

# MATERIALITY ASSESSMENT

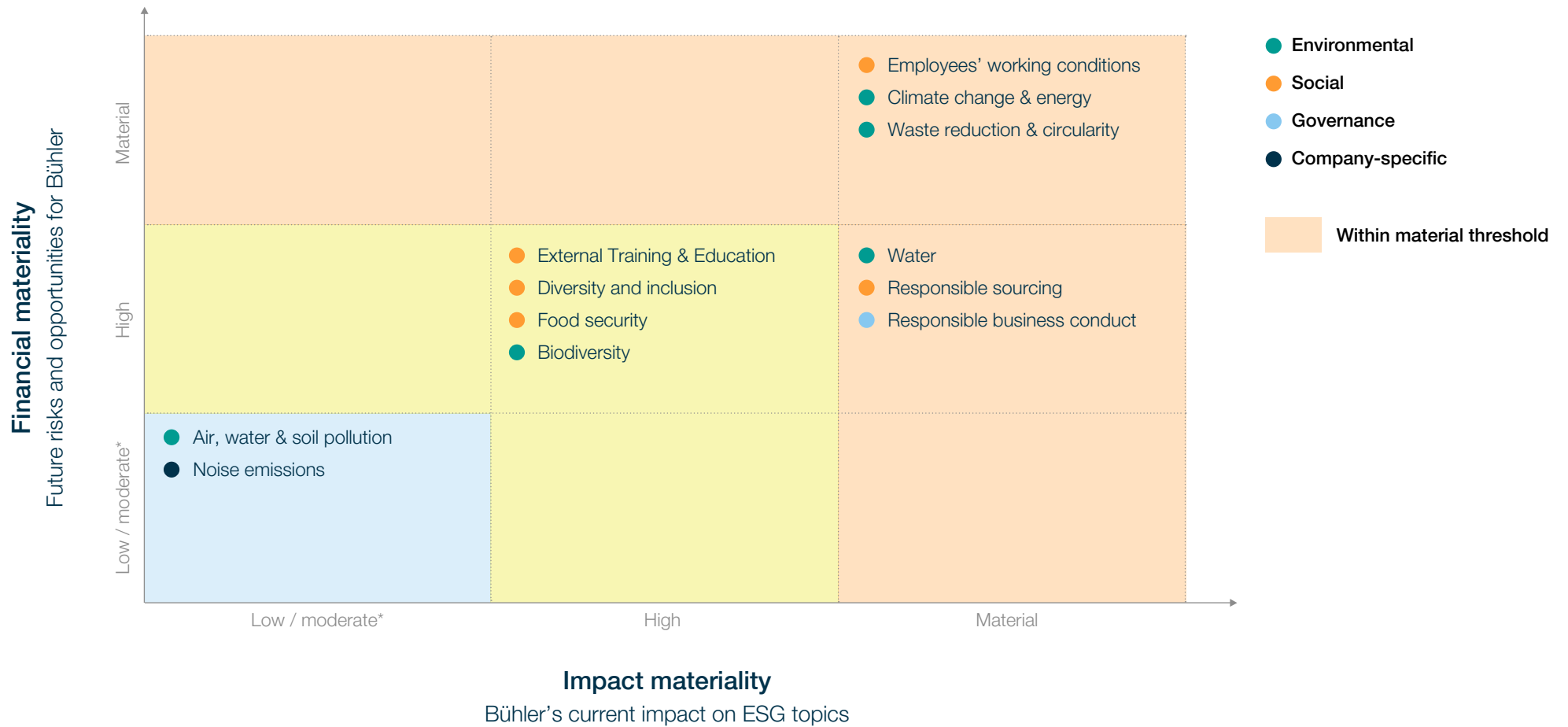
In 2020 Bühler conducted its first materiality assessment by bringing together key internal and external stakeholders to share their perspective on the company's biggest impact areas. This first materiality assessment covered humanity, nature, and economy topics. The term "nature" was used to refer collectively to the impact on climate, water, waste, and biodiversity. The first materiality assessment built the foundation of Bühler's sustainability strategy. The priority was placed on the downstream of our value chain, where the biggest potential for impact lies, to support our customers in implementing innovative solutions and services for sustainability. An action road map was also implemented to increase the sustainability of Bühler operations including collaboration with suppliers and building partnerships for impact.

In 2024, Bühler conducted a double materiality assessment following the Corporate Sustainability Reporting Directive (CSRD) framework to assess Bühler's future risks and opportunities from the financial perspective and Bühler's impact on environment and society across the value chain. The goal was to leverage the comprehensive assessment to identify the material topics and prioritize them according to where the greatest impact regarding sustainability can be achieved. At the same time Bühler is committed to implementing an actionable road map to fulfill relevant upcoming sustainability regulations.

We leveraged the expertise of external consultants for general guidance in the application of the CSRD framework and for the impact assessment of Environmental, Social, and Governance (ESG) topics.

To define the scope of our double materiality assessment and ensure that every part of our businesses and activities is considered in this assessment we defined our value chain, and structured it based on our upstream, company level and downstream activities. In this value chain analysis, we considered activities where we have a direct impact or that could impact us directly (e.g., manufacturing, and research and development) but also the elements that could impact us indirectly or that we could impact indirectly (e.g., regulatory environment and communities affected by our operations).

The foundation of our double materiality matrix is built on a detailed assessment of key impacts, risks, and opportunities within our value chain. This multi-dimensional analysis thoroughly explains the environmental, social, and economic factors that influence our operations and stakeholders. Key risks and opportunities were identified and ranked through consultations with Bühler Executive Board members and subsidiary representatives shaping the financial materiality part. This collaborative approach ensured that insights from various levels of the organization were integrated, reflecting a comprehensive view of internal priorities and perspectives.



\* Sample of topics identified with a low to moderate impact, risk, and/or opportunity

## Our materiality assessment highlighted six topics that are material for Bühler:

### 1. Employees' working conditions

Bühler's performance depends on highly skilled and talented employees across the regions in which it operates. The opportunity is to attract and retain employees in a competitive employee market and contribute to building a strong employer brand by providing good working conditions.

### 2. Climate change and energy

Bühler contributes to the release of greenhouse gas emissions in its operations, upstream supply chain, and, above all, in the downstream use of solutions by customers with negative impact on climate. The opportunity is to grow business that contributes to climate mitigation through innovative solutions and enhance service offerings that improve the energy and yield efficiency of the installed base and help to reduce the Scope 1 and 2 emissions of our customers.

### 3. Waste reduction and circularity

Bühler operates within a value chain where waste puts additional strain on natural resources. Reducing waste and adopting circular principles in Bühler's operations and supply chain mitigates financial and regulatory risks. The opportunity lies in growing Bühler's circular economy business, such as services, to extend the lifetime of customers' manufacturing assets, or in creating value from food side streams.

### 4. Water

Bühler operates in some water-scarce regions. Where this is the case, the use of water can potentially impact groundwater levels, necessitating mitigation measures.

### 5. Responsible sourcing

Bühler depends on a supply chain for raw materials in which upstream working conditions can potentially include significant risks such as unsafe labor conditions, child labor, or unfair wages. Through responsible raw material sourcing, the risk is mitigated and Bühler can ensure stable relationships with suppliers as well as a steady supply of raw materials.

### 6. Responsible business conduct

Bühler's implementation of strong governance practices influences its economic environment and positions it as a role model. Bühler leverages this influence and aligns its corporate culture with its stakeholders through various initiatives. This fosters stable relationships with customers, employees, suppliers, and partners.

All material topics are currently addressed in Bühler's strategy, with varying degrees of maturity in terms of actionable road maps. For the topics of waste reduction and circularity we see the potential to create higher impact and plan to develop a strategy to foster circularity.

Four other topics have been identified as of high importance, although non-material. They are already part of our strategy and will continue to constitute key drivers of our upcoming Group strategy. These topics are external training and education, diversity and inclusion, food security, and biodiversity.

The above-described method of performing our double materiality assessment fulfils the requirements of the applicable Swiss Ordinance on Climate Disclosures.