



ECONOMY KPIs

| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | 2023 |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------|----------------------------------------|-------|
| Direct economic value generated: revenue | 201-1 | mCHF | N/A | 3,009 |
| Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital and payments to government | 201-1 | | N/A | |
| Total | | mCHF | | 2,775 |
| Operating costs | | mCHF | | 1,692 |
| Employee wages and benefits | | mCHF | | 1,005 |
| Payments to providers of capital | | mCHF | | 27 |
| Payments to government | | mCHF | | 51 |
| Economic value retained: 'direct economic value generated' less 'economic value distributed' | 201-1 | mCHF | N/A | 1,486 |
| Accelerate turnover growth in region Middle East Africa & India and create better balance in geographical diversification of Bühler | | % of turnover | N/A | 16 |
| Number of Bühler sites internally audited on financial, operational, and compliance risk management | 205-1 | # | Best practice in definition with peers | 8 |
| Total percentage of employees who finalized the compliance training broken down by region: | 205-2 | % | 100 | |
| North America | | % | | 99.6 |
| South America | | % | | 99.7 |
| Europe | | % | | 98.9 |
| Middle East Africa & India | | % | | 99.5 |
| Asia | | % | | 99.8 |



NATURE KPIs

| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | Baseline year 2019 ¹ | 2023 |
|-------------------------------------------------------------------------------------------------|----------------------------|--------------------------|-----------------------------------------------------------|---------------------------------|---------|
| Number of Bühler solutions quantified for CO ₂ e impact in operations | | # | N/A | | 77 |
| Amount of estimated avoided emissions from selected services and technologies installed in 2022 | | t CO ₂ e/year | N/A | | 47,631 |
| Employees involved in the Innovation Challenge | | % | 50 | | 53 |
| Employees involved in Generation B | | % | 20 | | 18 |
| Significant partnerships reducing atmospheric CO ₂ e levels | | # | N/A | | 3 |
| Significant partnerships improving access to nutrition | | # | N/A | | 2 |
| Significant partnerships for education | | # | N/A | | 11 |
| Significant partnerships supporting biodiversity | | # | N/A | | 1 |
| Significant partnerships supporting start-ups | | # | N/A | | 7 |
| Energy consumption within the organization | 302-1 | GJ | Best practice based on operational and environmental risk | 674,280 | 581,760 |
| Total water withdrawal from all areas | 303-3 | m ³ | Best practice based on operational and environmental risk | 373,950 | 252,423 |
| Total water withdrawal from areas with water stress ² | 303-3 | m ³ | Best practice based on operational and environmental risk | 68,724 | 121,425 |

¹ In accordance with best practice in sustainability, each year we refresh our baseline data based on current understanding, more-informed data quality, and new learnings.

² We define a water stress area as one with a risk of 3 or higher according to the Water Risk Atlas of the World Resources Institute. More areas have been classified as having water stress in 2023 compared to 2019.



| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | Baseline year 2019 ¹ | 2023 |
|---------------------------------------------------------------------------------|----------------------------|---------------------|-----------------------------------------------------------|---------------------------------|------------------------|
| Gross direct (Scope 1) GHG emissions | 305-1 | t CO ₂ e | Scope 1 & 2 (together) -60% by 2030 | 18,029 | 16,663 |
| Gross indirect (Scope 2) GHG emissions – location based | 305-2 | t CO ₂ e | Target refers to market based | 49,887 | 40,846 |
| Gross indirect (Scope 2) GHG emissions – market based | 305-2 | t CO ₂ e | Scope 1 & 2 (together) -60% by 2030 | 40,651 | 30,562 |
| Gross indirect (Scope 3) GHG emissions | 305-3 | t CO ₂ e | See individual subcategories | 771,458 | 715,880 |
| Gross indirect (Scope 3) GHG emissions – purchased goods and services | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 528,000 | 500,000 |
| Gross indirect (Scope 3) GHG emissions – capital goods | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 0 | 26,967 |
| Gross indirect (Scope 3) GHG emissions – fuel and energy related activities | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 1,514 | 1,870 |
| Gross indirect (Scope 3) GHG emissions – upstream transportation & distribution | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 41,000 | 28,000 |
| Gross indirect (Scope 3) GHG emissions – waste generated from operations | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 5,934 | 4,760 |
| Gross indirect (Scope 3) GHG emissions – business travel | 305-3 | t CO ₂ e | N/A | Not reported this year | 28,700 |
| Gross indirect (Scope 3) GHG emissions – employee commuting | 305-3 | t CO ₂ e | N/A | Not reported this year | Not reported this year |

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| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | Baseline year 2019 ¹ | 2023 |
|------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------|-----------------------------------------------------------|---------------------------------|------------------------|
| Gross indirect (Scope 3) GHG emissions – upstream leased assets | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 133 | 110 |
| Gross indirect (Scope 3) GHG emissions – downstream transportation & distribution | 305-3 | t CO ₂ e | Best practice based on operational and environmental risk | 195,000 | 125,473 |
| Gross indirect (Scope 3) GHG emissions – use of sold products | 305-3 | t CO ₂ e | N/A | Not reported this year | Not reported this year |
| Gross indirect (Scope 3) GHG emissions – end of life treatment of sold products | 305-3 | t CO ₂ e | N/A | Not reported this year | Not reported this year |
| GHG emissions intensity ratio for the organization | 305-4 | t CO ₂ e/1000h | N/A | 11.7 | 11.4 ² |
| Total weight of waste generated | 306-3 | t | Best practice based on operational and environmental risk | 17,283 | 15,381 |
| Total weight of waste generated – non-hazardous waste diverted from disposal | 306-4 | t | Best practice based on operational and environmental risk | 13,967 | 12,363 |
| Total weight of waste generated – hazardous waste diverted from disposal | 306-4 | t | Best practice based on operational and environmental risk | 0 | 207 |
| Total weight of waste generated – non-hazardous waste directed to disposal | 306-5 | t | Best practice based on operational and environmental risk | 2,427 | 2,057 |
| Total weight of waste generated – hazardous waste directed to disposal | 306-5 | t | Best practice based on operational and environmental risk | 889 | 754 |
| Percentage of top suppliers who have signed the Bühler supplier code of conduct or have an equivalent code | 308-1 | % | N/A | 50 | 92 |

¹ In accordance with best practice in sustainability, each year we refresh our baseline data based on current understanding, more-informed data quality, and new learnings.

² To improve accuracy, this year the calculation is based on Scopes 1 & 2 emissions associated with manufacturing facilities, divided by total productive internal manufacturing hours.



HUMANITY KPIs

| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | 2023 |
|--------------------------------------------------------------------------------------------------|----------------------------|-------------|----------------------------------------|-------------------|
| Total leavers as a percentage of workforce | 401-1 | % | N/A | 11.6 |
| Rate of attrition | 401-1 | % | N/A | 6.0 |
| Percentage of apprentices who are hired subsequently to their apprenticeship (Uzwil) | 401-1 | % | N/A | 81.97 |
| Percentage of workers trained on occupational health and safety | 403-4 | % | N/A | 90.55 |
| Work-related injuries (TRI rate) ¹ | 403-9 | # | 0 | 0.94 ¹ |
| Percentage of training costs per total personnel costs | 404-1 | % | Best practice in definition with peers | 0.75 |
| Number of training days per full-time employee per year | 404-1 | # | Best practice in definition with peers | 1.81 |
| Total number of new employees hired during the reporting period by region and globally split by: | 401-1 | | Best practice in definition with peers | |
| | Total | # | | 1,264 |
| | Global | # | | 289 975 |
| | North America | # | | 29 124 |
| | South America | # | | 24 61 |
| | Europe | # | | 165 521 |
| | Middle East Africa & India | # | | 40 183 |
| | Asia | # | | 31 86 |

¹ Total recordable incident rate (TRIR) is defined as the number of work-related injuries per 100 full-time workers during a one-year period.



| Key performance indicator (KPI) | | Reference to GRI Standards | Unit/Metric | Target 2025 | 2023 |
|--------------------------------------------------------------------------------------------------|----------------------------|----------------------------|-------------|----------------------------------------|------|
| Total number of new employees hired during the reporting period by region and globally split by: | | 401-1 | | Best practice in definition with peers | |
| Region and born today – 1996 | Global | | # | | 396 |
| | North America | | # | | 52 |
| | South America | | # | | 29 |
| | Europe | | # | | 221 |
| | Middle East Africa & India | | # | | 65 |
| | Asia | | # | | 29 |
| Region and born 1981 – 1995 | Global | | # | | 617 |
| | North America | | # | | 64 |
| | South America | | # | | 48 |
| | Europe | | # | | 303 |
| | Middle East Africa & India | | # | | 131 |
| | Asia | | # | | 71 |
| Region and born 1965 – 1980 | Global | | # | | 222 |
| | North America | | # | | 32 |
| | South America | | # | | 8 |
| | Europe | | # | | 140 |
| | Middle East Africa & India | | # | | 27 |
| | Asia | | # | | 15 |



| Key performance indicator (KPI) | | Reference to GRI Standards | Unit/Metric | Target 2025 | 2023 |
|------------------------------------------------------------------------------------------------|----------------------------|----------------------------|-------------|----------------------------------------|------|
| Total number of employee turnover during the reporting period globally and by region split by: | | 401-1 | | Best practice in definition with peers | |
| Region and born today – 1996 | Global | | # | | 155 |
| | North America | | # | | 32 |
| | South America | | # | | 13 |
| | Europe | | # | | 78 |
| | Middle East Africa & India | | # | | 6 |
| | Asia | | # | | 26 |
| Region and born 1981 – 1995 | Global | | # | | 689 |
| | North America | | # | | 52 |
| | South America | | # | | 36 |
| | Europe | | # | | 310 |
| | Middle East Africa & India | | # | | 97 |
| | Asia | | # | | 194 |
| Region and born 1965 – 1980 | Global | | # | | 400 |
| | North America | | # | | 43 |
| | South America | | # | | 16 |
| | Europe | | # | | 189 |
| | Middle East Africa & India | | # | | 25 |
| | Asia | | # | | 127 |



| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | 2023 |
|------------------------------------------------------------------------------------------------|---------------------------------------|-------------|----------------------------------------|---------|
| Total number of employee turnover during the reporting period globally and by region split by: | 401-1 | | Best practice in definition with peers | |
| | Global | # | | 252 |
| | North America | # | | 28 |
| | South America | # | | 5 |
| Region and born 1964 and earlier | Europe | # | | 144 |
| | Middle East Africa & India | # | | 12 |
| | Asia | # | | 63 |
| Percentage of employees by gender total for the following categories: | 405-1 | | Best practice in definition with peers | |
| | North America | % | | 15 85 |
| | South America | % | | 16 84 |
| Region and gender (female male) | Europe | % | | 18 82 |
| | Middle East Africa & India | % | | 11 89 |
| | Asia | % | | 19 81 |
| Percentage of employees by gender total for the following categories: | 405-1 | | Best practice in definition with peers | |
| | Born today – 1996 (female male) | % | | 19 81 |
| | Born 1981 – 1995 (female male) | % | | 20 80 |
| | Born 1965 – 1980 (female male) | % | | 16 84 |
| | Born 1964 and earlier (female male) | % | | 12 88 |



| Key performance indicator (KPI) | Reference to GRI Standards | Unit/Metric | Target 2025 | 2023 |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------|----------------------------------------|---------|
| Percentage of employees by gender of supervisors for the following categories: | 405-1 | | Best practice in definition with peers | |
| Region and gender (female male) | North America | % | | 18 82 |
| | South America | % | | 20 80 |
| | Europe | % | | 13 87 |
| | Middle East Africa & India | % | | 9 91 |
| | Asia | % | | 19 81 |
| Percentage of employees by gender of supervisors for the following categories: | 405-1 | | Best practice in definition with peers | |
| | Born today – 1996 (female male) | % | | 0 100 |
| | Born 1981 – 1995 (female male) | % | | 17 83 |
| | Born 1965 – 1980 (female male) | % | | 14 86 |
| | Born 1964 and earlier (female male) | % | | 9 91 |
| Number of relevant fines for non-compliance with laws and regulations in the social, economic and environmental area (>CHF 200,000) | 419-1 & 307-1 | | Best practice in definition with peers | |
| | Total | # | | 0 |
| | Social | # | | 0 |
| | Economic | # | | 0 |
| | Environment | # | | 0 |