "Compliance Basics", "Anti-Corruption", "Avoiding Conflicts of Interest" and more. In total, our employees completed 503.75 hours of compliance elearning.

In total, we provided 28,584.4 training hours to male employees, 9,175.4 training hours to female employees and 9,321.2 training hours where we did not record the gender of the participants (2023: 36,727 hours), with an average of 19.7 hours (2023: 15.5 hours) per employee. 2024 was the first year in which the gender of participants was tracked.

Occupational health and safety

Safe workplaces which promote the health and well-being of our employees are a central concern to us, not only for economic, but also for ethical reasons. Our aim is to prevent accidents and, where necessary, actively manage absences as measurable targets. This includes both our own employees and those who work on our behalf.

ESG risk management

IMPACTS, RISKS AND OPPORTUNITIES OF OCCUPATIONAL HEALTH AND SAFETY

Creating optimal and safe working conditions is of utmost importance to us and a key management objective. Comprehensive consideration of hazards and appropriate countermeasures at a technical, organizational or behavioral level create workplaces that enable a healthy working life for employees while minimizing risk, ultimately making operational processes more efficient and safe.

Health and safety risks at Interroll primarily arise in production areas, where accidents can result in serious injuries, have lasting consequences and even pose life-threatening dangers. Moreover, unsafe handling of machinery, chemicals, or hazardous waste can lead to environmental contamination, such as air and water pollution, which may harm ecosystems and local communities.

The most important direct and indirect risks include accidents and absences due to failure to comply with local safety requirements, reputational risks caused by failing to live up to our responsibility as a company in the event of significant, consequential incidents, and impacts on ESG ratings and investor reactions. While accidents are often isolated incidents, risks can be significantly reduced through the safe design of workplaces and machinery, strict monitoring of the working environment and audits of workplaces, including regular machine inspections, paired with comprehensive safety training programs.

A strong safety culture can enhance Interroll's reputation, positively influencing its image across multiple levels, e.g. by attracting skilled employees or new customers. Safe working conditions also support our operational performance, our ability to maintain complex production processes and our provision of high-quality, flexible customer solutions.

CONCEPT AND GOALS

We want to proactively manage health and workplace safety risks so that we can prevent work accidents, injuries and occupational absences, and minimize negative impacts.

Ongoing risk assessments, adherence to industry best practices and regulatory requirements, as well as continuous training programs and regular internal audits help us to uphold rigorous safety standards across all facilities. We are encouraging a culture of safety awareness that includes all people working at Interroll as well as employees in our value chain, customers, and end users. We ensure that our suppliers are ISO 45001 certified or have implemented their own occupational health and safety policies.

Scope of occupational health and safety

Local health and safety requirements and regulations are the guidelines for Interroll's entities to ensure that work performed on sites does not pose any unnecessary risk. Accordingly, all Interroll's manufacturing units conduct regular safety inspections and safety briefings for employees. We prioritize comprehensive training for all employees on safety topics, ensuring that everyone is equipped with the knowledge to maintain a safe workplace. Employees are trained to identify the relevant risks and may report to their team leaders or safety officers.

The development, implementation and evaluation of the management system falls under the responsibility of the safety officers. The level of participation of further employees in developing the management system varies across entities; in some of our entities, employees can provide feedback or input to their managers through a designated comment box.

For our partners and service providers, the same safety standards apply as for our employees when they enter our premises. Among our own employees, we differentiate between production and administrative staff. There is also a dedicated safety briefing for third-party staff in production operations, including provision of safety footwear and eyewear, ear protection and high-visibility vests.

Material Topic: Occupational Health & Safety

Sustainability Targets	KPIs	Unit	2024	2023	2022
Increase safety and reduce work-related accidents	Number of work-related accidents ²	Number	38	40	34
Reduction of Lost Time Injury Rate	Lost Time Injury Rate ³	LTIR	9.6	9.0	7.9
Promoting health with a Sickness rate below 4%	Sickness rate	%	4.8	3.4	3.5
All sites to implement ISO 45001 until 2027	ISO 45001 certified sites	Number	4	2	1

²Occupational accidents with ≥1 day ³Based on 1 million hours worked

STATUS, MEASURES AND RESULTS

Depending on the site, the characteristics of our occupational health and safety measures differ, while strict regulatory requirements apply for all our sites. For our site in Cerdanyola del Vallès, Spain, and our Swiss manufacturing unit in Sant'Antonino, an occupational health and safety management system in accordance with ISO 45001 has been implemented and certified already in previous years. Our manufacturing units in Hückelhoven-Baal, Germany, and Shenzhen, China, also received their certification in the reporting year. The other German manufacturing units have started the process to be ISO 45001 certified, with planned certification in 2026. The manufacturing units in the Americas region are planning to obtain the certification in 2025, as is the manufacturing unit in Suzhou, China.

ESG risk management

Measures to promote occupational safety

Our managers are expected to lead by example, and they assume responsibility for occupational health and safety. We also involve our other employees in decisions relating to occupational health and safety. Through regular updates and training, we promote the skills and awareness of our employees and actively encourage them to help create safe working conditions throughout the company. In 2024, we launched an e-learning program, which covers topics of occupational health and safety. Participation is mandatory once a year. The roll-out of this program does not cover every site yet. Some Interroll sites have local initiatives where they work with external companies to conduct topic-specific training (e.g., on fire drills, emergency response) at least once a year. External workers are screened for safety training history and are trained on Interroll's safety standards.

In addition, the following occupational safety-related matters are addressed during training: disaster prevention, incident and accident management, fire protection, handling of chemicals and hazardous substances, machine and plant safety, personal protective equipment, workplace ergonomics, first aid measures and medical care in emergencies. On-site risk assessments for work processes and workplaces are carried out by local management. Appropriate measures are put in place to minimize risks.

To ensure the safety of our workforce, all manufacturing sites are fully equipped with the necessary personal protective equipment (PPE). All visitors are thoroughly briefed to stay on the designated safety lanes within the plants or wear required PPE.

Measures to protect the health of our employees and visitors

We monitor noise levels in our operations to ensure they are below the permitted threshold. Additionally, at our location in Suzhou, China, we have invested in efficient dust-collecting equipment. A variety of preventive actions are implemented across the Group. For example, the site in Wermelskirchen, Germany, has a comprehensive occupational health management system, while return-to-work initiatives support employees across Germany after extended sick leave. In Chon Buri, Thailand, employees can participate in weekly jogging sessions to stay fit and foster team bonding. At some of Interroll's locations like Chon Buri, Thailand, Suzhou, China, and Sinsheim and Wermelskirchen, Germany, recreational zones are available for employees to engage in sports activities.

Occupational safety at Interroll

The measures we have taken so far to prevent accidents and improve health in the workplace have not yet produced a satisfactory result and require further improvement actions. As in 2023, there were no fatal accidents in 2024.

Throughout the Group, a total of 38 occupational accidents resulting in more than one day of lost work were reported in 2024 (2023: 40 accidents). The Lost Time Injury Rate (LTIR) amounted to 9.6, based on 1,000,000 hours worked (2023: 9.0).

OHS by region	Unit	2024	2023	2022
Number of employees (Group)	HC	2,393	2,395	2,434
Interroll EMEA	HC	1,549	1,500	1,527
Interroll Americas	HC	465	521	535
Interroll APAC	HC	379	374	372
Occupational accidents (Group)	Number	38	40	34
Interroll EMEA	Number	30	30	23
Interroll Americas	Number	7	8	7
Interroll APAC	Number	1	2	4
Lost-time injury rate (LTIR, Group) ³	LTIR	9.6	9.0	7.9
Interroll EMEA	LTIR	12.8	11.3	8.5
Interroll Americas	LTIR	<i>7</i> .1	<i>7</i> .1	7.3
Interroll APAC	LTIR	1.3	3.0	6.2
Sickness rate (Group)	%	4.8	3.4	3.5
Interroll EMEA	%	7.4	5.3	5.2
Interroll Americas	%	0.7	0.5	0.6
Interroll APAC	%	0.6	0.6	0.5

³ Occupational accidents with ≥1 day lost per 1 million hours worked

Sickness rate

With a total of 533,502.3 working days Group-wide (2023: 557,859.0), there were 18,797.0 days of absence due to illness (2023: 25,611.0). The sickness rate was thus 4.8 percent (2023: 3.4%).

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Introduction

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Corporate governance

At Interroll, corporate governance comprises the entire system for directing and monitoring the company. This includes the legal framework, organization, values, business policy principles and guidelines, as well as internal and external control and monitoring mechanisms. Good corporate governance earns Interroll trust and reputation, as do excellent products and services.

CORPORATE GOVERNANCE IMPACTS, RISKS AND OPPORTUNITIES

Meeting the principles of good corporate governance allows Interroll to create long-term value for the organization itself as well as its stakeholders.

The most important identified risks are investor withdrawal due to inadequate corporate governance, insufficient professional competence of the highest governance bodies regarding ESG matters, resistance in corporate culture (i.e., limited willingness to implement ESG management approaches), lack of diversity in governance bodies and the related risk of rating downgrades and reactions from investors.

CONCEPT AND GOALS

As part of our corporate management approach, we have introduced a range of specific ESG policies covering human rights, environmental, social and employee issues, anti-corruption and ethical conduct. Climate action plays a major role as a pressing social issue and is incorporated into our strategic corporate development.

Each member of the Board of Directors is required to act in the best interests of the Company and must report conflicts of interest, particularly those that may arise due to an advisory function or a position on the governing bodies of investors, customers, suppliers, lenders or other third parties. Informing the Board of Directors about critical issues such as acute and severe negative impacts on people and the environment is the responsibility of the CEO, who also initiates or commissions appropriate mitigation measures. No issues were deemed critical enough to be reported to the Board of Directors in 2024 (2023: 0).

Interroll must adhere to a multitude of formal and conceptual requirements relating to good corporate governance on a daily basis. This is reflected in our management structures and is essential for meeting the expectations of all our stakeholders, on whom our success depends. As a Swiss stock corporation listed on the SIX Swiss Exchange, we must comply with a range of legal and regulatory requirements. Moreover, as the owner of companies in 22 countries, we are subject to legal obligations – a key factor both financially and in terms of our reputation. For our shareholders, we must fulfil the obligations set out in our articles of association and the specific resolutions adopted by the Annual General Meeting. We aim to be a reliable and transparent partner for our customers and users, taking their interests into account when managing environmental, social, and governance risks. Finally, we are responsible for our employees and their actions.

Our goals connected to corporate governance are supported by KPIs, as detailed in the following table.

Fundamentals

ESG risk management

Sustainability

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Material Topic: Corporate Governance

Sustainability Targets	KPIs	Unit	2024	2023	2022
No majority of dependent board members	Number of Members of the Board of Directors	Number	6	6	6
	Number of Independent Members of the Board of Directors	Number	4	3	3
Regular meetings of the highest governance body and its committees	Meetings of the Board of Directors	Number	8	7	7
	Meetings of the Remuneration Committee	Number	3	5	2
	Meetings of the Audit Committee	Number	5	3	5
	Meetings of the Sustainability Committee	Number	3	n/a	n/a
Regular reviews of the ESG performance through the Group Management	Review of ESG topics at the regular meetings of the Group	Number			
	Management		1	n/d	n/d

n/d = not disclosed n/a = not applicable

STATUS, MEASURES, RESULTS

For more information



See chapter on "Sustainability at Interroll - Sustainability organization" starting on page 20 and the Corporate Governance Report in the Annual Report starting on page 11.

Sustainable procurement

A key challenge today lies in providing individuals and businesses with goods and food while at the same time preserving resources. This is especially relevant in the material-handling industry, which will grow in importance in terms of speed, efficiency, networking and customization, resource conservation, environmental sustainability, and food safety.

In addition, new transparency regulations require Interroll to use a revised approach to procurement. Relevant regulations are, among others, the Swiss Code of Obligations (Article 964j-k due diligence and transparency in relation to conflict minerals and child labor), the German Supply Chain Due Diligence Act (LkSG) and the future European Corporate Sustainability Due Diligence Directive (EU-CSDDD).

IMPACTS, RISKS AND OPPORTUNITIES IN SUSTAINABLE PROCUREMENT

Potential and actual negative environmental impacts along Interroll's supply chain are related to topics such as air pollution, water consumption and waste production. See also chapters on "Climate protection and TCFD" and "Environmental protection". Currently, Interroll does not identify any actual negative social impacts in its supply chain. However, potential negative impacts could include unfair labor practices, such as excessive working hours, insufficient wages, unsafe working conditions at supplier facilities, such as inadequate safety equipment or lack of safety training, as well as forced and child labor.

The most important identified risks include supply chain disruptions due to pandemics, natural disasters and socio-political instabilities that may result in production outages in complex production chains, and revenue loss. Reputational and legal risks may arise from failing to uphold human rights and internationally recognized labor standards, such as freedom of association, exclusion of forced labor and child labor, as well as health and safety practices. Other risks involve labor strikes and disruptions due to labor stress (inadequate wages, extended working hours), affecting profitability, significant price fluctuations for sustainable raw materials, and reduced competitiveness due to higher procurement costs, also in light of the EU's Carbon Border Adjustment Mechanism (CBAM). Using the supplier screening tools mentioned later in this chapter, we aim to prevent these risks from materializing.

Conflict minerals and metals

Interroll Holding AG did not import any of the conflict minerals under the respective article, therefore there are no management or reporting obligations pursuant to Article 964j-k CO.

Fundamentals

Child labor

At Interroll, we have a zero-tolerance policy in respect of child labor. Due to our values and our Code of Conduct, we can rule out the existence of child labor at our own sites.

We comply with our Sustainable Procurement Policy and require our suppliers to adhere to the Supplier Code of Conduct, also in consideration of Article 964i-k of the CO on child labor. Careful selection of our suppliers and a structured ESG risk screening process enable us to identify potential child labor risks. We have a minimal number of suppliers in countries requiring enhanced due diligence, as classified by UNICEF's Children's Rights in the Workplace Index. For these long-standing suppliers, we have received no indications of child labor via our whistleblower platform or other sources. Based on our current assessment, we have no reporting obligations pursuant to Article 964j-k CO.

CONCEPT AND GOALS

Interroll's updated Sustainable Procurement Policy is the basis for fulfilling our stakeholders' expectations for transparency, complying with legislative requirements and satisfying the demands in respect of managing ESG risks. Our goal is to systematically record and reduce the environmental and social risks in the supply chain. To this end, we assess our suppliers during the selection process and throughout our relationship using existing management systems for environmental and social standards. We have started selecting new business partners in a structured manner that takes account of environmental aspects, labor standards and human rights.

The consideration of ESG aspects is an integral part of our business relationships and contractual framework. Interroll has a zero-tolerance policy in respect of human rights abuses. This is also reflected in our Supplier Code of Conduct, which is included in our contractual conditions in procurement. We expect our suppliers to exercise the same due diligence in selecting their suppliers and to apply the international standards regarding working conditions and responsible business practices that Interroll recognizes.

Through our sites in 22 countries, Interroll assumes responsibility in local supply chains. Our supply chain strategy emphasizes resilience and sustainability through a dual-sourcing and local-for-local approach. By grouping several suppliers within similar material categories, we ensure a robust fallback plan should any supplier face disruptions. This allows us to not only mitigate supply chain risks but also reduce transport emissions due to regional sourcing.

Our supply chain risk analysis enables us to identify potential violations of relevant regulations and reporting obligations. When assessing ESG risks in sustainable procurement, Interroll differentiates between general risk assessments and targeted screening activities conducted by our new service provider, Integrity Next. This approach allows us to analyze and manage supplier risks arising from specific country and industry risks.

Material Topic: Sustainable Procurement

Sustainability Targets	KPIs	Unit	2024	2023	2022
High share of the procurement budget spent on local suppliers (in the same country)	Procurement budget spent on suppliers in same country	%	67.2	67.7	n/d
90% of production material sourced from suppliers in the same region as the production	EMEA production plants, sourced from EMEA suppliers	%	89.1	89.7	91.0
plant	Americas production plants, sourced from Americas suppliers	%	72.6	90.2	88.8
	APAC production plants, sourced from APAC suppliers	%	98.2	97.2	89.0
All new suppliers are assessed against environmental criteria in the selection and onboarding process	Percentage of new suppliers assessed	%	_	_	_
All new suppliers are assessed against social criteria in the selection and onboarding process	Percentage of new suppliers assessed	%	_	_	_
Active suppliers are monitored with IntegrityNext and	Suppliers with Risk Screening	Number	1,198	n/d	n/d
participate in due diligence assessment	Suppliers with inherent risk - high	Number	225	n/d	n/d
	Suppliers with inherent risk - medium	Number	493	n/d	n/d
	Suppliers with inherent risk - low	Number	480	n/d	n/d

n/d = not disclosed

Supply Chain risk profiling

We adopt a thorough approach to evaluating ESG risks among our suppliers. In 2024, we changed our partner for conducting supplier assessments from EcoVadis to Integrity Next.

While Integrity Next is now our primary platform for supplier evaluations, we continued to leverage EcoVadis reports for suppliers with existing EcoVadis assessments.

STATUS, MEASURES, RESULTS

Sustainable supply chain management

Overall, 1,198 suppliers from our more than 5,000 active suppliers were screened using country and industry-specific assessments to create individual inherited risk profiles. A total of 225 suppliers (19%) were assessed with a high ESG risk, 493 (41%) with a medium risk, and 480 (40%) with a low risk.

Throughout 2024, we assessed our suppliers based on Interroll's expenditures for a supplier, the supplier's strategic relevance and the associated ESG risk. We invited 394 (33%) of our suppliers to participate in an assessment through the Integrity Next platform. 283 of the invited suppliers participated, while 111 are either still working on the assessment or have refused to participate. The assessment campaigns ended in December; an in-depth analysis of the results is scheduled for early 2025.

We value a stable and equitable relationship with our suppliers, who are key partners in our business success. Due to the highly specialized nature of the goods we purchase, a high degree of expertise is required from both parties. Many products and components are custom-made for Interroll, making it nearly impossible to quickly procure alternatives that meet the same quality standards.

There was little progress in screening new suppliers against environmental and social criteria during the selection and onboarding process. In 2025, we plan to prioritize enhancing the integration of these criteria into the supplier selection process. As part of the product development process, we are defining the relevant criteria and processes, which will become our global standard after project completion.

We maintain a strong relationship with our suppliers. Our engagement is characterized by a continuous dialogue and familiarity with numerous supplier sites. Currently, however, we are unable to provide specific quantitative details.

We have a decentralized procurement process for our external suppliers, with a purchasing volume for Products (production and non-production material) as well as Services in our production plants of CHF 199.2 million. Of this, CHF 133.9 million or 67.2 percent is paid for products and services from external suppliers based in the same country as the Interroll production plant, applying the principle of "in the country for the country."

Our procurement strategy for production material sourcing is based on the approach to purchase in the same region as the production plant is based. In 2024 our European production plants have sourced 89.1 percent (2023: 89.7%) from suppliers in Europe. Our plants in the Americas region sourced 72.6 percent (2023: 90.2%) and our APAC plants 98.2 percent (2023: 97.2%) in their respective region. The share in Americas dropped due to a strategic supplier delivering now from its site in Europe instead of its USA plant.

Supplier Code of Conduct

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A core element of our sustainable procurement is our comprehensive Supplier Code of Conduct which ensures compliance with the increasinaly stringent underlying legislation, such as the German Supply Chain Due Diligence Act (LkSG).

All Interroll's strategic purchasers have received training on the Supplier Code of Conduct and its importance for Interroll's supplier selection process.

Outlook

Corporate compliance

Corporate compliance is paramount for Interroll, and adherence to all applicable laws, regulations, agreements and established standards is fundamental to maintaining trust and integrity. Through its defined and active corporate culture and effective compliance management, Interroll ensures that both management and employees consistently uphold applicable rules and standards. Alongside laws and regulations, the Interroll Code of Conduct for all employees is the yardstick for ethical behavior.

IMPACTS, RISKS AND OPPORTUNITIES OF CORPORATE COMPLIANCE

Interroll maintains a zero-tolerance policy regarding bribery, corruption, fraud, discrimination, harassment, child labor, and forced labor. This ensures that our business activities are conducted responsibly while fostering a positive and respectful working environment.

Relevant risks include active or passive bribery, lack of measures to protect whistleblowers, penalties or reputational damage due to loss of data, fines in relation to non-compliance with reporting obligations (e.g., CO Art. 964 a-l), breaches of contracts with stakeholders due to insufficient due diligence, human rights violations and breaches of international agreements.

CONCEPT AND GOALS

Interroll's corporate compliance management is founded on the respect for human rights and a robust system of business ethics, implemented across the entire Group. In 2024, we launched a comprehensive training program that covers key compliance topics such as conflicts of interest, anticorruption, antitrust regulations, export controls, data protection, equal treatment, whistleblower protection, and legislation such as the German Supply Chain Act (LkSG).

We have defined qualitative and quantitative goals for the entire Interroll Group that require ongoing compliance. It is vital for all management levels to demonstrate high ethical standards, as our managers serve as role models and ambassadors for such conduct. This aligns with our corporate culture, which is grounded in shared values and adherence to our compliance policies. We maintain a reliable and effective reporting system for compliance breaches. All suspected violations undergo a structured investigation and are documented in the Interroll Integrity Line.

Interroll's Group Compliance Officer is responsible for ensuring adherence to legal requirements, developing and monitoring internal guidelines, conducting employee training, performing risk assessments, and reporting to Group Management and the Audit Committee of the Board of Directors. The Group Data Protection Officer (DPO) is responsible for compliance with data protection laws and guidelines. The DPO develops and implements data protection guidelines, advises employees on data protection matters, liaises with authorities and carries out data protection impact assessments. The DPO also ensures that Interroll upholds the privacy rights of individuals and protects sensitive data.

ESG risk management

Interroll has a long-standing commitment to managing information security. Our goal is to protect critical business data and IT infrastructure, as well as to raise employee awareness on security matters. Relevant policies are in place, and employees receive appropriate training.

Material Topic: Corporate Compliance

Sustainability Targets	KPIs	Unit	2024	2023	2022
No cases of child labor, forced labor or modern	Confirmed cases of child labor	Number	_	_	_
slavery	Confirmed cases of forced labor or modern slavery	Number	_	_	_
No confirmed cases of bribery, corruption, fraud, discrimination or harassment	Confirmed cases of bribery, corruption or fraud	Number	1	_	_
	Confirmed cases of discrimination or harassment	Number	1	1	_
	Employees who received training about anti-corruption	Number	886	n/d	_
Established anonymous system for whistleblowers	Cases submitted to the whistleblowing platform	Number	11	10	6
	Cases closed in the whistleblowing platform	Number	8	10	6
	Of which unsubstantiated	Number	6	9	6
	Cases under investigation	Number	3	_	_

STATUS, MEASURES, RESULTS

Code of Conduct

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Interroll has worked on a new Code of Conduct during 2024. This new Code of Conduct has been published in all main languages spoken at Interroll in March 2025.

For more information, see our Code of Conduct on interroll.com

Whistleblowing policy

Interroll has established a whistleblowing policy, encouraging employees, past and present, interns, applicants, customers, suppliers, partners, shareholders, and other stakeholders to report any conduct that gives rise to the reasonable assumption of breaches of applicable laws, regulations, internal control principles and company policies, such as the Supplier Code of Conduct or the anti-bribery and anti-corruption policy. The whistleblowing policy was revised in 2024, and the updated version will be published in 2025. Personal grievances, including harassment or bullying, will be incorporated into the new whistleblowing policy and the revised Code of Conduct.

The investigation process and whistleblowing mechanism fall under the responsibility of the Group Compliance Officer, who, along with members of the Corporate Integrity & Compliance department and the Head of Internal Audit, conducts the investigations.

Compliance with laws and regulations

Interroll is committed to lawful and compliant behavior. In 2024, 11 reports were received by the Interroll Integrity Line from anonymous whistleblowers, which led to an investigation. Out of the 11 reports, 6 were considered to be unfounded while the investigation is still ongoing for 3 cases. A wellfunctioning whistleblowing system allows us to identify potential breaches of ethical standards or legal regulations early on, enabling appropriate action. It strengthens employees' trust in Interroll's integrity and at the same time helps protect the company's reputation.

In 2024, Interroll introduced a Policy Manager tool. This system enables us to create, distribute, and track compliance policies in a central database, ensuring employees digitally sign and accept them. An overarching policy on preparing and implementing corporate policies was distributed across the company in order to standardize policy creation.

Interroll is not aware of any cases of anti-competitive behavior, violations of environmental or social requirements among the suppliers, non-compliance with laws, discrimination incidents, nor any significant cases related to media and data protection laws.

Information security

Managing information security and protecting our information infrastructure involves identifying critical security needs at the strategic level. The Information Security Board (ISB), consisting of the CFO (Chair), Head of Corporate IT, Head of Corporate Business Applications, and Director of Corporate Integrity & Compliance, coordinates this centrally.

Physical and software-based security mechanisms are implemented, with defined access controls and document classification levels.

We have established documentation for our Information Security Framework and an internal regulation for Data Classification. An "Acceptable Use Policy" for our employees is currently being developed, with a planned release in 2025.

No significant cases of customer data loss or information leaks were reported in 2024, and we effectively protected our operations against external attacks.

Anti-corruption

We have a zero-tolerance policy towards bribery and corruption, ensuring ethical business conduct in all relationships. We are committed to acting with integrity, professionalism, as well as fairness, and enforce effective anti-bribery mechanisms.

In our ongoing commitment to ethical practices, we conducted anti-corruption training for our employees, successfully training 886 individuals (2023: n/d). There was 1 confirmed case of bribery, corruption or fraud in 2024, involving an Interroll employee. The employee has been dismissed.

Discrimination and harassment

"Always respectful" is one of our four values. Discrimination and harassment will not be tolerated, and all alleged cases will be thoroughly investigated. Through the Integrity Line, several cases related to discrimination and harassment were reported. 1 case was confirmed, while 3 cases were still under investigation as of December 31, 2024. In 2024, the responsibility for investigating harassment remained primarily with local HR. The cases managed locally are not yet included in this report. We are working to improve reporting processes, documentation, and reporting requirements in 2025.

Outlook

Double materiality analysis and ESRS reporting Focus in 2025

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Governance

Outlook

Double materiality analysis and ESRS reporting

In 2024, Interroll initiated the implementation of a double materiality analysis according to the requirements of the CSRD and the underlying ESRS. This allows Interroll to be prepared in terms of developments both in the international arena and in local jurisdictions in respect of non-financial reporting.

ESG risk management

The process to identify the material topics integrated the recommendations of the European Financial Reporting Advisory Group (EFRAG). Interroll used a structured approach to identify the material ESG topics, while the analysis considered Interroll's entire value chain. Specifically, Interroll looked at each possibly material ESG topic from two different perspectives, using the concept of double materiality:

- The "outside-in" perspective or the financial materiality: How relevant is a topic for Interroll's long-term (business) success?
- The "inside-out" perspective or the impact materiality: What are the most significant impacts of Interroll's business activities on people and the environment?

As part of the CSRD double materiality analysis, relevant internal functions as well as external stakeholders (via questionnaires) and experts (via interviews) were involved to provide necessary inputs and to consider potential and actual impacts, risks and opportunities. The analysis was led by Interroll's Corporate Sustainability Department with the support of an external consulting agency. The matrices were approved by the Group Management and presented to the Sustainability Committee on April 23, 2025. The analysis was finalized by the end of 2024 and BoD approvals were pending at the time of the editorial closing date; consequently, the analysis did not form the basis for this Sustainability Report 2024.

The resulting materiality matrices provide an overview of the material topics and the correlating opportunities and positive impacts, and risks and negative impacts. They help pinpoint the sustainability challenges and opportunities that Interroll currently faces, while also enabling us to start working on solutions for the future. The analysis will serve as a foundation for Interroll's ESRS reporting.

In 2025, Interroll will overhaul its sustainability management system to align with the newly identified material topics based on double materiality. As a result, the currently published policies will be revised to align with the updated structure.

Focus in 2025

CSRD and **ESRS** Reporting

As a non-EU company, Interroll Holding AG is currently not required to publish a Sustainability Report in accordance with the CSRD and the ESRS. However, given the nature of our business as well as our strong presence and key stakeholders within the EU, we are preparing to transition from GRI Standards reporting to CSRD-aligned reporting. With the recent publication of the proposed EU Omnibus Directive, which was not yet in force at the closing date of this Sustainability Report, we are evaluating different options and timelines for this transition. According to our current planning, Interroll Holding AG intends to adopt CSRD reporting in 2028 for the Financial Year 2027.

We welcome the proposed Omnibus Directive, particularly its potential to significantly reduce administrative burdens. The "stop-the-clock" approach will provide us with an additional two years to prepare for implementation.

Decarbonization Roadmap

To align with the targets set under the Paris Climate Agreement, Interroll has set several carbon emissions reduction goals. A key step in measuring our carbon footprint is the launch of the Energy Maturity Assessment Project, referred to as the Decarbonization Roadmap. Starting in early 2025, this project, implemented in collaboration with Schneider Electric, will begin with a comprehensive analysis of our on-site operations, focusing on Scope 1 and 2 emissions. This will be followed by an in-depth questionnaire to refine our decarbonization targets in alignment with the methodology of SBTi. The insights gathered from these steps will inform a clear roadmap, outlining the necessary measures to achieve our decarbonization goals.

Product Carbon Footprint

The majority of Interroll's carbon emissions are caused by the environmental impacts of our products. Therefore, one of the goals for the Interroll Group is to establish the PCF for every product group by 2028, as part of the broader climate protection strategy, and thus successively to reduce the respective carbon emissions arising from our products. For the existing products in our portfolio, we wil assess the environmental impact arising therefrom, so that this information can be provided to our customers and reduction potentials can be identified. For this, we will start working on our first PCFs of modules and products and begin setting up the governance structure, processes and tools required for the calculation. Our production plant in Sant'Antonino, Switzerland, has started a collaboration with the SUPSI University to create the PCF for technopolymer caps, the project set to continue in 2025. In future, the determined PCFs will be extended to comprehensive life cycle assessments.

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Appendix

ESG key figures and disclosures

	Unit	2024	2023	2022
Stakeholder Engagement Key Figures and Disclosures				
Response rate of ESG Stakeholder dialogs or surveys	%	33.0	n/d	n/d
Sustainalytics Risk Score	Score	19	22	33
MSCI ESG Rating	Rating	A	A	A
EcoVadis Group Rating	Points	65	65	29
Sites assessed with EcoVadis	Number	20	19	16
EcoVadis Platinum Medals	Number	6	3	0
EcoVadis Gold Medals	Number	7	10	0
EcoVadis Silver Medals	Number	7	5	4
EcoVadis Bronze Medal	Number	0	1	6
Memberships	Number	74	74	45
Sponsorship	CHF	66,712.0	n/d	n/d
Donations	CHF	59,364.9	107,082.0	67,104.2
Sponsorship	% of EBIT	0.1	n/d	n/d
Donations	% of EBIT	0.1	0.1	0.1
Climate Protection and TCFD Key Figures and Disclosures				
Products with Product Carbon Footprint	Number			
Energy Intensity	MWh / MCHF sales	63.8	58.2	50.2
ISO 50001 certified sites	Number			
Total consumption of electricity	MWh	15,188.6	14,803.1	16,710.3
of which self-generated	MWh	971.2	741.6	329.1
of which renewable electricity	MWh	8,107.9	7,938.5	2,792.7
of which self-generated	%	6.4	5.0	2.0
of which renewable electricity	%	53.4	53.6	16.7
Fuel Oil consumption (heating)	MWh	204.4	2,419.4	239.0
Natural Gas consumption (heating)	MWh	10,938.8	7,670.4	10,795.2
Fuel consumption for own or leased vehicles: gasoline	MWh	2,443.9	2,230.2	1,706.5
Fuel consumption for own or leased vehicles: diesel	MWh	3,874.7	4,271.2	2,864.8
Fuel consumption for own or leased vehicles: Electricity	MWh	49.8	8.1	n/d
Non-renewable district heating		295.2	264.8	

	Unit	2024	2023	2022
Total energy consumption	MWh	33,624.4	32,361.9	33,364.3
of which renewable energy	MWh	8,107.9	7,938.5	2,792.7
of which renewable energy	%	24.1	24.5	8.4
Total GHG emissions (All scopes)	tCO ₂ e	403,108.0	417,754.0	402,704.0
Scope 1 GHG emissions	tCO ₂ e	3,225.0	3,227.0	3,049.0
Scope 1 GHG emissions	% of total CO2 Footprint	0.8	0.8	0.8
Scope 2 (location-based) GHG emissions	tCO ₂ e	4,486.0	4,360.0	4,993.0
Scope 2 (location-based) GHG emissions	% of total CO2 Footprint	1.1	1.0	1.2
Scope 2 (marked-based) GHG emissions	tCO ₂ e	2,530.0	2,627.0	7,125.0
Scope 2 (marked-based) GHG emissions	% of total CO2 Footprint	0.6	0.6	1.8
Total Scope 1 & Scope 2 (marked based) GHG emissions	tCO ₂ e	5,755.0	5,854.0	10,174.0
Scope 3 GHG emissions	tCO ₂ e	397,353.0	411,900.0	392,529.0
Scope 3 GHG emissions	% of total CO2 Footprint	98.6	98.6	97.5
Upstream Emissions	tCO ₂ e	75,683.5	83,200.0	108,804.0
Purchased goods and services	tCO ₂ e	45,220.5	52,656.0	59,148.0
Capital goods	tCO ₂ e	1,430.0	2,257.0	7,602.0
Fuel-and-energy-related activities	tCO ₂ e	1,869.0	1,861.0	1,774.0
Upstream transportation and distribution	tCO ₂ e	21,350.0	20,358.0	34,312.0
Waste generated in operations	tCO ₂ e	889.0	968.0	813.0
Business travel	tCO ₂ e	2,001.0	2,204.0	2,182.0
Employee commuting	tCO ₂ e	2,924.0	2,896.0	2,973.0
Upstream leased assets	tCO ₂ e	omitted	omitted	24
Downstream Emissions	tCO ₂ e	321,669.0	328,701.0	283,694.0
Downstream transportation and distribution	tCO ₂ e	4,270.0	4,072.0	4,325.0
Processing of sold products	tCO ₂ e	omitted	omitted	omitted
Use of sold products	tCO ₂ e	314,781.0	322,138.0	260,746.0
End of life treatment of sold products	tCO ₂ e	2,618.0	2,491.0	18,623.0
Downstream leased assets	tCO ₂ e	omitted	omitted	omitted
Franchises	tCO ₂ e	omitted	omitted	omitted
Investments	tCO ₂ e	omitted	omitted	omitted
Scope 3 Emission Category: Purchased Standard Goods	tCO ₂ e	38,218.1	40,506.0	51,656.0
Scope 3 Emission Category: Purchased Services	tCO ₂ e	7,002.4	12,150.0	7,492.0
Scope 3 Emission Category: Purchased Capital Goods	tCO ₂ e	1,430.0	2,257.0	7,602.0
Scope 3 Emission Category: Air Freight	tCO ₂ e	2,613.6	3,834.0	5,259.0
Scope 3 Emission Category: Sea Freight	tCO ₂ e	9,566.2	4,642.4	3,296.0
Scope 3 Emission Category: Rail Freight	tCO ₂ e	350.4	3.8	28.0
Scope 3 Emission Category: Road Freight	tCO ₂ e	8,402.0	11,190.0	23,281.0
Scope 3 Emission Category: Warehousing	tCO ₂ e	335.3	510.0	1928.0
Scope 3 Emission Category: Third party logistics	tCO ₂ e	82.1	1 <i>77</i> .9	520.0
Emission Intensity	tCO ₂ e/ MCHF sales	764.8	751.0	606.1



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	Unit	2024	2023	2022
Environmental Protection Key Figures and Disclosures				
Products with Life Cycle Assessment	Number	_	_	_
Corrugated box intensity	t / MCHF sales	0.9	1.3	0.7
Paper-based packaging intensity	t / MCHF sales	0.7	0.1	0.1
Pallet-packaging intensity	t / MCHF sales	1.3	_	_
Wood-based packaging intensity	t / MCHF sales	2.3	3.5	1.9
Plastic-based packaging intensity	t / MCHF sales	0.2	0.2	0.1
Production-related non-hazardous waste intensity	t / MCHF sales	7.8	6.8	6.5
Production-related hazardous waste intensity	t / MCHF sales	0.2	0.2	0.1
Water use intensity	m³ / MCHF sales	54.8	62.3	52.3
ISO 14001 certified sites	Number	5.0	1.0	1.0
Metals	t	27,729.0	27,047.3	55,341.0
Polymers	t	2,658.9	3,307.6	4,294.0
Mixed	t	10,516.4	5,179.0	3,467.0
Total production materials	t	40,904.2	35,533.9	63,102.0
Production material intensity	t / MCHF sales	77.6	63.9	95.0
Corrugated cardboard boxes	t	476.1	697.9	467.0
Paper-based packaging	t	357.4	32.4	40.6
Pallets	t	678.8	_	_
Wood-based packaging	t	1,224.1	1,965.6	1,247.8
Plastic-based packaging	t	81.1	88.8	96.0
Total packaging materials	t	2,817.5	2,784.7	1,851.4
Packaging material intensity	t / MCHF sales	5.3	5.0	2.8
Water withdrawal from surface water	m³	_	_	_
Water withdrawal from ground water	m³	_	_	_
Water withdrawal from third party water	m³	28,894.4	34,660.0	34,750.8
Total water withdrawal	m³	28,894.4	34,660.0	34,750.8
Non-hazardous waste	t	4,131.4	3,809.1	4,307.1
Hazardous waste	t	82.0	85.6	70.0
Total waste generated	t	4,213.4	3,894.6	4,377.1
Product and Service Responsibility Key Figures and Disclosures				
ISO 9001 certified sites	Number	12	10	9
Cost of Poor Quality	% of Sales	0.3	0.3	0.2

	Unit	2024	2023	2022
Attractive Employer Key Figures and Disclosures				
Total number of Employees - Group	HC	2,393	2,395	2,434
Total number of Employees - Male	HC	1,791	1,794	1,858
Total number of Employees - Female	HC	602	601	576
Total number of Employees - Permanent - Male	HC	1,712	1,694	1,668
Total number of Employees - Permanent - Female	HC	584	564	531
Total number of Employees - Temporary - Male	HC	79	100	190
Total number of Employees - Temporary - Female	HC	18	37	45
Total number of Employees - Full-time - Male	HC	1,769	1,778	1,858
Total number of Employees - Full-time - Female	HC	525	588	576
Total number of Employees - Part-time - Male	HC	22	16	n/d
Total number of Employees - Part-time - Female	HC	77	13	n/d
Total number of workers who are not employees	HC	177	n/d	n/d
Total number of employee turnover (Under 30 years old) - Male	HC	56	n/d	n/d
Total number of employee turnover (Under 30 years old) - Female	HC	22	n/d	n/d
Total number of employee turnover (30 - 50 years old) - Male	HC	155	n/d	n/d
Total number of employee turnover (30 - 50 years old) - Female	HC	53	n/d	n/d
Total number of employee turnover (Above 50 years old) - Male	HC	75	n/d	n/d
Total number of employee turnover (Above 50 years old) - Female	HC	21	n/d	n/d
Rate of employee turnover	%	16.0	16.3	20.3
Total number of employees - Management - Male	HC	188	183	n/d
Total number of employees - Management - Female	HC	62	69	n/d
Total number of employees - Staff - Male	HC	1,603	1,611	n/d
Total number of employees - Staff - Female	HC	540	532	n/d
Total number of employees - Management - Under 30 years old	HC	5	12	9
Total number of employees - Management - 30 - 50 years old	HC	154	165	139
Total number of employees - Management - Over 50 years old	HC	91	75	76
Total number of employees - Staff - Under 30 years old	HC	357	379	481
Total number of employees - Staff - 30 - 50 years old	HC	1,232	1,236	1,188
Total number of employees - Staff - Over 50 years old	HC	554	528	541
Total number of employees with disability - Management	HC	3	2	1
Total number of employees with disability - Staff	HC	33	36	35
People Development Key Figures and Disclosures				
Average hours of training undertaken	Number	19. <i>7</i>	15.5	11.1
Training hours undertaken - Male	Number	28,584.4	n/d	n/d
Training hours undertaken - Female	Number	9,175.4	n/d	n/d
Training hours undertaken - Other	Number	_	n/d	n/d
Training hours undertaken - Not disclosed	Number	9,321.2	36,727.0	27,032.0

Number of recordable work-related injuries - EMEA Number 30 30 32 32 32 32 32 32		Unit	2024	2023	2022
Number of recordable work-related injuries - EMEA Number 30 30 25 25 25 25 25 25 25 2	Occupational Health & Safety Key Figures and Disclosures				
Number of necordable work-related injuries - APAC Number 7	Number of recordable work-related injuries - Group	Number	38	40	34
Number of recordable work-related injuries - Americas Number 7 8 7 2 2 2 2 2 2 2 2 2	Number of recordable work-related injuries - EMEA	Number	30	30	23
Lost Time Injury Rate - Group LTIR 9.6 9.0 7.5 Lost Time Injury Rate - EMEA LTIR 1.2.8 11.3 8.3 Lost Time Injury Rate - APAC LTIR 1.3 3.0 6.5 Lost Time Injury Rate - APAC LTIR 7.1 7.1 7.3 Sickness Rate - Group % 4.8 3.4 3.5 Sickness Rate - APAC % 7.4 5.3 3.5 Sickness Rate - APAC % 0.6 0.6 0.5 Sickness Rate - APAC % 0.6 0.6 0.5 Sickness Rate - APAC % 0.7 0.5 0.0 Sickness Rate - APAC % 0.6 0.6 0.5 Sickness Rate - APAC % 0.7 0.5 0.0 Sickness Rate - APAC	Number of recordable work-related injuries - APAC	Number	1	2	4
Lost Time Injury Rate - EMEA	Number of recordable work-related injuries - Americas	Number	7	8	7
Lost Time Injury Rate - APAC	Lost Time Injury Rate - Group	LTIR	9.6	9.0	7.9
Litik	Lost Time Injury Rate - EMEA	LTIR	12.8	11.3	8.5
Sickness Rate - Group % 4.8 3.4 3.5 Sickness Rate - EMEA % 7.4 5.3 5.2 Sickness Rate - APAC % 0.6 0.6 0.5 Sickness Rate - Americas % 0.7 0.5 0.6 ISO 45001 certified sites Number 4 2 1 Corporate Governance Key Figures and Disclosures Number of Membars of the Board of Directors Number 6 6 6 6 Number of Independent Members of the Board of Directors Number 6	Lost Time Injury Rate - APAC	LTIR	1.3	3.0	6.2
Sickness Rate - EMEA % 7.4 5.3 5.2 Sickness Rate - APAC % 0.6 0.6 0.5 Sickness Rate - APAC % 0.7 0.5 0.6 ISO 45001 certified sites Number 4 2 0.5 Corporate Governance Key Figures and Disclosures Where of Members of the Board of Directors Number 6	Lost Time Injury Rate - Americas	LTIR	7.1	7.1	7.3
Sickness Rate - APAC % 0.6 0.6 0.5 Sickness Rate - Americas % 0.7 0.5 0.6 ISO 45001 certified sites Number 4 2 1 Corporate Governance Key Figures and Disclosures Wumber of Members of the Board of Directors Number 6 2 6 <t< td=""><td>Sickness Rate - Group</td><td>%</td><td>4.8</td><td>3.4</td><td>3.5</td></t<>	Sickness Rate - Group	%	4.8	3.4	3.5
Sickness Rate - Americas % 0.7 0.5 0.6 ISO 45001 certified sites Number 4 2 1 Corporate Governance Key Figures and Disclosures Number of Members of the Board of Directors Number 6 6 6 Number of Independent Members of the Board of Directors Number 4 3 3 Meetings of the Board of Directors Number 8 7 7 Meetings of the Board of Directors Number 3 5 2 Meetings of the Board of Directors Number 3 5 2 Meetings of the Suddinability Committee Number 3 7 7 Meetings of the Audit Committee Number 3 n/a n/c Meetings of the Sustainability Committee Number 3 n/a n/c Meetings of the Ferupatromeetings of the Group Management Number 1 n/d n/c Sustainable Procurement Key Figures and Disclosures Total procurement budget spent CHF (million) 199.2 <td>Sickness Rate - EMEA</td> <td>%</td> <td>7.4</td> <td>5.3</td> <td>5.2</td>	Sickness Rate - EMEA	%	7.4	5.3	5.2
SO 45001 certified sites Number 4	Sickness Rate - APAC	%	0.6	0.6	0.5
Corporate Governance Key Figures and Disclosures Number of Members of the Board of Directors Number of Independent Members of the Board of Directors Number of Independent Members of the Board of Directors Number of Independent Members of the Board of Directors Number	Sickness Rate - Americas	%	0.7	0.5	0.6
Number of Members of the Board of Directors Number of Independent Members of the Board of Directors Number of Independent Members of the Board of Directors Number 4 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3 3	ISO 45001 certified sites	Number	4	2	1
Number of Independent Members of the Board of Directors Number	Corporate Governance Key Figures and Disclosures				
Meetings of the Board of Directors Meetings of the Remuneration Committee Number Nu	Number of Members of the Board of Directors	Number	6	6	6
Meetings of the Remuneration Committee Number 3 5 2 Meetings of the Audit Committee Number 5 3 5 Meetings of the Sustainability Committee Number 3 n/a n/a Review of ESG topics at the regular meetings of the Group Management Number 1 n/d n/a Sustainable Procurement Key Figures and Disclosures Chall procurement budget spent on local suppliers Total procurement budget spent on local suppliers CHF (million) 199.2 163.1 n/a Percentage of procurement budget spent on local suppliers CHF (million) 133.9 110.5 n/a Percentage of new suppliers that were screened using environmental criteria % 67.2 67.7 n/a Percentage of new suppliers that were screened using social criteria % - - - Suppliers with Risk Screening Number 1,198 n/d n/a Suppliers with inherent risk - high Number 493 n/d n/a Suppliers with inherent risk - medium Number 480 n/d n/a	Number of Independent Members of the Board of Directors	Number	4	3	3
Meetings of the Audit CommitteeNumber535Meetings of the Sustainability CommitteeNumber3n/an/aReview of ESG topics at the regular meetings of the Group ManagementNumber1n/dn/aSustainable Procurement Key Figures and DisclosuresTotal procurement budget spentCHF (million)199.2163.1n/aTotal procurement budget spent on local suppliersCHF (million)133.9110.5n/aPercentage of procurement budget spent on local suppliers%67.267.7n/aPercentage of new suppliers that were screened using environmental criteria%Percentage of new suppliers that were screened using social criteria%Suppliers with Risk ScreeningNumber1,198n/dn/aSuppliers with inherent risk - highNumber225n/dn/aSuppliers with inherent risk - mediumNumber493n/dn/aSuppliers with inherent risk - lowNumber480n/dn/a	Meetings of the Board of Directors	Number	8	7	7
Meetings of the Sustainability Committee Number 3 n/a n/c Review of ESG topics at the regular meetings of the Group Management Number 1 n/d n/c Sustainable Procurement Key Figures and Disclosures Total procurement budget spent CHF (million) 199.2 163.1 n/c Total procurement budget spent on local suppliers CHF (million) 133.9 110.5 n/c Percentage of procurement budget spent on local suppliers % 67.2 67.7 n/ Percentage of new suppliers that were screened using environmental criteria % Suppliers with Risk Screening Number 1,198 n/d n/c Suppliers with inherent risk - high Number 493 n/d n/c Suppliers with inherent risk - medium Number 480 n/d n/c	Meetings of the Remuneration Committee	Number	3	5	2
Review of ESG topics at the regular meetings of the Group Management Number 1 n/d n/c Sustainable Procurement Key Figures and Disclosures Total procurement budget spent CHF (million) 199.2 163.1 n/c Total procurement budget spent on local suppliers CHF (million) 133.9 110.5 n/c Percentage of procurement budget spent on local suppliers % 67.2 67.7 n/ Percentage of new suppliers that were screened using environmental criteria % Suppliers with Risk Screening Number Number 1,198 n/d n/c Suppliers with inherent risk - high Number Number 493 n/d n/c Suppliers with inherent risk - medium Number Number 480 n/d n/c	Meetings of the Audit Committee	Number	5	3	5
Sustainable Procurement Key Figures and Disclosures Total procurement budget spent CHF (million) 199.2 163.1 n/o Total procurement budget spent on local suppliers CHF (million) 133.9 110.5 n/o Percentage of procurement budget spent on local suppliers % 67.2 67.7 n/ Percentage of new suppliers that were screened using environmental criteria % Percentage of new suppliers that were screened using social criteria % Suppliers with Risk Screening Number 1,198 n/d n/o Suppliers with inherent risk - high Number 225 n/d n/o Suppliers with inherent risk - medium Number 493 n/d n/o Suppliers with inherent risk - low Number 480 n/d n/o	Meetings of the Sustainability Committee	Number	3	n/a	n/a
Total procurement budget spent CHF (million) 199.2 163.1 n/c Total procurement budget spent on local suppliers CHF (million) 133.9 110.5 n/c Percentage of procurement budget spent on local suppliers % 67.2 67.7 n/ Percentage of new suppliers that were screened using environmental criteria % Percentage of new suppliers that were screened using social criteria % Suppliers with Risk Screening Number Number 1,198 n/d n/c Suppliers with inherent risk - high Number 493 n/d n/c Suppliers with inherent risk - low Number 480 n/d n/c	Review of ESG topics at the regular meetings of the Group Management	Number	1	n/d	n/d
Total procurement budget spent CHF (million) 199.2 163.1 n/c Total procurement budget spent on local suppliers CHF (million) 133.9 110.5 n/c Percentage of procurement budget spent on local suppliers % 67.2 67.7 n/ Percentage of new suppliers that were screened using environmental criteria % Percentage of new suppliers that were screened using social criteria % Suppliers with Risk Screening Number Number 1,198 n/d n/c Suppliers with inherent risk - high Number 493 n/d n/c Suppliers with inherent risk - low Number 480 n/d n/c	Sustainable Procurement Key Figures and Disclosures				
Total procurement budget spent on local suppliers Percentage of procurement budget spent on local suppliers % 67.2 67.7 Percentage of new suppliers that were screened using environmental criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Percentage of new suppliers that were screened using social criteria % 6.7 Public that the screened using social criteria % 6.7 Public that the screened using social criteria % 6.7 Public that the screened using social criteria % 6.7 Public that the screened using social criteria % 6.7 Pu		CHF (million)	199.2	163.1	n/d
Percentage of procurement budget spent on local suppliers % 67.2 67.7 n/ Percentage of new suppliers that were screened using environmental criteria % Percentage of new suppliers that were screened using social criteria % Suppliers with Risk Screening Number 1,198	Total procurement budget spent on local suppliers	CHF (million)	133.9	110.5	n/d
Percentage of new suppliers that were screened using social criteria % — — — — — — — — — — — — — — — — — —	Percentage of procurement budget spent on local suppliers	%	67.2	67.7	n/d
Suppliers with Risk Screening Number 1,198 n/d n/d Suppliers with inherent risk - high Number 225 n/d n/d Suppliers with inherent risk - medium Number 493 n/d n/d Suppliers with inherent risk - low Number 480 n/d n/d	Percentage of new suppliers that were screened using environmental criteria	%	_	_	_
Suppliers with inherent risk - high Number 225 n/d n/c Suppliers with inherent risk - medium Number 493 n/d n/c Suppliers with inherent risk - low Number 480 n/d n/c	Percentage of new suppliers that were screened using social criteria	%	_	_	_
Suppliers with inherent risk - medium Number 493 n/d n/c Suppliers with inherent risk - low Number 480 n/d n/c	Suppliers with Risk Screening	Number	1,198	n/d	n/d
Suppliers with inherent risk - low Number 480 n/d n/d	Suppliers with inherent risk - high	Number	225	n/d	n/d
•	Suppliers with inherent risk - medium	Number	493	n/d	n/d
•	Suppliers with inherent risk - low	Number	480	n/d	n/d
	Number of confirmed incidents of child labor, forced labor or human trafficking in supply chain	Number	_	_	_



	Unit	2024	2023	2022
Corporate Compliance Key Figures and Disclosures				
Confirmed cases of Child Labor	Number	_	_	_
Confirmed cases of Forced Labor or Modern Slavery	Number	_	_	_
Confirmed cases of bribery, corruption or fraud	Number	1	_	_
Confirmed cases of discrimination or harassment	Number	1	1	_
Employees who received training about anti-corruption	Number	886	n/d	_
Cases submitted to the whistleblowing platform	Number	11	10	6
Cases closed in the whistleblowing platform	Number	8	10	6
Of which unsubstantiated	Number	6	9	6
Cases under investigation	Number	3	_	_



Social

Statement of the BoD regarding Art 964a CO

ESG risk management

At its meeting on May 15, 2025, the Board of Directors of Interroll Holding AG unanimously adopted this Sustainability Report for fiscal year 2024 and confirmed the report with the signature of each member. The Board of Directors requests that the Annual General Meeting on June 6, 2025 adopt this report in order to fulfil the annual reporting obligation of Interroll Holding AG on non-financial matters in accordance with Article 964a CO. This non-financial report pursuant to Article 964b CO covers all content specified in paragraph 1:

- Environmental matters, in particular climate aspects and carbon emissions targets;
- Social matters:
- Employee matters;
- Respect for human rights; and
- Anti-corruption measures.

Interroll Holding AG's material topics were allocated accordingly to the non-financial matters from Article 964b CO. We determine that this fully covers the non-financial matters prescribed by law.

The report contains the information required to obtain an understanding of the Group's development, performance and position, and the impact of its activity on these matters.

With respect to Article 964j-l CO, relating to conflict materials and metals as well as child labor, we note that we have no reporting obligation:

a. Conflict minerals and metals

Interroll Holding AG does not achieve the import quantities of tin, tantalum, tungsten and gold into Switzerland specified in the Ordinance on Due Diligence and Transparency with regard to Minerals and Metals from Conflict-Affected Areas and Child Labor, which would trigger the due diligence, management and reporting obligations under Article 964j-I CO.

b. Child labor

Our structured risk screening and whistleblower system, which also covers aspects of child labor, enables us to perform the required due diligence with regard to suppliers. No indication of the use of child labor has been identified in our supply chain. This means that the reporting obligation in accordance with Article 964j-l CO regarding child labor does not apply.

Interroll Holding AG reports in accordance with the GRI Standards for the period from January 1, 2024 to December 31, 2024.

The Sustainability Report is available at www.interroll.com. The index on page <u>63</u> has been included for ease of reference regarding specific information in accordance with Article 964b CO.

Sant'Antonino, May 15, 2025

Pleir

Paul Zumbühl, Chairman of the Board of Directors

Sles Con-

Dr. Elena Cortona, Vice President of the Board of Directors

Susanne Schreiber

Stefano Mercorio

Ingo Specht

Reference to Art. 964b CO

Interroll Holding AG's material topics were allocated to non-financial matters from Article 964b CO. We determine that this covers the non-financial matters prescribed by law:

Article as per CO	Requirement pursuant to art. 964b CO	Interroll's material topics	Reference
Art. 964 b (1)	Environmental matters	Environmental protection	р. <u>32</u> ff.
		Climate protection and TCFD	р. <u>24</u> ff.
		Corporate governance	р. <u>47</u> f.
		ESG risk management	p. <u>16</u> f.
		Corporate compliance	p. <u>50</u> f.
	Social matters	Stakeholder engagement	p. <u>10</u> f.
		Sustainable procurement	p. <u>48</u> f.
		Product and service responsibility	p. <u>37</u> f.
		Corporate governance	p. <u>47</u> f.
		ESG risk management	p. <u>16</u> f.
		Corporate compliance	p. <u>50</u> f.
	Employee-related matters	Attractive employer	р. <u>38</u> ff.
		People development	p. <u>42</u> f.
		Occupational health and safety	р. <u>44</u> ff.
		Corporate governance	p. <u>47</u> f.
		ESG risk management	p. <u>16</u> f.
		Corporate compliance	p. <u>50</u> f.
	Respect for human rights	Sustainable procurement	р. <u>48</u> f.
		Corporate governance	p. <u>47</u> f.
		ESG risk management	p. <u>16</u> f.
		Corporate compliance	p. <u>50</u> f.
	Combating corruption	Corporate governance	p. <u>47</u> f.
		ESG risk management	p. <u>16</u> f.
		Corporate compliance	p. <u>50</u> f.
Art. 964 b (2)(1)	Description of business model	_	p. <u>9</u> f.
Art. 964 b (2) (2-5)	Concepts, measures, risks, performance indicators	_	p. <u>22</u> ff.



Environment

GRI content index



ESG risk management

Interroll Holding AG has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standard(s)	None

GRI Standards	Disclos	ure	Reference or information	Omission
General disclosures				
1. The organization and	l its repo	orting practices		
GRI 2: General Disclosures 2021	2-1	Organizational details	p. <u>9</u>	
	2-2	Entities included in the organization's sustainability reporting	p. <u>3</u>	
	2-3	Reporting period, frequency and contact point	p. <u>3</u> , <u>64</u> , <u>67</u>	
	2-4	Restatements of information	p. <u>3</u>	
	2-5	External assurance	p. <u>3</u>	

2. Activities and workers GRI 2: General Disclosures 2021 2-6
Activities, value chain and other business relationships p. 9 ff. 2-7 Employees p. 40 2-8 Workers who are not employees p. 40 3. Governance GRI 2: General Disclosures 2-9 Governance structure and composition p. 18 2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
relationships p. 9 ff. 2-7 Employees p. 40 2-8 Workers who are not employees p. 40 3. Governance GRI 2: General Disclosures 2021 2-9 Governance structure and composition p. 18 2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
2-8 Workers who are not employees p. 40 3. Governance GRI 2: General Disclosures 2021 2-9 Governance structure and composition p. 18 2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body p. 18 2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
3. Governance GRI 2: General Disclosures 2021 2-9 Governance structure and composition p. 18 2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body p. 18 2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
GRI 2: General Disclosures 2021 2-9 Governance structure and composition p. 18 2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body p. 18 2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
GRI 2: General Disclosures 2021 2-9 Governance structure and composition p. 18 2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body p. 18 2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body p. 18 2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
2-10 Nomination and selection of the highest governance body p. 18 2-11 Chair of the highest governance body p. 18 2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
2-12 Role of the highest governance body in overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
overseeing the management of impacts p. 18 2-13 Delegation of responsibility for managing impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
impacts p. 18 2-14 Role of the highest governance body in sustainability reporting p. 18
sustainability reporting p. 18
2-15 Conflicts of interest p. <u>47</u>
2-16 Communication of critical concerns p. <u>47</u>
2-17 Collective knowledge of the highest governance body p. <u>18</u>
2-18 Evaluation of the performance of the highest governance body p. 18
2-19 Remuneration policies p. <u>18</u>
2-20 Process to determine remuneration p. <u>18</u>
2-21 Annual total compensation ratio p. <u>42</u>

4. Strategy, policies and practices

GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	p. <u>5</u> f.
	2-23	Policy commitments	p. <u>21</u>
	2-24	Embedding policy commitments	p. <u>21</u>
	2-25	Processes to remediate negative impacts	р. <u>16</u>
	2-26	Mechanisms for seeking advice and raising concerns	p. <u>51</u>
	2-27	Compliance with laws and regulations	p. <u>51</u>
	2-28	Membership associations	p. <u>11</u> f.

GRI Standards	Disclos	sure	Reference or information On	nission
5. Stakeholder engage	ment			
GRI 2: General Disclosures	2-29	Approach to stakeholder engagement	р. <u>10</u> f.	
2021	2-30	Collective bargaining agreements	p. <u>41</u>	
GRI 3: Material topics				
GRI 3: Material Topics	3-1	Process to determine material topics	р. <u>19</u>	
2021	3-2	List of material topics	p. <u>19</u>	
Environment				
Climate protection				
GRI 3: Material Topics 2021	3-3	Management of material topics	p. <u>24</u> ff.	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	p. <u>28</u>	
	302-2	Energy consumption outside of the organization	p. <u>28</u>	
	302-3	Energy intensity	р. <u>28</u>	
	302-4	Reduction of energy consumption	р. <u>28</u>	
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	p. <u>25</u> f.	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	p. <u>29</u> ff.	
	305-2	Energy indirect (Scope 2) GHG emissions	p. <u>29</u> ff.	
	305-3	Other indirect (Scope 3) GHG emissions	p. <u>29</u> ff.	
	305-4	GHG emissions intensity	p. <u>29</u>	
	305-5	Reduction of GHG emissions	p. <u>29</u>	
Environmental protection	on			
GRI 3: Material Topics 2021	3-3	Management of material topics	р. <u>33</u> ff.	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	p. <u>34</u>	
GRI 303: Water and Effluents 2018	303-3	Water withdrawal	p. <u>34</u>	
GRI 306: Waste 2020	306-1	Waste generation and significant waste- related impacts	- 24 f	
GRI 300: VVasie 2020		related inipacts	p. <u>34</u> f.	
GRI 300: VVasie 2020	306-2	Management of significant waste-related impacts	p. <u>34</u> f.	

GRI Standards	Disclos	sure	Reference or information Omission
Social			
Stakeholder engageme	nt		
GRI 3: Material Topics 2021	3-3	Management of material topics	p. <u>10</u> f.
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	p. <u>10</u> f.
	203-2	Significant indirect economic impacts	p. <u>10</u> f.
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	p. <u>11</u>
Product and service res	ponsibil	lity	
GRI 3: Material Topics 2021	3-3	Management of material topics	p. <u>37</u> f.
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	AR, p. <u>39</u> ff.
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	p. <u>38</u>
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	p. <u>37</u>
Attractive employer			
GRI 3: Material Topics 2021	3-3	Management of material topics	p. <u>38</u> ff.
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	p. <u>40</u>
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	p. <u>41</u>
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	p. <u>41</u>

GRI Standards	Disclosure		Reference or information Omission	
People development				
GRI 3: Material Topics	3-3	Management of material topics	10.5	
2021	10.10		p. <u>42</u> f.	
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Imprint

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Interroll Holding AG, Sant'Antonino Sustainserv GmbH, Zürich, Boston, Frankfurt, Nashville, www.sustainserv.com

Concept, Design and Realization

 $Link group\ AG,\ Zurich,\ www.link group.ch$

Photography and artwork

Bildmaterial der Interroll Holding AG

External assurance

The report was not subject to a third-party audit

Interroll Holding AG

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