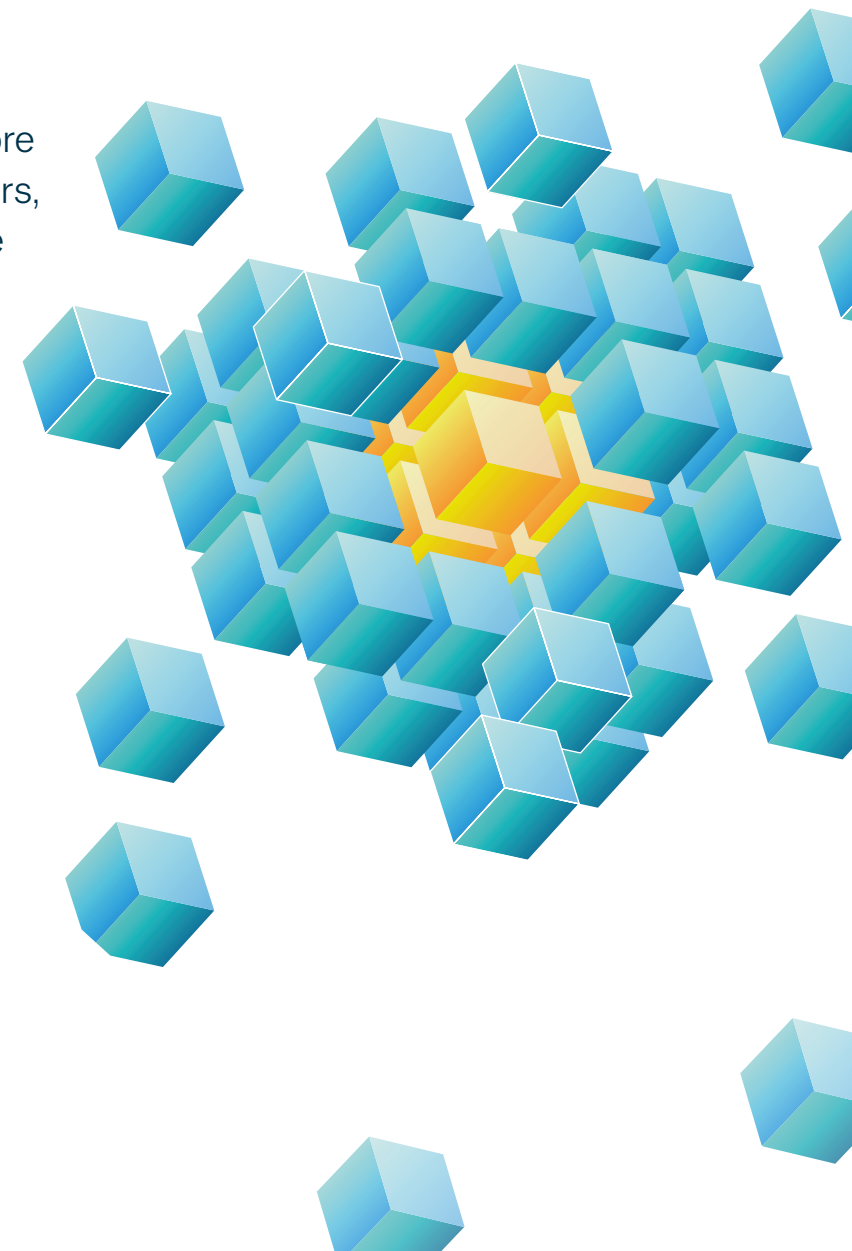


***WE MAKE
THINGS
HAPPEN.***



WE MAKE THINGS HAPPEN.

In a rapidly evolving world, Bühler continues to proactively shape a better future and enable our customers and partners to grow. By investing in our core businesses, strengthening our global network of research and training centers, building up production resources in key locations, and introducing innovative solutions and services, we help our customers grow their businesses while improving the efficiency of their installed assets, and reducing their footprint both in terms of operational costs and emissions. These building blocks, together, reinforce our strong foundation, providing reliability and security, and ensuring the continued success of our customers and our company.





TOP NEWS OF 2024



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You can find the full Business Review section of the Annual Report 2024 and more information on our website.

WE MAKE THINGS HAPPEN!



Calvin Grieder
Chairman of the Board



Stefan Scheiber
Chief Executive Officer

Dear customers, partners, and colleagues,

At Bühler, we actively shape our future. In 2024, rather than simply react to the volatile world around us, we continued to invest in the further development of our company, reinforcing our standing across markets and industries. We proactively strengthened our core businesses, invested in our global network of research and training centers, launched new products, services, and solutions, and formed new partnerships. To do this, investments into our asset base were at the same level as the prior year and our expenses in research and development remained high. We did all of this with the objective of contributing to the success of our customers.

This hands-on business approach of making things happen has enabled us to keep turnover stable and limit the impact of a globally restrained investment climate on our order intake. As a result of our ongoing efforts to strengthen internal productivity, we improved profitability despite stable turnover. We also made another big stride in terms of the robustness of our balance sheet, especially in view of the further increase in our equity ratio. Customer service,

a key differentiator and enabler for our customers, experienced marked growth. The further development and implementation of our service portfolio in 2024 driven by digital services and enhanced service offerings, including the contribution of our expertise, played a crucial role in the success of our customers, as this resulted in higher yields, and reductions in emissions, energy, waste, and water.

A priority in 2024 has been investment in our global markets. We extended our reach by investing in our locations such as Brazil, India, and Vietnam to name a few. By further developing significant production facilities, we provide reliability and security for our customers. Our continuous enhancement of infrastructure globally positively impacted our growing customer base in low-, middle-, and high-income countries alike.

We continued to drive innovation across our business in 2024, with a focus on our core. As a result, our largest unit, Milling Solutions, has witnessed record success. Over the past two years, Milling Solutions reinforced its global leadership position in this

large market, adding 30,000 tonnes of daily processing capacity, which provides staple foods to about 60 million people. Our new grain research and training centers in Kano (Nigeria) and Uzwil (Switzerland) demonstrate our commitment to driving collaboration and innovation in the food and feed industries and contribute to food security.

The Advanced Materials business benefited from the positioning of its core product portfolios, despite uncertainties in global automotive markets which affected turnover. Bühler maintained its market share in this challenging environment and our Leybold Optics business generated strong results.

All of this is only possible with highly skilled and engaged people. This is why we also continued to invest in our education program concentrating on supporting, training, and developing people – from apprenticeships to expert-level programs – as well as increasing training opportunities for our customers. It is noteworthy that three of our young talents won medals at the 2024 WorldSkills, an international competition highlighting vocational excellence.

We thank our customers, partners, employees, and the Bühler family for their confidence, trust, and loyalty. Your collaboration has been vital to our resilience and progress and is the basis of our commitment to you in the future.

Yours sincerely,

Calvin Grieder
Chairman of the Board

Stefan Scheiber
Chief Executive Officer



Year in review with Chairman Calvin Grieder and CEO Stefan Scheiber.

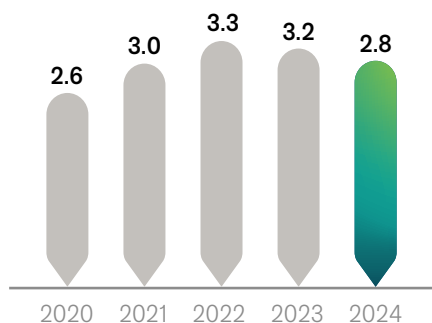


RESULTS AT A GLANCE

Order intake

(in billion CHF)

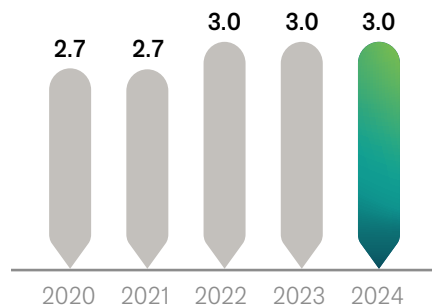
-9.9%



Turnover

(in billion CHF)

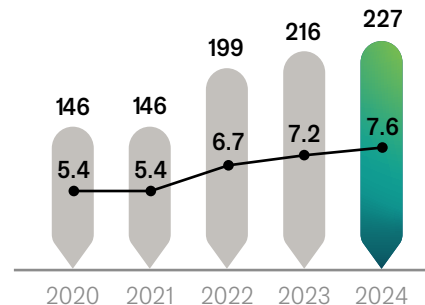
-0.8%



EBIT

(in million CHF)

+4.9%

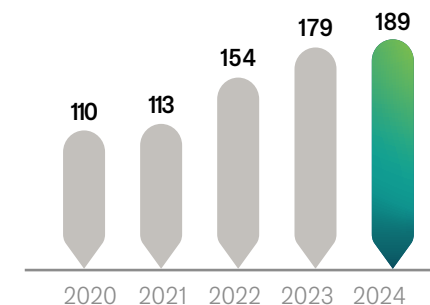


● - in %

Net profit

(in million CHF)

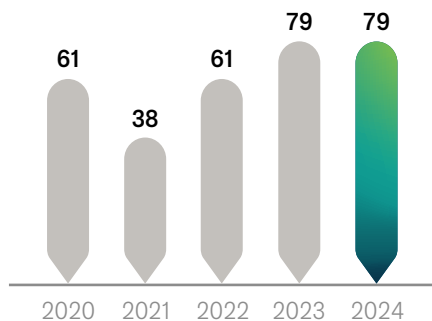
+5.9%



Investments into asset base

(in million CHF)

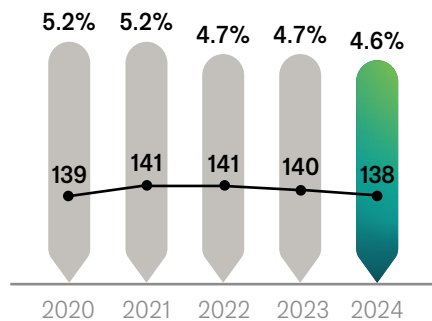
-0.4%



R&D expenses

(as % of turnover)

-0.1pp

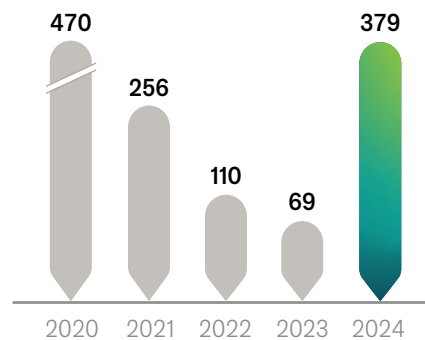


● - in million CHF

Operating cash flow

(in million CHF)

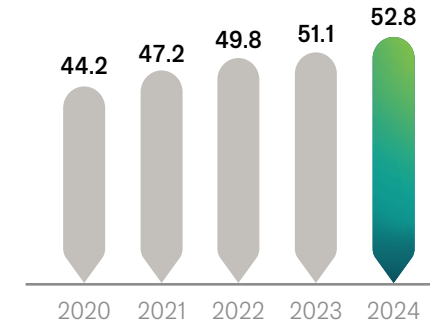
+449.7%



Equity ratio

(in %)

+1.7pp



GROUP REPORT 2024

IMPROVED PROFITABILITY AND FINANCIAL POSITION

In 2024, Bühler generated a good performance with stable turnover, improved profitability, strong cashflow, and even stronger equity. This ensures our stability and resilience in a dynamically changing world. The strong results of the largest Bühler segment, the milling business, contributed largely to this success. Order intake, on the other hand, reflected the uncertain business climate globally in the business-to-business investment goods sector. Soaring raw material prices, higher costs and interest rates, and impacts from economic uncertainties in key regions have left their mark on the investment activities of our customers.

In this challenging environment, we maintained or even expanded our market positions, thanks to our international positioning and strong portfolio across various businesses. We strongly grew our service business, expanded our global customer-facing infrastructure, launched new products and services, kept research and development activities at a high level, and continued to execute our sustainability strategy. Bühler has proactively invested in progress, maintaining our approach of “making things happen” and is well-prepared for future challenges.

Improved operations in fluctuating market conditions

In 2024, Bühler Group saw stable turnover of CHF 3.0 billion (-0.8%). Order intake was CHF 2.8 billion (-9.9%) and the order book is CHF 1.9 billion (-5.7%). EBIT increased by 4.9% to CHF 227 million



Year in review with CEO Stefan Scheiber and CFO Mark Macus.

GROUP REPORT 2024

with a corresponding EBIT margin of 7.6% (prior year: 7.2%) – both growing for the fourth consecutive year. Net profit increased by 5.9% to CHF 189 million (prior year: CHF 179 million), corresponding with a margin of 6.3% (prior year: 5.9%).

The impact of foreign exchange rates was significant. In local currencies, turnover improved by 2.5% to CHF 3.1 billion and order intake was at CHF 2.9 billion (-7.0%). Profitability improved despite stable turnover as a result of our ongoing efforts to strengthen internal productivity via various initiatives. In particular, we drove a variety of productivity measures in our European and Chinese entities.

Grains & Food turnover grew by 2.0% to CHF 2,249 million, strongly driven by Milling Solutions, which reported a record year with turnover of CHF 725 million (+17.1%). Its Value Nutrition business enjoyed turnover of CHF 519 million (+1.1%). Advanced Materials turnover decreased by 8.5% to CHF 712 million, mainly due to uncertainties in global automotive markets.

Due to market conditions in 2024, order intake declined. This reduction in many cases was due to a normalization after extra high demand, for example in Milling Solutions, Grain Quality & Supply, and Consumer Foods after the bounce back following the Covid-19 pandemic years. The Chocolate & Coffee business was strongly impacted by soaring prices for cocoa, cocoa butter, and coffee beans which impacted new investments. The Die Casting and Grinding & Dispersing businesses suffered from uncertainties in the transition towards e-mobility with projects for battery fac-

ories having been postponed or canceled. However, investments into megacasting applications helped to reduce the impact. Additionally, lower regional market volume in China and fierce competition in other markets from Chinese suppliers were a challenge for all our businesses.

Despite these adverse economic conditions, our strong portfolio and global footprint helped mitigate the decline in order intake, enabling us to maintain or even expand our market positions. Bühler proactively shaped markets and industries with the continued launch of new products and services, strategic investments, as well as partnerships and acquisitions. Expenses for research and development (R&D) remained high at CHF 138 million or 4.6% of turnover. In 2024, we continued our innovation promise to sustainably transform value chains, successfully launching roughly 40 new products into the market. Investments into the asset base of CHF 79 million remained at the same level as the prior year.

Strong equity and financial position

In 2024, Bühler was able to significantly improve key balance sheet figures strengthening a financial position which was already solid. As a result, the company increased its equity ratio for the sixth year running to 52.8%, from 51.1% in 2023. Operating cash flow jumped to CHF 379 million, over five times more than the CHF 69 million of the prior year. Net working capital was reduced by 15.8% to CHF 554 million, driven by proactive management of global inventories. As a result, net liquidity doubled to CHF 503 million. With

this strong balance sheet, we underscored our reliability for all our stakeholders and partners.

Balanced global business footprint

While the economic environment differed strongly across key markets, Bühler's balanced geographical footprint allowed the company to benefit from market expansions and thus offset lower business volumes in other markets. The local organizations were vital for the successes in the various markets, and through this they again contributed to the company's stability and reliability in a multipolar world. The most notable developments were turnover growth in the Middle East and in Africa and a further decline of turnover volumes in China. Overall, Bühler's regional share of turnover was as follows: the Americas, 28%; Europe, 27%; Asia, 26%; and Middle East, Africa & India, 19%.

Strong Customer Service growth

Bühler's Customer Service business (including components) enjoyed strong turnover growth of 9.4% and amounted to CHF 1,057 million, adding substantially to the Group's 2024 result. This represents a 35.4% share of the total Group turnover (prior year: 32.1%).

Our services and solutions are designed to help customers grow their businesses while improving the efficiency of their installed assets, reducing their footprint in terms of operational costs, emissions, and impact on nature. Our service portfolio delivers key benefits such as cost reductions, yield improvements,

improved personnel and machine safety, personnel upskilling, better uptime, capacity usage, food and feed safety, and lifetime extension. With increasing levels of regulation and market pull from their own customers, improving sustainability, traceability, and quality has become increasingly important. In 2024, modernization projects also continued to play a vital role for customers.

Strong growth was also noticeable in maintenance services – especially long-term service agreements – meeting the needs of customers looking for a reliable partner to manage everyday maintenance and operations challenges. These agreements can include a bundle of services, such as on-site inspections, preventive maintenance, and remote support services – the total portfolio grew to more than 4,000 agreements. In addition, 300 customer production facilities – an increase of over 40% – are benefiting from connected digital services which enable customers to better monitor, predict, and control production, supported by Bühler's process experts. Through these types of services agreements, where Bühler combines physical services, digital tools, and process expertise, we achieve tangible and measurable outcomes such as energy reductions, yield, and productivity improvements, and CO₂e reductions in customer operations.

Expanded research and training center setup

In 2024, we further expanded our global customer-facing setup and opened three new research and training centers. This move is a very tangible expression of our practical approach of "making

things happen”. In total, we now have research and training centers in 26 locations, some with multiple industrial applications. These facilities offer dedicated training for customers and provide them with a collaborative platform to test new product ideas and experiment with product innovations. Over the last few years, Bühler’s global network has brought together new business partners, academia, start-ups, and suppliers, with the goal of offering a state-of-the-art setup for customers to drive innovation. These locations are a key element in bringing to life the company’s positioning as a true solution partner along value chains, including the joint development of recipes for consumer products, new processes, and the exploration of new raw materials.

In 2024, Bühler’s Grain Innovation Center (GIC) was opened in Uzwil, Switzerland. This high-tech facility is designed to empower customers in the food and animal nutrition industries to innovate and improve their processes, addressing challenges in the milling industry through advanced technologies and comprehensive training programs. We also established the Grain Processing Innovation Center (GPIC) in Kano, Nigeria and the North American Insect Center (NAIC) in Saskatoon, Canada. They play an important role in supporting the food and feed industry to explore new protein and nutrition sources from grains and insects, thereby contributing to food security for a growing world population. The GPIC, developed by Bühler in partnership with Flour Mills of Nigeria, is dedicated to processing local and ancient grains, addressing food insecurity in

Nigeria and across Africa by promoting the industrial processing of these grains to enhance food value chains and shelf life, and create business opportunities. The NAIC, a collaboration between Bühler and NRGene Canada, focuses on the production and optimization of insect protein, providing a research and demonstration facility to evaluate Black Soldier Fly varieties and their economic viability, while also fostering a circular economy by utilizing organic waste. Together, these centers represent a significant commitment to sustainable practices and innovative solutions that will play a vital role in enhancing global food systems.

With our global footprint of research and training centers in 26 locations around the world we have facilitated more than 3,500 days of customer trials this year. Among these, 3,000 days were dedicated to developing over 600 novel food and feed products, while over 500 days focused on advanced material solutions. Furthermore, customers have engaged in more than 1,000 days of training sessions this year, enhancing their skills and knowledge with the support of Bühler’s world-class facilities and expertise.

Growing customer businesses while shrinking footprints

We support our customers to achieve growth, profitability, and long-term resilience at the same time as reducing their footprint in terms of energy costs, emissions, land use, water use, and waste. A key thrust in this is our commitment to having solutions ready to multiply by 2025 that will reduce energy, waste, and water by 50%

in our customers' value chains (50/50/50 goal). Given that the food, feed, and materials processed on Bühler technologies help to feed an estimated 2 billion people and provide mobility for 1 billion people every day, the impact will be significant. In 2024, we made progress toward this goal by assessing 15 key value chains, over 40 different solution areas, and 85 high-impact technologies and services, and we engaged with customers to support them in their sustainability journey, leveraging our Environmental Impact Services to help them quantify their greenhouse gas emissions, analyze life cycles, and design emission reduction pathways.

We have also developed a pathway to achieve a 60% reduction of greenhouse gas emissions in our own operations by 2030 (Greenhouse Gas Protocol Scopes 1 & 2, 2019 baseline), as well as addressing energy, waste, water, and the associated emissions. In 2024, we reduced our Scopes 1 and 2 emissions by 22% and our energy consumption by 10% compared to our baseline year 2019.

Acquisitions and partnerships

2024 saw a further expansion of our capabilities through acquisitions, joint ventures, and partnerships. In September, Bühler acquired Esau & Hueber, a German company specializing in hygienic process and fermentation technology for the beverage, food, pharmaceutical, and biotechnology sectors. This acquisition enhances capabilities in malting, brewery, and sustainable protein businesses while expanding Esau & Hueber's technology reach through our global network. This strategic move aligns with our long-term goals, strengthening technological capabilities and thus our position in the industry.

In May, Bühler acquired innovative puffing technology from Cerex, a Swiss machine manufacturer for food, feed, and non-food applications. This acquisition expands our product portfolio and boosts capabilities in the cereal and snack markets.

In the Die Casting business, we signed a Memorandum of Understanding with WeiFu Group – a vanguard in China's automotive components industry. This collaboration signifies a shared ambition to propel technological advancement and market expansion while increasing WeiFu Group's production capabilities.



2024: KEY FACTS

2 billion
people each day enjoy foods produced on our equipment



105
service stations



90
sales offices

>1 million
machines installed worldwide

Active in over **140** countries



26
locations with research and training centers around the world

31
manufacturing sites



40
new products

1 billion people travel in vehicles manufactured using parts produced with our technology



164 years of family-run business

12,350 full-time equivalent employees

30,000 customers



up to **5%** of turnover spent on research and development annually

22% reduction of CO₂e since 2019 in Scope 1 & Scope 2

GRAINS & FOOD: GOOD PERFORMANCE

In 2024, Grains & Food showed good operative performance increasing market share in key industries. In a challenging business environment, turnover grew by 2.0% to CHF 2,249 million, while order intake was down 7.9% to CHF 2,171 million due to a hesitant investment climate. In local currencies, turnover grew by 5.8% and order intake was down 4.7%. Turnover growth was mainly driven by Milling Solutions, which enjoyed a record year. With the opening of the new Grain Innovation Center in Uzwil, Switzerland, Bühler further increased its ability to support customers along complete value chains and in developing foods of the future.

Grain Quality & Supply

The Grain Quality & Supply business area has experienced a slow-down in orders, after 3 years of stability. However, the activities around food security grain storage projects in the Middle East and in Africa remain solid. This has resulted in a strong order book and Grain Quality & Supply has been able to build partnerships which strengthen its market position.

In Grain Handling, the loading and unloading business in China remained positive. The first of its kind fully automated ship unloader (Portalink) was successfully handed over to a customer in China opening up further opportunities in this market.

In the Malting & Brewing business, large investments are planned. However decision-making processes slowed in this uncertain business climate. Nevertheless, the business unit did not lose any major projects.

The Rice Solutions business is growing again, albeit at a low level. The modular line concept, UniLine gained resonance in 2024 with several orders and great interest from customers especially

in Africa and Southeast Asia. UniLine is a breakthrough innovation that offers fast and reliable end-to-end paddy-to-rice processing with up to 35% lower project execution time, 40% footprint reduction, and up to 15% energy savings.

The Optical Sorting business unit started to rebound from a low level. SPARK, the entry level sorter launched in 2024, was well received in the market, especially in South America. The global launch of the sorter and in particular the launch for wheat and rye will open more opportunities and strengthen our position in the wheat milling market and complement our momentum in rice milling.

Milling Solutions

Milling Solutions, the largest business area of Bühler, experienced double-digit turnover growth (CHF 725 million, +17.1%) to a record high due to global demand for large grain processing projects, including many greenfield installations. Order intake remained high, with projects coming from Canada, Iraq, the United States, Saudi Arabia, Europe, Africa, and Southeast Asia. Over the past 2 years,

Grains & Food

<u>Order intake</u>	- 7.9%	<u>Turnover</u>	+ 2.0%
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CHF **2,171** million

CHF **2,249** million

Bühler Milling Solutions secured over 150 wheat milling projects, adding 30,000 tonnes per day of grinding capacity, which feeds around 60 million people.

Our market leadership is attributed to our value chain and process expertise, based on advanced technologies. The Arrakis roller stand – launched in 2023 as a successor to the industry-standard MDDK-roller stand – was well-received and is operational in a large Abu Dhabi plant. It is the latest addition to Bühler’s roller mill portfolio, meeting the needs of millers worldwide. Bühler’s SmartMill vision is materializing, leading to optimized yields, improved product quality, enhanced traceability, reduced energy consumption, and increased overall plant efficiency. The SmartMill program supports customers throughout the lifecycle of their investments, providing the right equipment and services, with good process design, and making use of both digital and automation solutions. The latest SmartMill innovation is the “grinding gap optimizer”. It helps to optimize the grinding performance of a milling plant by analyzing yield, quality, throughput, and recipe information as well as data from the roller mills in order to recommend the optimal setting.

In 2024, Milling Solutions reached the milestone of 100 connected milling lines worldwide benefiting from Bühler’s smart solutions, and demand continues to grow. In October, we inaugurated our new Grain Innovation Center (GIC) in Uzwil, Switzerland, marking a milestone in grain processing innovation. The GIC empowers customers in the food and animal nutrition industries to innovate and improve processes, ensuring competitiveness and responsiveness

to market trends. This facility includes state-of-the-art infrastructure for food and feed trials, handling up to 5 tonnes per hour, and encompassing various processes such as cleaning, sorting, grinding, and mixing. The GIC is embedded in Bühler’s unique infrastructure in Uzwil with a wide range of complementing applications – for example, for proteins, chocolate, flavor creation, and extrusion – so that customers can develop complex consumer products. With this setup, the GIC will enable us to maintain our leadership in the grain processing sector and address the rising demand for healthier and more sustainable products.

Value Nutrition

Value Nutrition experienced stable volume and a decline in orders due to difficult market conditions. In the feed business, China, the largest market, is facing overcapacities and very low pork prices. This resulted in reduced investments in new processing lines. Other feed markets such as the Philippines and other countries in our Southeast Asia and our Middle East, Africa & India regions continued to develop well. With new digital services such as PelletingPro, we have strengthened our position in this strained market. Optimizing processes, PelletingPro increases yield by up to 1% and throughput by up to 20% and reduces energy consumption by up to 20%.

The pet food market developed well, as the demand for high-quality products continued to increase. In all areas, the demand for upgrading existing installations has increased and

the retrofit business has developed into a strong business pillar for Value Nutrition.

Due to the continually low demand for pasta and cereal solutions around the world, the respective business showed mixed performance.

With new services such as our Performance Assessment Workshops, we are positioned as a solution provider for both existing and new systems. This service significantly reduces energy consumption (thermal and electrical) and thereby offers opportunities for CO₂e-neutral production of the respective products.

The plant-based protein market continued to be subdued, with ongoing consolidation. Nonetheless, we are convinced that the market will recover. The recently opened Protein Application Center, covering all relevant processes for the extraction of proteins, fibers, and starches, was well received by customers. Our capability to develop and build fully-integrated solutions can be observed at our Latvian customer ASNS Ingredient, for whom we engineered and installed a plant covering protein isolation of yellow peas and extrusion of hulls and soluble fibers as side streams from the isolation process.

In North America, Bühler has been a member of the innovation ecosystem MISTA since 2022 together with Givaudan, Ingredient, Danone, and CJ, among others. The ecosystem focuses on promoting digital and biotech innovations in the food system. As part of this collaboration, Bühler opened an extrusion hub at the MISTA Innovation Center in San Francisco in 2024.

Chocolate & Coffee

After 2 years of exceptionally high demand, Bühler's Chocolate & Coffee business area is seeing a return to stable order levels. Over the past 2 years, the business area delivered more than 600 key machines to the market, with a capacity exceeding 7,000 tonnes per day. In 2024, Europe achieved the highest order revenue, ahead of the Middle East, Africa & India region and the North America region – a success largely attributed to our global organization, combining dedicated local sales and service networks. Additionally, Bühler's innovation capabilities help customers manage high raw material costs through performance improvements.

The Chocolate business unit continues to perform well, maintaining solid demand within a normalized range. With its advanced roll refining and conching technology, it has not only sustained but also strengthened its market position. Furthermore, it is advancing the concept of the smart chocolate factory to meet the growing demand for digital solutions that enhance efficiency and provide real-time production insights.

In the Flavor Creation business unit, the cocoa and nuts segments performed exceptionally well. While cocoa bean prices more than doubled compared to the previous year, impacting investment decisions, the overall market remains resilient. However, the coffee segment experienced a limited number of large industrial projects, further impacted by record-high green coffee bean prices over the past 12 months.

The research and training centers experienced strong demand, providing valuable support to customers in recipe development, process optimization, and the exploration of alternative ingredients to cocoa. The high enrollment in training courses highlights the increasing need for skilled personnel in production, essential for ensuring efficient operations and high-quality products. We are uniquely positioned to provide comprehensive training by leveraging our deep technical and technological expertise, empowering customers for continued success.

Consumer Foods

In 2024, the Consumer Foods business area, which provides processing solutions for biscuits, wafers, and confectionery products, showed solid performance but experienced lower orders for new plants due to the market situation. Within the different market segments, challenges were highest for chocolate moulding, wafer solutions, and biscuit while order intake for countlines solutions remained stable. In terms of regional importance, as in previous years, our Europe region delivered, the highest order as well as turnover shares, followed by our Middle East, Africa & India and North America regions. Orders in our Southeast Asia region remained stable, while volumes in our Greater China region declined.

An important innovation was the launch of two new SmartLine solutions, the DirectBake Smart oven and the RotaMold Smart rotary molder – developed and manufactured in India and China – to

cater to the growing biscuit and cracker market. These solutions, part of Bühler’s “Make in India” initiative, are designed to produce a wide variety of baked goods with efficiency and precision. The DirectBake Smart oven, featuring state-of-the-art heat transfer technology and a recipe-controlled burner system, allows for diverse baking needs.

The RotaMold Smart ensures consistent shaping and intricate designs for biscuits and crackers. This launch underscores Bühler’s commitment to local manufacturing and innovation, providing advanced, affordable technology for India’s as well as the whole southern hemisphere’s flourishing biscuit and cracker industry.

A milestone was the relocation of the Biscuit business unit and Bühler’s Nordics Services & Sales organization to Copenhagen, Denmark, renaming Haas-Meincke A/S to Bühler Denmark A/S to mark the completed integration into the Bühler Group. This strategic move enhances collaboration for around 240 employees with modern offices and fosters operational synergy. It will strengthen Bühler’s global biscuit business as well as presence in the Nordic market, enhancing service, sales performance, and customer access to a broader range of solutions.

WE MAKE THINGS HAPPEN



Pannonia Bio

Win-win-win by building the bioeconomy

Pannonia Bio in Hungary is a highly advanced grain biorefinery and the largest ethanol production facility in Europe. Bühler helped to develop and build the fiber separation plant for its principal feedstock, corn. Now Pannonia Bio is building the first large-scale industrial plant in the world for gaining high-value plant-based proteins from barley. Bühler solutions take care of the entire dry process, leveraging 160 years of experience in milling as well as deep knowledge of processing grains into high-value food and feed products.



King Milling

Milling a better future

In the US, King Milling's latest "D" mill is packed with Bühler's latest technologies – a clear investment in their own growth and sustainability, as well as that of their customers. Quality, efficiency, and always doing things the right way are values that are ingrained in the family business. As well as relying on Bühler solutions for their new mill, for the past 3 years the King Milling team has collaborated with Bühler's Environmental Impact Service (EIS) team to quantify and mitigate their carbon footprint.



RPET FLAKE

Turning trash into treasure

The Spanish recycler RPET FLAKE is transforming how the industry manages plastic reject. With Bühler's SORT-EX optical sorting solution, the company recycles not just clear uncolored PET bottles but also blue, green, and multi-colored PET plastic – materials that would be rejected in other recycling processes. Today RPET FLAKE is one of Spain's leading recyclers of bottle-to-flake PET plastic, processing 500,000 bottles per hour. The company shows how to give packaging a new life while achieving more profit and reducing waste.

WE MAKE THINGS HAPPEN

India

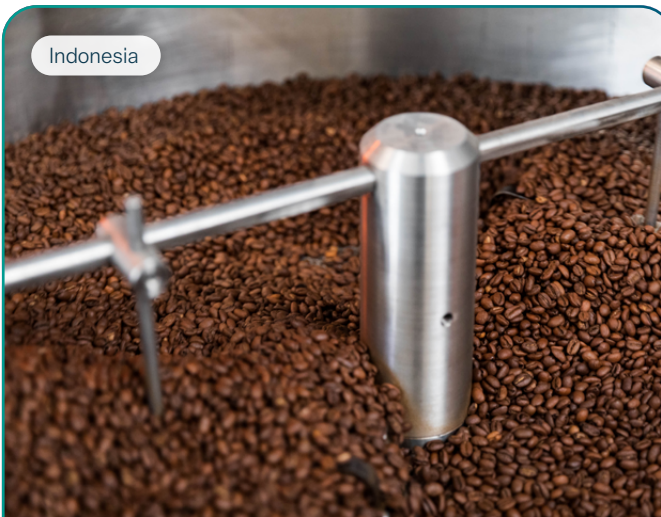


Sanwaria Sweets

Rapid expansion into new markets

Sanwaria Sweets is part of the Kanha Group in Jaipur, India, which produces bakery products, namkeen (salty snacks), and sweet snacks. To expand its portfolio and meet rising demand, they needed a partner to provide solutions along their entire value chain. With Bühler's flour milling solutions, fully automated plants, and a comprehensive solution package for biscuits, they can produce high quality products with high yields as they expand into their new markets.

Indonesia



Bumi Boga Laksmi

Distinct flavors for the world to enjoy

Bumi Boga Laksmi is a coffee supplier and roaster company in Indonesia. They provide services that cover the entire process, from green coffee beans to ready-to-brew coffee for roasteries and coffee shops at home and abroad. Since 2011, they have built their roaster company with Bühler solutions, including the Roastmaster20 and Roastmaster60. Their new facility has a production capacity of 17 tonnes a day. Roasting beans is a highly complex process – with Bühler's support, they create distinct yet consistent roasts every time.

Nigeria



Lagos State Rice Mill

Transforming Nigeria's rice industry

Rice is a staple food for the people of Africa's largest city, Lagos, in Nigeria. To enhance food security and provide local employment, the decision was taken to build a major milling facility to process rice grown in the country. The new Lagos State Rice Mill is a fully automated mill, equipped with Bühler's state-of-the-art rice processing solutions. This includes a harvest dryer – a rarity in Nigeria – which enables paddy with higher moisture content to be dried sufficiently to be safely stored, ensuring that none of the crop is wasted.

ADVANCED MATERIALS: CONFIRMED MARKET POSITION DESPITE VOLUME DECLINE

In 2024, the Advanced Materials business confirmed its leading market and technology position in key industries despite the decline in orders and turnover. Orders went down 16.1% to CHF 649 million, turnover decreased by 8.5% to CHF 712 million. In local currencies, orders went down by 14.2% and turnover decreased by 6.2%. The background of this development was uncertainties in the global automotive markets. Nonetheless, we were able to maintain or even increase our market share in this challenging environment.

Die Casting

The automotive market was impacted by global uncertainties around the drive train, resulting in the postponement of new platforms. Traditional Original Equipment Manufacturers (OEMs) are extending existing platforms, incorporating plug-in hybrid electric vehicles and range-extended vehicle versions. Meanwhile, Chinese OEMs are experiencing robust growth, driven by New Energy Vehicle companies.

In this context, the trend towards megacasting remains unbroken with the production of large structural parts for the car body and battery housing. Megacastings reduce complexity in production by enabling between 70 to 100 parts to be replaced by a single die-cast part, and with this, boosting production efficiency. With our large Carat machines with locking forces of up to 92,000 kilonewton, we are well-equipped with a wide product portfolio.

At the beginning of 2024, Bühler signed a substantial contract with the Chinese automotive supplier Duoli to deliver four large Carat 920s. During the year, the majority of megacasting projects

were concentrated in the United States. Two new traditional OEMs and one global Tier 1 invested in Bühler megacasting solutions. To date, Bühler has sold around 50 Carat megacasting solutions, of which half are already in operation.

Apart from megacasting, the traditional die casting business levels are low on a global scale. China is grappling with overcapacity and a decline in demand, which also results in fierce competition from Chinese machine manufacturers globally. The European market is facing low demand, shifting the focus from investment into new solutions toward maintaining the installed base. In North America, demand remained high.

Grinding & Dispersing

The Grinding & Dispersing business area faced a challenging year with moderate battery production capacity build-up due to the slower adoption of electromobility. The battery cell business saw a peak in China, followed by a slowdown, while Europe and the US announced significant capacity expansions. Bühler is well-positioned to bene-

Advanced Materials

Order intake - 16.1% Turnover - 8.5%

CHF **649** million CHF **712** million

fit from longstanding customer relationships and expertise. We equipped large-scale battery production facilities in Europe and North America with continuous mixing technology and commissioned an Inline Quality Control System (Qualib) for a major automotive manufacturer.

The rise of the dry battery electrode approach remains a key trend, significantly reducing costs for investment and operations. We have successfully scaled our continuous mixing process for efficient dry coating of electrodes, despite growing competition from Chinese companies offering turnkey solutions. We supplied versatile grinding lines to produce battery electrode slurry and dry compound production in the UK and inaugurated the first mass production plant for nano-sized silicon composite anode material.

Bühler's MacroMedia and MicroMedia grinding technologies have helped customers achieve sustainability targets, reducing CO₂e by up to 50%. The inks and coatings market saw repeated orders for Bühler's flagship bead mill technology, MicroMedia Invicta, and the launch of Cenomic Optima 6, increasing productivity by 25% to 50%. A European customer awarded Bühler an expansion project in China for water-based decorative inks, which was successfully commissioned and handed over at the end of 2024. New wet grinding and dispersing technologies for food and biomass were introduced following successful trials.

Leybold Optics

Leybold Optics experienced a strong business year, characterized by high demand for high-tech solutions in the precision optics sector. This demand was primarily driven by customers investing in advanced coating solutions for lithography and laser applications. Numerous technological leaders have chosen Leybold Optics as their preferred partner, affirming its leading position in the market.

A significant industry trend, the rise of smart glasses, has further propelled the business. Leybold Optics has forged strong collaborations with key market players, thereby driving innovation and growth in both the semiconductor and precision optics domains.

The company maintained a healthy level of orders in optics, alongside a very high demand for technology components and customer support.

A breakthrough was achieved with the sales and high order intake for ion beam figuring technology, reflecting the market's recognition of Leybold Optics' cutting-edge solutions. Additionally, the flexible product line, particularly the CAP machines, yielded a good return, underscoring its value proposition.

In all sectors, Leybold Optics demonstrated the capability and focus on innovation in vacuum coating solutions, technology components, and customer service with record order intake and achieved strong operational results in 2024.

WE MAKE THINGS HAPPEN



Mercury Marine

Fun, fast, and reliable

At its headquarters in Wisconsin, US, Mercury Marine builds high performance marine propulsion systems for customers around the world. Die casting plays a key role in producing parts for engines that can withstand the challenges of both fresh and saltwater environments. The company has developed special aluminum alloys that are tougher, more corrosion resistant, and have a higher proportion of recycled material, and it relies on Bühler die-casting technology to cast the alloy into parts for engines that are fun, fast, and reliable.



Duoli Technology Group

An era-defining technology

Chinese car parts supplier Duoli Technology Group produces megacasting parts for many well-known global Original Equipment Manufacturers (OEM) in the car manufacturing industry. To equip their new factory in Changzhou, Duoli ordered four Carat 920 megacasting cells from Bühler at the beginning of 2024. This is testament to the accelerating trend towards the production of large structural car parts for electric vehicles. With this move, Duoli aims to become a leader in megacastings.



Inkmaker Inc.

Future-proofing a new factory

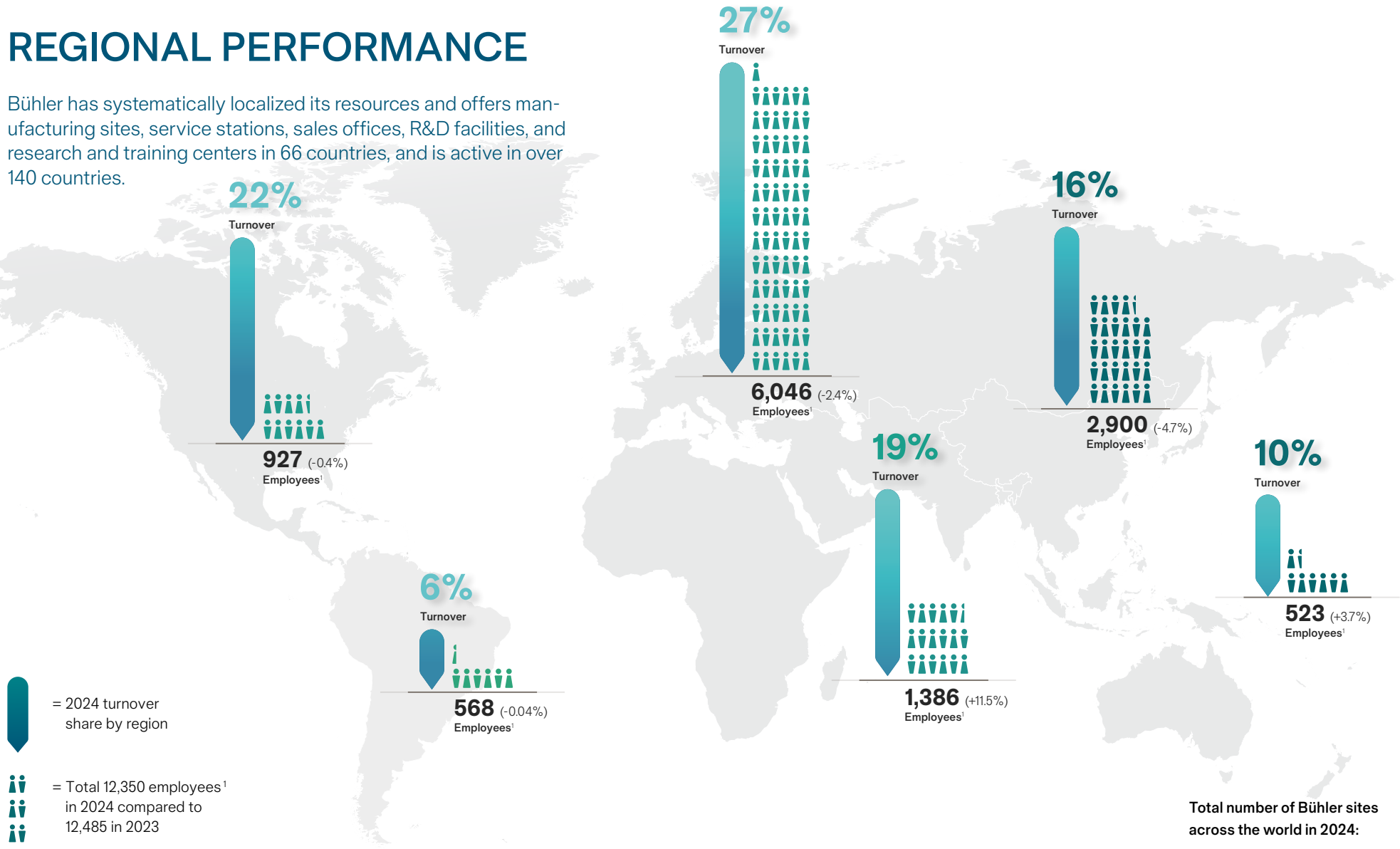
Inkmaker Inc. in the Philippines has been producing printing inks for the packaging and printing industries since 1977. To future-proof their business, they decided to invest in a new facility and new equipment. They chose Bühler's latest ink technology to support them. The two Cenomic 3 bead mills with Premium Plus control system have enabled Inkmaker to achieve improved efficiency, faster production, better product quality and repeatability, and cost reductions.

OUTLOOK 2025

Bühler is well prepared to capitalize on emerging opportunities in 2025. Building on our order book of CHF 1.9 billion, we foresee stable volume development in our orders in 2025. Our focus will be on remaining a reliable and innovative partner for customers and other stakeholders globally. World-class quality and project management, as well as excellent services provided locally in all key markets will continue to be essential differentiators. Our commitment to innovation, services, education, and training will remain as strong as ever, and through this, we aim to create value for our customers. At the same time, we will maintain our ongoing investment in safe, attractive, and future-oriented workplaces for all our employees globally. The Bühler culture and values continue to be the foundation of everything we do, and our purpose, as always, is to create innovations for a better world.

REGIONAL PERFORMANCE

Bühler has systematically localized its resources and offers manufacturing sites, service stations, sales offices, R&D facilities, and research and training centers in 66 countries, and is active in over 140 countries.



= 2024 turnover share by region

= Total 12,350 employees¹ in 2024 compared to 12,485 in 2023

¹ FTE (= full-time equivalent)

² Bühler has research and training centers in 26 locations around the world, some of which cover multiple industrial applications.

Total number of Bühler sites across the world in 2024:

- 90 sales offices
- 105 service stations
- 31 manufacturing sites
- 26 research and training centers²

STRATEGY

Our purpose: Innovations for a better world

As a Swiss family enterprise with 164 years of history, we are driven by a strong sense of purpose, and our strategy is based on deeply held values. Our purpose is to create innovations for a better world. The charter of our owner family defines our long-term objectives – fostering innovation, education, independence, sustainability, and the long-term profitable development of the company. It acts as our normative lighthouse. Our values of [trust, ownership, and passion](#) are the behavioral principles for all Bühler employees worldwide.

Based on this, we have set goals for the coming years to strengthen our positions in our markets globally as a technology leader while balancing the needs of humanity, nature, and economy in all our decision-making processes. We see profitable growth as a prerequisite for creating positive impact for a better world. This conviction guides our investments in the future development of our company, in innovative products and services, and in sustainability as well as in the development, education, training, and safety of our employees worldwide.

In choosing Bühler, our customers benefit from enhanced business performance with higher productivity and yields, resulting in better returns on their investment as well as positive environmental impacts. They also benefit from our comprehensive services, including education and training for their employees at our schools

and research centers, and services that further improve the performance and efficiency of Bühler solutions. Last but not least, they benefit from the reliability and the global setup of Bühler, in all major markets and continents of the planet.

Attaining our goals is only possible with a skilled, educated, and passionate workforce. Therefore, we invest in our people and in so doing, contribute to improving their skills, and their future perspectives. At Bühler, we care for each other, and safety is a top priority. We never compromise on the health and safety of our own employees, or the employees of our customers and our partners. We comply with all applicable rules and regulations, and human rights wherever we do business, and our business activities are closely linked to the [United Nations' Sustainable Development Goals \(SDGs\)](#).

To create and accelerate impact requires intense collaboration among market players. In addition to our industry partners and customers, other players such as universities and research partners, financial partners, start-ups, and governments as well as non-government organizations are also important in this effort. Therefore, we have built a strong collaboration ecosystem, which we are continuously expanding, with a special focus on innovation aspects and education. In this way, we bring together purpose, people, and performance to accelerate impact for a better world.

Key elements of our strategy are:

- **We drive customer success:** We strive to create the best technologies to make our customers more successful and more productive in their very dynamic market environments.
- **We innovate for a better world:** The demand for sustainable solutions is changing our markets in the food, feed, and mobility industries. As a leading technology provider, we continuously invest in research and development in the magnitude of 4 to 5 % of turnover.
- **We create solutions that contribute to food security and affordable and healthy food:** We do this with our processing solutions, including services, as well as our education and research and training centers. Our decentralized service, supply chain, and production organizations are key success factors in this context. We are where our customers are.
- **We innovate in specific markets for processing and application of advanced materials:** These businesses target applications in the automotive sector, various technical coating fields, including photonics, as well as the inks and battery sectors.
- **We offer the best training, education, and development programs for people:** Since its founding, people have been at the center of all activities at Bühler – from education and training to career development, health consulting, modern occupational health and safety training, modern work solutions, and career perspectives.
- **We remain independent and a reliable partner, investing in our future and in the future of our partners:** The freedom, the value set, and the speed in decision-making of a family-owned company enable us to set a strategy for the long-term development of our company, and for trustful relationships with our stakeholders.

Sustainability goals

More than ever, the world demands effective solutions to reduce CO₂e emissions and address the loss of biodiversity and the distribution of wealth. Every credible scientific study published recently, such as the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), has concluded that the condition of our planet and societies is even more challenging than we previously believed. The IPCC report also underscored that human actions still have the potential to determine the future course of the climate, primarily by reducing emissions substantially going forward.

For many years, we have focused our research and development efforts on improving both the commercial and sustainability performance of our solutions, products, and services. As a relevant player in our industries and as a responsible family-owned company, we reinvest most of our profits in innovations for this purpose, and in scaling them as fast as possible. In this sense, sustainability is embedded in all parts of our company.

These are our sustainability goals:

- We committed to having solutions ready to multiply by 2025 that reduce energy, waste, and water by 50% in the value chains of our customers.
- We support our customers to measure and reduce greenhouse gas emissions following science-based targets.
- We committed to developing a pathway to achieve a 60% reduction of greenhouse gas emissions in our own operations by 2030.¹
- We collaborate with suppliers to achieve a 27.5% reduction in our supply chain and logistics emissions by 2030.²
- We contribute to protecting and restoring biodiversity.

Solutions

At the core of Bühler's business model is the transformation of raw materials to intermediate and finished consumer products: from grains to flour, malt, baked goods, and bread; from beans to coffee, chocolate mass, pralines, and bars; from proteins to meat or dairy substitutes; from aluminum to structural car parts; from substrates to coated glass; from pigments to printing inks. The offering to our customers consists of complete value-chain solutions with lines, plants, and complete industrial parks, services, and components. Core technologies within our solutions include drying, cleaning, grading, optical sorting, grinding, dispersing, extrusion, roasting, mixing, dosing, thin-film vacuum coating, casting, and many more.

With our technologies, we aim to contribute to effective improvements in the value chains of our industries. Major opportunities, among many others, lie in enabling a sustainable protein supply by reducing the CO₂e footprint in livestock and the related feed solutions, for instance with feed based on upcycling of side streams. Interesting opportunities for the mobility industries lie in ultra-large structural aluminum parts, improved battery components as well as optical systems to allow for autonomous and safe transportation.

An important core competence is our highly specified process know-how. This is the essence of Bühler: understanding, shaping, and controlling material-transformation processes. This enables us to support our customers on all levels, starting from the evaluation of new finished products and recipe developments to trials, and on to scaling to industrial levels, and full operational production support in industrial production plants.

By continuing to spend up to 5% of our turnover on research and development annually, we develop innovative technologies, machines, and services, which differentiate in the market through high performance, productivity, reliability, and improved sustainability [Key Performance Indicators \(KPIs\)](#).

Services

Fast, professional, and reliable services for our customers represent a major differentiator for Bühler. Services improve the performance and productivity of our customers' existing installed assets by optimizing yield, minimizing energy consumption, re-

¹ Greenhouse Gas Protocol Scopes 1 & 2, 2019 baseline.

² Baseline 2019.

ducing waste and water, and by maximizing the valorization of side streams and the overall productivity of their operations. Through all of this, services are crucial enablers to making our customers' plants more efficient and sustainable at the same time.

Bühler has developed a comprehensive services portfolio from process optimization and maintenance to hardware and spare parts, as well as knowledge transfer and upgrading packages. Essential elements of our services are digital platforms such as myBühler and Bühler Insights, and the applications running on them, for example, to calculate, monitor, and report on CO₂e impact along complete value chains. Our monitoring services ensure the optimal operation of process technologies to save energy and water and to reduce waste at any point in time. Retrofit services to renovate our customers' production assets allow us to realize step changes in sustainability and productivity. The current share of the services and components business is 35.4% of the total Bühler turnover.

People

All progress depends on people and their skills, behavior, passion, resilience, and collaboration. For the individual, it means having awareness and the right skills to take necessary decisions and actions. This applies to all levels – from a leader who decides to deploy a carbon-neutral company strategy to an operator who strives to save CO₂e and improve downtimes by running a production line as efficiently as possible. On a company level, it is important that sustainability is fully embedded in all facets of the enterprise, and not just seen as an add-on. On an industry level, it is about collaboration

Learn more about our values on our website.

Find the section about our strategy on our website.

and building ecosystems, as no individual or company alone has the intellectual or financial power to create the impact needed to ensure a high standard of living within the boundaries of our planet. All of this and much more is only achieved with the right people, at the right time, and in the right functions.

Values

The normative guidelines, as set out in the charter of our owner family, commit us to upholding the long-standing Bühler family tradition of respect, integrity, fairness, appreciation of employees, customer proximity, a strong spirit of innovation, future orientation, and honest and open communication.

We act with social, cultural, and ecological responsibility towards employees, business partners, and customers, and exercise ethical corporate governance, respecting local roots, while taking a global perspective.

Employees have a very important place in the company. The family and the management are aware that they represent our greatest potential. To give orientation to our employees and lay the foundation for a corporate culture that supports our endeavors, we established our values of [trust, ownership, and passion \(TOP\)](#). These are behavioral principles for all Bühler employees. Trust relates to integrity, partnership skills, and the credibility required for

Bühler to form collaborative networks with customers, start-ups, academia, and non-governmental organizations (NGOs) to address global challenges. Ownership is about taking responsibility for decisions taken in the interest of our customers, and passion drives people at Bühler to live their intentions, to learn each day, to support others, and to drive success.

Education and training

Our strategy and targeted programs for people are deeply rooted at Bühler. Our central factors are the [support, training, and development of people](#), starting from our lighthouse program – apprenticeship education – to further-development programs for experienced people and experts. In parallel to this, we continue to invest in schools and research and training centers for our customers' employees. We run schools for milling, grain, rice, and cocoa processing all over the world and also offer dedicated courses for experts in our various training centers.

Bühler was one of the first companies to systematically offer vocational training, back in 1915. Since then, we have continued to develop and expand our programs. Bühler provides apprenticeships for over 500 apprentices globally and has trained 8,420 apprentices in Switzerland since the foundation of the program.

Customer proximity

Our customers are vital to our success, and we strive to be a trusted and reliable partner. Our objective is to optimize business outcomes for customers, with innovative technologies, processes, services, trainings, and innovation partnerships. Our extensive

global setup continues to prove its value to our customers. With our 105 service stations, 31 manufacturing sites, 90 sales offices, and research and training centers in 26 locations around the globe, we are close to our customers and support them locally, quickly, and professionally. This customer proximity enables Bühler to support its customers and deliver on promises, even when situations become critical.

Ecosystem of collaboration and innovation

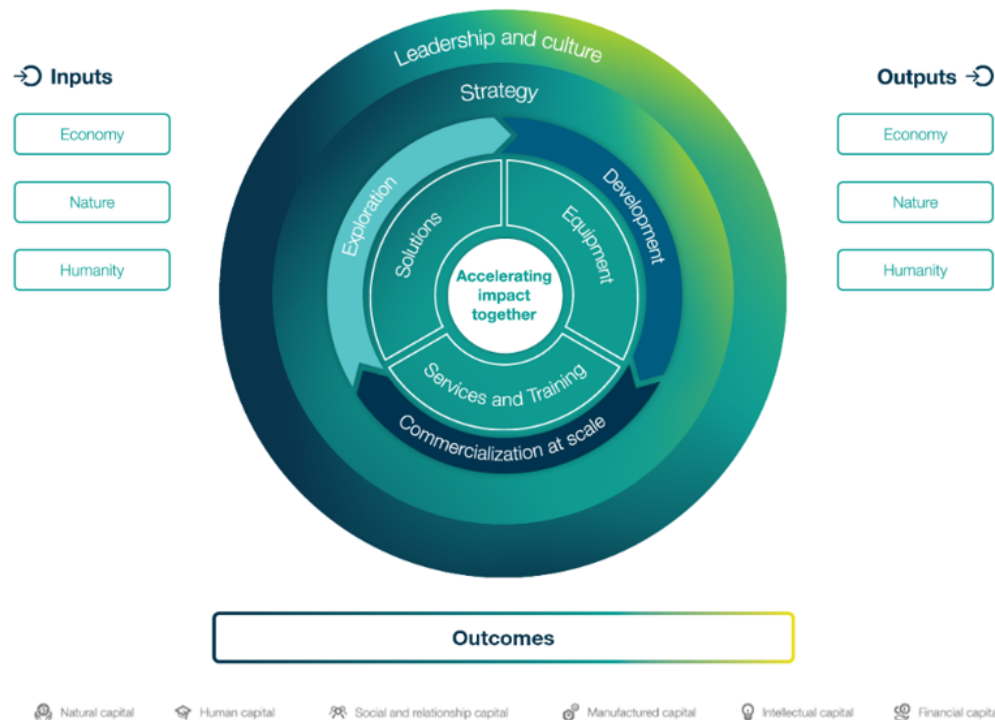
We believe that collaboration between industry players, academia, start-ups, and NGOs is essential to develop the solutions required to meet the needs of a growing global population sustainably. We have therefore established an [ecosystem of collaboration and innovation](#). We connect our ecosystem partners with the process and technology know-how and experience of Bühler employees, and with other participants in our network. The key to unlocking the value of the ecosystem is the openness and capability of our employees. To give this ecosystem a regular focal point, we have established the Bühler Networking Days, which we host every 3 years in Uzwil, Switzerland.

Family ownership

Bühler is an independent, family-owned enterprise in the fifth generation. Our strategy is founded in this setup and the premise of its continuation.

VALUE CREATION MODEL

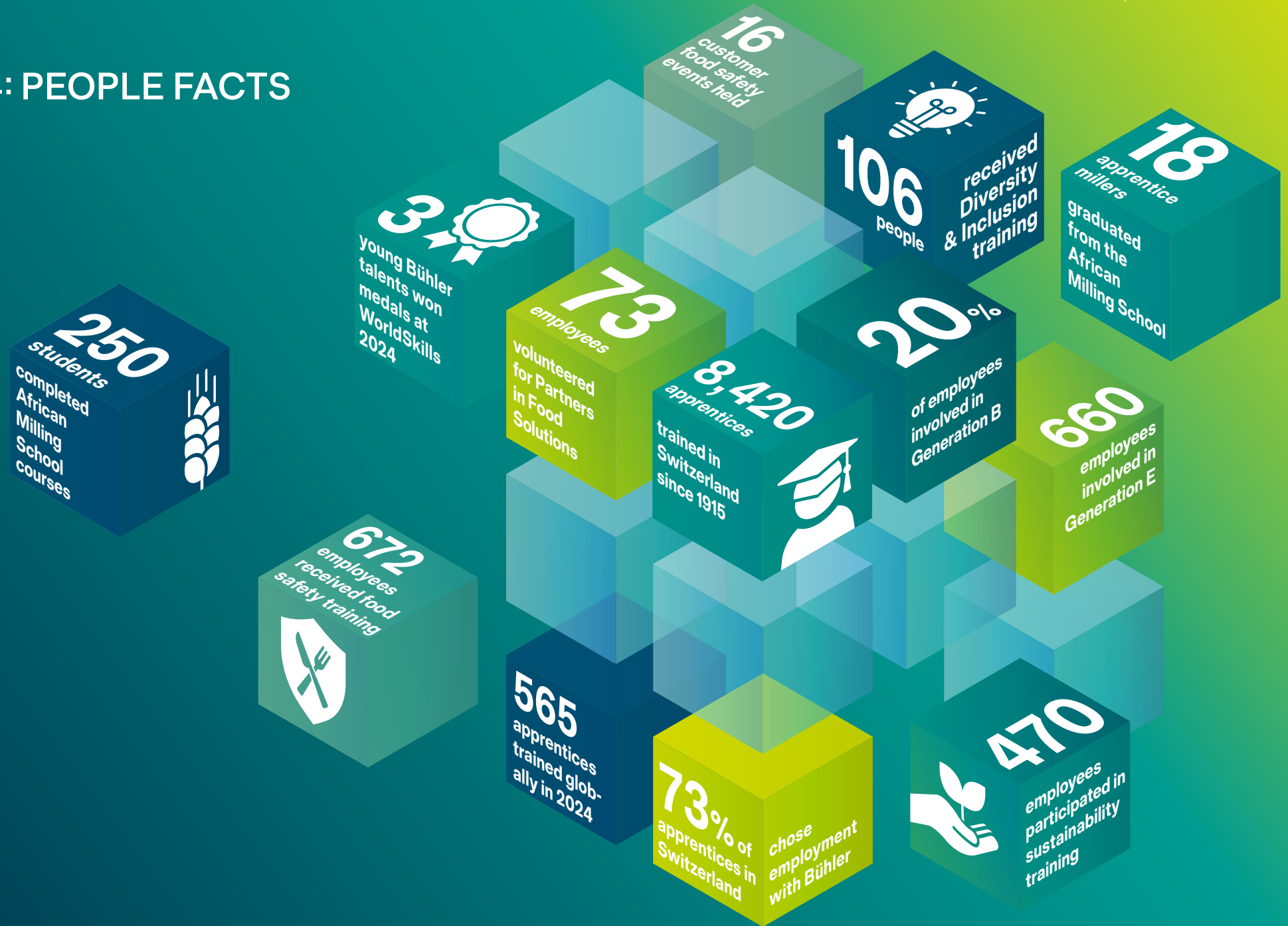
The Value Creation Model illustrates how Bühler creates value for customers, employees, bondholders, business partners, and owners by unlocking sustainable business opportunities in the global food, feed, and advanced materials industries. It shows how we seek to balance humanity, nature, and economy in every decision and how this translates into outcomes for wider society and the environment.



Discover the full Value Creation Model on our website.



2024: PEOPLE FACTS



PEOPLE

In 2024, we continued to promote the health and life-long learning of our 12,350 employees, while creating a collaborative and supportive corporate culture which enables people to thrive. By building resilience within our workforce, we ensure that Bühler is well placed to grasp and shape opportunities in an increasingly uncertain world.



TOP Values

We continue to put health and safety at the forefront of all decision making. In addition to having the right safety rules and regulations in place, Bühler aims to develop and nurture the right mindset within every employee to ensure our health and safety culture has maximum impact throughout the workplace. In 2024, we developed and launched the Global EHS Management System. This comprehensive framework includes policies, directives, and instructions that govern, guide, and sustain Bühler's EHS programs. It covers all operations within our value chain, aiming to foster a strong EHS culture focused on continuous improvement, risk mitigation, and regulatory compliance. In addition, we piloted an app to enhance incident reporting and create a safer and more sustainable workplace.

Enabling opportunities for lifelong learning remains central to helping colleagues adapt and develop the skills needed to keep pace with a fast-evolving work environment. As Artificial Intelligence (AI) becomes more prevalent in both our private and work life,

we are educating employees in how to use these powerful new tools. In 2024, we launched our own internal ChatGPT program, while also designing five learning modules explaining what AI is, the risks and benefits of the new technology, the role of data, and how to best apply AI for process solutions and to achieve business excellence.

Apprenticeships program

Bühler continued to build on its successful apprenticeship program in 2024. The apprenticeships are based on the Swiss dual-vocational model, a global benchmark that has been adapted by other countries. Students receive a mix of practical and academic training. In 2024, Bühler trained 565 apprentices globally, 305 of whom

were trained in Switzerland. Apprenticeship programs are run in 26 locations across Europe, North and South America, Middle East and Africa, and South Asia.

These 3- and 4-year courses cover 10 different vocational fields and continually evolve to meet the changing skill sets required by companies. Of those completing their apprenticeships in Switzerland in August 2024, 72.9% of them chose employment with Bühler. A new cohort of 87 apprentices, of whom 18% were women, joined the new intake 2024 in Switzerland. Since the foundation of the program in 1915, 8,420 apprentices have trained at Bühler in Switzerland.

Three candidates represented Bühler and Switzerland in the Swiss national team at the WorldSkills 2024 competition in Lyon, France, showcasing outstanding dedication. Maurin Schickli won the silver medal in the “Industry 4.0” discipline and, along with his teammate Leon Bamert, earned the title of Vice World Champion. Florentin Kaufmann (Mechatronics) and Manuel Ulmann (Welding) also delivered exceptional performances, each receiving a “Medal of Excellence”. In total, 45 Swiss candidates participated in WorldSkills, making the achievements of the three Bühler candidates even more remarkable.

Lifelong learning for employees

Each year we launch new [lifelong learning](#) programs and initiatives to help colleagues build the skills they need. In April 2024, we ran a lifelong learning week and in September launched a lifelong learning festival, in which we laid out all the learning programs we run at our learning centers across the company. We also published a global learning newsletter with daily nudges and hints on learning strategies.

Bühler offers many different career paths for colleagues. In 2024 we focused on our manufacturing, logistics, and supply chain organization, comprised of around 3,500 employees across the world, to



Three of our young talents competed at the WorldSkills 2024, winning medals.

help them develop their skill sets and build a career development plan with their managers. We also designed and piloted a new Trainer Excellence Program to help our trainers design and facilitate our training programs in a structured way that best meets the needs of individual employees and focus the training so that it drives the type of learning that has the greatest business impact. In addition, we launched an AI powered self-authoring training tool giving our trainers access to state-of-the-art technology to stay ahead of the curve when delivering lifelong learning.

In 2024 we worked with Gartner Inc, a world-renowned information technology research and advisory company, to create a model for how businesses can help employees develop their lifelong learning paths based on current Bühler practices. The model will be made

available for other businesses globally to help develop their own employee learning strategies and acts as external recognition of the efficacy of Bühler's current approach to lifelong learning.

Training opportunities for customers

We continue to offer training opportunities to our customers through our different specialist schools around the globe, including the Milling Academy in Uzwil, Switzerland, the African Milling School in Nairobi, Kenya, the Cocoa Competence Center CFIA, Abidjan, Côte d'Ivoire, and the International Rice Milling Academy in Bengaluru, India.

For example, at our African Milling school in Nairobi, Kenya, 18 apprentice millers graduated in 2024 and over 250 students have completed courses. Those attending courses included front-line operators as well as upstream managers (CEOs, CFOs, general managers, and managing directors). Since its opening in 2015, over 1,500 students have trained at the African Milling School. Students come from over 30 countries including Kenya, Nigeria, Ethiopia, Germany, Senegal, Zambia, Zimbabwe, Mozambique, Pakistan, Yemen, Cameroon, Jordan, Pakistan, India, Lebanon, Uganda, Burundi, Rwanda, Ghana, Algeria, Guinea, Ivory Coast, Egypt, Congo, South Africa, UAE, Oman, and Azerbaijan. Courses are offered in English and French, in person and online, and include Wheat Milling, Feed Milling, Maize Milling, Baking Technology and Flour Lab, and Electrical and Mechanical Maintenance. Over 45 Bühler employees also completed courses at the African Milling School in 2024.

Food safety training

Food safety training plays a vital role in our business, for our customers and employees. In 2024, 672 employees received food safety training, of whom 65 attended intensive workshops (more than 1 day). Since we began the food safety training in 2010, in total 7,594 colleagues have been trained, of whom 1,403 have attended in-



African Milling School graduation 2024.

tensive workshops. For our customers, we held 16 customer events in 2024 with food safety on the agenda, in North America, South America, Europe, and Asia.

Sustainability training

In 2024, we provided sustainability training for 927 people, including external training for customers, technical schools, and internal training programs. We ran 49 webinars, conferences, and workshops on the topic. 473 Bühler people were reached with training, workshops, and community updates. All Business Areas assigned a sustainability ambassador and successfully completed the sustainability training. This enabled us to bring sustainability even closer to everyday business and helps Bühler to support its customers to grow their businesses while improving the efficiency of their installed assets

and reduce their footprint both in terms of operational costs and emissions. The external training, which reached approximately 454 people, included conferences, events, courses, and tailored 1:1 workshops with experts from [Bühler Environmental Impact Services](#).

Educational Partnerships

We continue to support Partners in Food Solutions (PFS), an independent non-profit organization, to help strengthen food security, nutrition, and economic development in Africa by providing volunteer consultation to African entrepreneurs in the food sector. In 2024, 73 Bühler employees volunteered to support 70 services in 9 countries. PFS estimates that by sharing Bühler expertise it has helped a supplier base of 185,338 farmers and helped produce 5.8 billion nutritious meal servings.

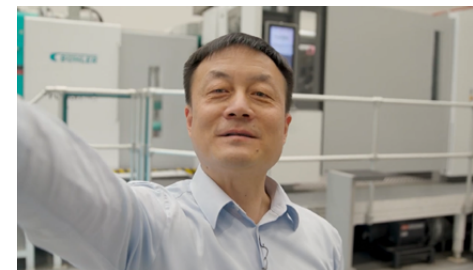
We believe in educational partnerships as one of the most effective ways to help develop the next generation of business talent. We are a proud partner of One Young World, the NGO that brings young people together to create impact. We are also a co-founder of One Young World Switzerland which in 2024 ran a conference to discuss leadership with integrity attracting 150 leader delegates from different industries and backgrounds.

Bühler also continues to work in partnership with UNITECH International, a leadership development program for talented STEM students comprised of eight distinguished technical universities and 14 multinational companies. Throughout their UNITECH year, students take part in a coaching and training program to build the required skills to interact optimally in the corporate world.

In 2024, Bühler worked in collaboration with ETH Zurich in Switzerland to create a new approach to research and development involving a new rapid prototyping methodology for simulating complex issues and processes quickly and cost-effectively. Eight ETH Zurich students joined forces with Bühler employees to form the



Meet our Leaders: Ina Klein



Meet our Leaders: Robin Lu



Meet our Leaders: Désiré Cédric N'zi



Meet our Leaders: Damien Chapelier

Bühler Exploration Lab based in our CUBIC innovation campus in Uzwil, Switzerland, with the aim of increasing the speed at which innovations are launched while minimizing the risk and enabling greater creativity.

Leadership development

Throughout 2024, Bühler continued to strengthen its leadership capability by running targeted programs suitable for employees at different points of experience and seniority. First launched in 2022, the Basics in Bühler Management program was expanded beyond Switzerland with the first European cohort graduating in 2024. The graduates of this program form the bedrock of a pan-European network for the exchange of ideas.

Bühler continues to develop its TOP (trust, ownership, passion) leadership program, which in 2024 ran a conference for the 100 most senior leaders and, with the support of academics, provided them with the tools to enable them and their teams to perform at their best and drive cultural transformation throughout the organization. Leaders were encouraged to address cultural assumptions that could potentially hold back the business and to explore how they can best drive sustainability within Bühler.

As part of our comprehensive range of onboarding programs for colleagues first joining Bühler or taking on a new role, we launched in 2024 a new training program aimed at people leaders. We continued to develop our Advanced Leadership Program, our global leadership development program for experienced leaders, as well as in the Accelerator Developmental Assessment Centers, where we recognize high potential talents, develop their specific needs, and then develop them to greatest effect from within the company.

Service training

To ensure that frontline staff are highly adaptable and able to react quickly to dynamic market changes our customers face, our Service Academy focused on upskilling Field Service Engineers (FSE) and the global salesforce with onboarding and training programs. In 2024, FSEs have also completed 7,866 hours of classroom training, 1,137 hours of online training and 715 hours of training videos to better support our customers.

Trust, Ownership, and Passion

Our corporate values of [trust, ownership and passion \(TOP\)](#) underpin all that we do by providing a framework for how we achieve our goals and collaborate. Our values also guide us in our determination to create team cultures that emphasize the need for diversity and inclusivity in the workplace so that every one of our colleagues feels valued and appreciated.



Meet our Leaders: P Chandrasekharan



Meet our Leaders: Olivia Enriquez



Meet our Leaders: Andreas Kratzer



Meet our Leaders: Michael Chin

In 2024, we launched THRIVE, our global empowerment program for early-career female talents. Participants are given access to valuable resources, peer exchanges, coaching sessions, mentorship, and growth opportunities that enhance their skills and knowledge and empower them professional journeys.

Bühler is also working with the Eastern Switzerland University of Applied Sciences (Fachhochschule OST) to better understand the root causes that inhibit women embarking on STEM careers and so help to break down these barriers within our company. In 2024, we launched the Bühler Activity Booklet for children between 3 and 10 years of age to encourage greater participation from young girls in STEM fields.

We continue to develop our Leaders as Allies program as part of our People Leadership Series to help form an alliance between team

leaders and team members that encourages inclusivity and psychological safety. To further spread these principles throughout the organization we have launched an allyship toolkit explaining the need for psychologically safe workspaces to help everyone meet their full potential.

We also focused on creating more internal job opportunities as a way of spreading talent and diversity throughout the organization.

Employer branding and talent attraction

In 2024, we refreshed our Employer Value Proposition to build a stronger emotional connection with potential employees so that we become the employer of choice for a fresh cohort of talent. We received external recognition for the strength of our employer brand. We ranked in the top 1% of employers in the Leading Employers of Switzerland award, fourth out of 12 in the mechanical engineering sector, and 69th out of 250 across all sectors in the Switzerland-headquartered ranking. Bühler Brazil was awarded with the Great Place to Work certification for fostering a collaborative and dynamic atmosphere.

Bühler was also recognized as one of 1,000 best companies worldwide in 2024 by TIME Magazine. The Award is given to the top performing companies across the globe based on employee satisfaction, revenue growth, and sustainability (ESG), taking internal and public perception into consideration.

Bühler Energy Center

In 2024, we celebrated the one-year anniversary of the launch of the Bühler Energy Center at our headquarters in Uzwil, Switzerland. With a focus on education, health, and innovation, the Bühler Ener-

gy Center continues to drive our future-readiness and strengthen collaboration across generations. In its first year, the center hosted over 100 tours, showcasing innovations and sustainability initiatives to customers, government officials, and educational institutions, sparking new partnerships and innovations. It has become a vibrant hub, offering 50 trial apprenticeships, 6,000 health consultations, and numerous training sessions.



Meet our Leaders: Fernanda Berezovsky, Rachael Meadziwanyika, Sandra Lutz.

Learn more about the Diversity, Equity, and Inclusion Annual Report on our website.

OUR COLLABORATIVE ECOSYSTEM

Bühler has consciously driven an ecosystem-based approach to innovation for more than 15 years with the goal of forming businesses that contribute to solving some of the burning issues of our times. Through collaboration we can do this faster. Today, our growing global network of academic partners, start-ups, NGOs, customers, and suppliers contribute to delivering pioneering technology and business solutions that help to meet the needs of a growing global population sustainably. Here are some examples of our many partnerships.

Find more information about our collaborative ecosystem on our website.

