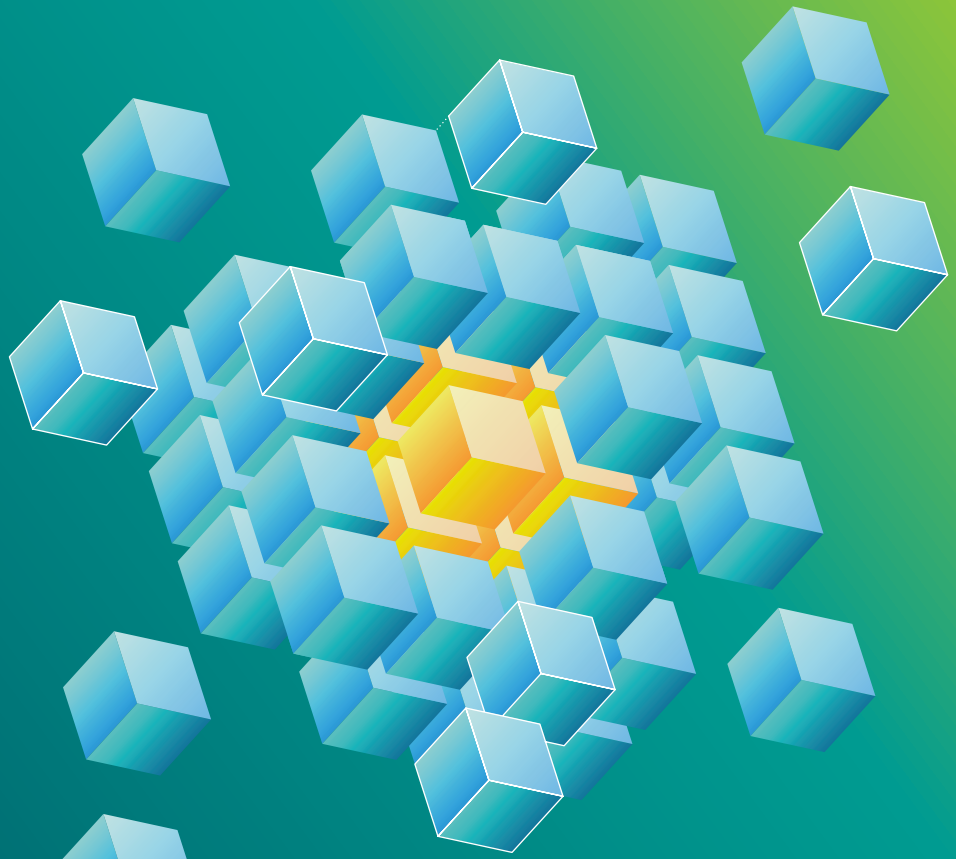
02 SUSTAINABILITY



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

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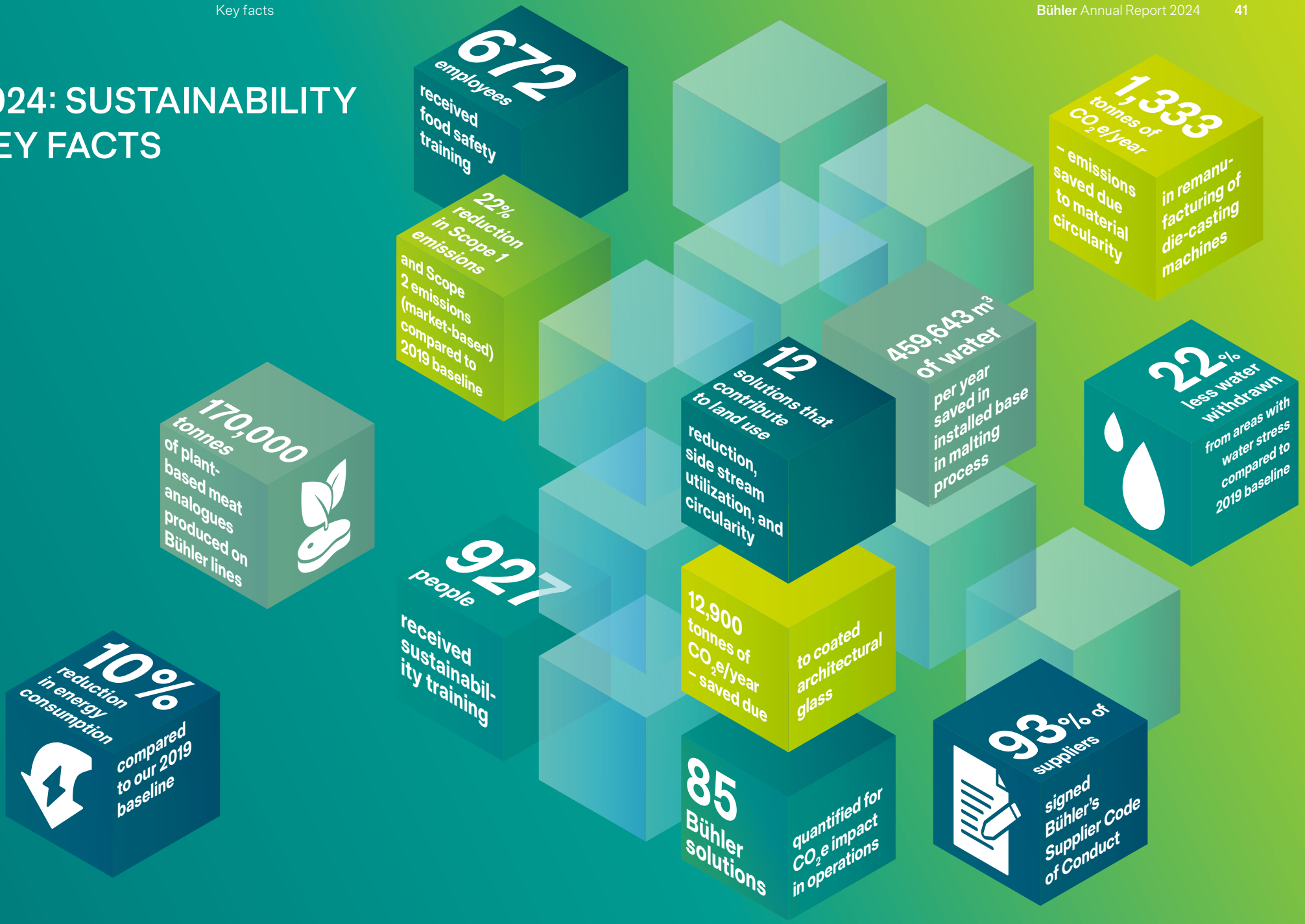
2024: SUSTAINABILITY KEY FACTS



SUSTAINABILITY STRATEGY

Our purpose is “Innovations for a better world”, and 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. Ethical, social, and environmental responsibility is an integral part of our long-term business strategy.

In 2024 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;
- made progress toward our 50/50/50 goal and quantified the environmental impact of 85 high impact technologies;
- took care of our own environmental impact and reduced our Scopes 1 and 2 emissions by 22% compared to our baseline year 2019;
- engaged with suppliers in the largest emitting subcategories, purchased goods and services and logistics (including both upstream and downstream).

Humanity

Bühler contributes to covering the basic needs of billions of people. As a global provider of industry solutions for food processing and for the production of advanced materials, Bühler contributes to food security, sustainable protein supply, and sustainable mobility.

We contribute to food security by providing solutions that reduce raw material losses and enable the production of grain-based staples. We also foster industrial solutions for local grain processing and offer training and education in training centers around the world. Through our engagement with PFS – an independent nonprofit organization that works to strengthen food security, improve nutrition, and increase economic development across Africa by expanding and increasing the competitiveness of the food processing sector – we support small food businesses in Africa.

We contribute to sustainable mobility with die-casting solutions that reduce the weight of the body of the car and with our battery solutions for electric vehicles. Our thin film coating solutions are used to produce coated architectural and automotive glass, which help save and conserve energy in mobility and in the built environment.

We implement human rights as a foundational element of our business strategy. The safety, health, and well-being of Bühler employees is our top priority. We encourage lifelong learning and build a culture of inclusion. 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.

Nature

Bühler's definition of the term "nature" takes into consideration climate and energy, but also other environmental aspects like waste, water, and biodiversity. Bühler's impact on climate is reflected by the company's CO_2e footprint. The use of sold goods (in Scope 3 downstream) constitutes the largest part of the company footprint – two orders of magnitude higher than the emissions created in our own operations (Scopes 1 and 2). This large footprint is the result of the globally installed base of Bühler's technology, the high utilization rate, and the long lifetime of the assets.

Given Bühler's strong enabling role, our sustainability strategy focuses on where the biggest potential for positive impact lies, which is supporting our customers in their sustainability journey and implementing innovative technology and service solutions for highest efficiency in terms of yield and energy. We support our customers to measure and reduce their greenhouse gas emissions following science-based targets. At the same time, we continuously work on reducing the impact of Bühler's own operations on climate (Scopes 1 and 2) and on collaborating with suppliers toward the same goal. Our climate road map is informed by the Science Based Targets initiative (SBTi) framework.

As a company, we recognize biodiversity as an integral part of nature which is critically interconnected with climate. We recognize that land use for food crops is one major driver of biodiversity loss and climate change. A core element of our strategy is innovating for land-sparing technologies exemplified by our commitment to contribute to waste and water reduction, to enable sustainable protein supply, and to increase the circularity of biomass with innovations for side stream utilization. Our well-established environmental quantification program goes beyond climate and assesses the impact of measures and solutions along our customers' value chains. We take a holistic approach including metrics on energy, greenhouse gas emissions, land use, and water depletion.

Our goals

Our sustainability strategy is reflected in our commitments:

- 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 (our "50/50/50" goal).
- 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 (Greenhouse Gas Protocol Scopes 1 & 2, 2019 baseline).
- We collaborate with suppliers to achieve a 27.5% reduction in our supply chain and logistics emissions by 2030 (baseline 2019).
- We contribute to protecting and restoring biodiversity.

Bühler's strong commitment to sustainability is reflected in our investments in innovation, our network of research and training centers, and our partnerships. With our investments in the sustainable protein and side stream utilization space, we aim to enable waste elimination and dietary change, thereby accelerating the transition to a more sustainable food industry. Our innovations and partnerships in advanced materials target applications in the automotive sector, accelerating the transition to more sustainable mobility.

Transition plans to meet our goals

Our 50/50/50 goal

As a company, we strongly believe that we can achieve the greatest impact by enabling our customers across the value chain in transitioning to a low-carbon economy. Our 50/50/50 goal encapsulates this ambition. We have set up a clear governance structure and lines of responsibility for achieving these targets. Research and development spending is leveraged to directly foster projects that will transform our processing solutions to become more energy and resource efficient.

Reducing the climate impact of our own operations

Our transition plan towards a low-carbon economy includes our 2030 target of a 60% reduction in Greenhouse Gas Protocol Scopes 1 and 2 emissions in our own operations using the market-based method.[1] This target is measured against our baseline set in 2019. To achieve this target, we have not only set an interim target of reducing Scopes 1 and 2 emissions by 25% by 2025 but also defined a pathway. Our pathway is based on reduction of energy consumption and the adoption of renewable energy sources. Additionally, we have developed an energy policy that sets the framework for renewable energy procurement. Key actions on our pathway are the following:

- Reducing energy consumption in our manufacturing sites and sales offices.
- Taking up opportunities to switch energy sources to greener alternatives (e.g., on-site electricity generation, alternative fuels, etc.).
- Reducing our manufacturing and sales offices grid electricity by sourcing more emission free electricity.

With our 60% reduction target we are notably more ambitious than the best practice required by the Science Based Targets initiative (SBTi), which requires a 46.2% reduction. We believe that with our pathway, which we revise continuously and implement, we will be able to achieve our goal.

Collaborating with suppliers

By strengthening relationships with our suppliers, we are fostering a collaborative approach to sustainability. With over 14,000 suppliers globally, Bühler has a significant impact on its value chain emissions from purchased goods and services. We have set the target of 27.5% reduction of greenhouse gas emissions for purchased goods and services and logistics (Scope 3.1, 3.4, and 3.9) with 2019 as the baseline.

Our strategic priority is to engage with suppliers who are involved in high-emission processes to drive meaningful reductions across value chains. To address this area, we focus on three pivotal reduction levers: supplier management, volume allocation, and product and process innovation. At the same time, we strengthen the capabilities of our global procurement and logistics teams with internal training to strengthen their capabilities in managing supply chain emissions and driving impactful change.

[1] Market-based emissions are emissions calculated using the emission factor given by the energy provider or taking into account any purchased green electricity certificates. They are therefore not identical with the actual grid mix of renewable electricity in the physical location.

MATERIALITY ASSESSMENT

In 2024, Bühler conducted a double materiality assessment following the Corporate Sustainability Reporting Directive (CSRD) framework to systematically assess Bühler's future risks and opportunity from the financial perspective and Bühler's impact on environment and society. The goal is 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.

To see the detailed results of this analysis, please refer to the full materiality assessment.

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REPORTING OF TRACKED INDICATORS

2024 was the fourth year of our 5-year reporting cycle for the period 2021-2025. In total, 56 KPIs have been disclosed this year, with the intention to increase this over the course of the coming reporting cycles.

In 2024, we continued improving our reporting methodology across all categories relevant to our company footprint, in particular all 31 manufacturing sites.

The following reporting is based on full calendar year data, providing a basis for more reliable absolute figures.

Bühler's focus on employee occupational health and safety

In 2024, our efforts in reducing occupational accidents plateaued despite the positive impact of the 10 Lifesaving Rules and the new Environmental, Health, and Safety (EHS) Audit framework. This stagnation indicates a pressing need to enhance our focus on safety awareness and culture. On a positive note, while the number of TRI (total recordable incidents) cases remained at the same level, the severity (average number of absent days) of the cases declined by 40% to 4.9 days on average.

Following a maturity assessment in 2023, 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. The rollout of the system's 14 elements is ongoing, supporting both employee well-being and sustainable business practices.

Additionally, we piloted the SafetyCulture App at our locations in Beilngries and Žamberk. This digital tool enhances incident reporting to create a safer and more sustainable workplace. The rollout of the reporting tool at all locations worldwide is planned for January 1, 2025. We believe SafetyCulture will significantly elevate our EHS standards, helping us achieve a safer work environment for everyone.

Bühler's commitment to compliance

Bühler's commitment to remain compliant and address issues which could compromise its business practices and those of its stakeholders has always been a top priority. Moving into the new reporting period, this continues to be the case, with further steps taken to build strong governance and awareness of the conduct of actions. This is reflected in the tracked indicators.

The drive for stronger social responsibility is reflected in the high percentage (> 98%) of our global employees who have completed the required compliance training. This was achieved through a coordinated program across all functions and businesses in the regions. Further actions to stabilize and increase the completion rate have been implemented such as an automated de-activation process of the Windows account for employees who do not complete the mandatory e-learnings within the given timeframe. A similar process has been prepared for external users.

More information about Bühler's commitment to compliance can be found in the Governance section.

Measuring and managing Bühler's impact on nature

Understanding and reducing the environmental impact of our own operations and business is integral to our work on sustainability at Bühler.

With regard to the emissions resulting from the Group's energy consumption, we have committed to a 60% reduction of greenhouse gas emissions in Scopes 1 and 2 by 2030. This is in comparison to a baseline year 2019. To reach this target, our priority is currently on reducing energy consumption in our manufacturing processes and buildings. We therefore also measure energy consumption relative to various indicators such as external temperature and manufacturing hours. Following this, we investigate alternative, greener sources of energy, and after evaluating these options, we look at procurement of green electricity through certificates.

Looking at our wider impact on the environment, we also work to reduce water consumption and waste production. In addition, we are working to introduce metrics to measure and improve biodiversity at our sites.

In order to deal with the emissions created at our events, Bühler is collaborating with Prof. Tom Crowther (ETH Zurich) and Restor. In 2024, Bühler established a portfolio of restoration projects to support. The projects directly protect and restore nature and are located in the regions where we organize our events, including Europe, China, North and South Americas.

For purchased goods and services, we collaborate with a consultancy to measure our emissions using a spend-based method via a multiregional Environmental Extended Input-Output Model. To complement and improve this approach, we have initiated primary emissions data collection from key suppliers. Looking ahead to 2025, our focus is on standardizing and enhancing this hybrid measurement approach to better gain visibility on supplier progress and uncover collaboration opportunities for emission reductions. In logistics, we employ a distance-based method in our internal system that considers the weight, distance, and emissions factor of the transport mode. We also actively engaged with some of our key logistics providers to gain a more detailed understanding of our emissions profile from their perspective, leveraging insights directly provided by them.

For Scopes 3.11 (Use of sold products) and 3.12 (End-of-life treatment of sold products), we developed an approach and methodology to quantify emissions which is in line with the requirements and industry best practice. The use of sold products resulted in a jump-off point of 40 million tonnes of CO_2e in 2023. Only 2,160 tonnes of CO_2e are caused by the disposal of sold goods.

After comparing different methods, the approach followed was a "top-down", project-based approach considering the emissions across entire projects. This approach offers a broader perspective that includes third-party machines and overall project outputs. This approach also brought to light key aspects that need to be addressed to further improve the accuracy of these results, namely: data completeness to reduce percentage of data extrapolation, val-

idation with customer primary data, and automation of data collection to avoid manual errors.

By far the largest potential climate impact that Bühler can have is in enabling emissions reductions for sold goods in customer operations and increasing the efficiency of its installed base. Bühler focuses on implementing innovative solutions and services for energy efficiency, higher yield, and waste reduction through circularity. This is why Bühler has set goals to have solutions ready to multiply by 2025 that reduce energy, waste, and water by 50% in the value chains of our customers (the 50/50/50 goal). Find more information on how we plan to achieve this in the section Our Solutions and Services for Impact.

Partnering to accelerate impact

In the new reporting period, Bühler benefited from existing partnerships and created new partnerships to gain access to the skills and capabilities to deliver our targets for business growth and sustainability impact hand in hand. Partnerships are counted that have contracts in place, require resource allocation, both financial and human, from both parties and result in an acceleration of impact. Partnerships are reported in more detail in the section Partnerships with Purpose.

Engaged employees and an inclusive culture of high performance

In the new reporting period, Bühler laid continued focus on the reporting of the social KPIs to reflect our values of Trust, Ownership, and Passion (TOP) and our efforts to build a people-centric culture that puts the full person, their health and wellbeing, in the center and builds the basis for their safety and high performance at work. This includes the focus on fostering a fair and equal workplace for all through the Bühler Diversity, Equity & Inclusion agenda. With programs such as Allyship for Leaders, the Beyond Bias workshop series, and the Women in STEM initiative and Employee Resource Groups, we aim to nurture an inclusive diverse work culture for all employees, partners, and customers. Learning and development remains core and receives continued focus at Bühler. Bühler executes on its lifelong learning commitment through apprenticeship programs, leadership development programs at all levels, and technical and soft skill training offerings for employees at all stages of their career through a global network of research and training centers and training schools complemented by learning and development modules on our global B-Learning portal. Training is available for employees, customers, and partners.

The Bühler Destination 25 strategy includes targets for Human Resources (HR), and these are reflected in the tracked KPIs. This year, Bühler reported a defined set of HR KPIs as “where we stand” and will further elaborate on refining these KPIs as “where we want to be” by setting annual targets and actions to reach them, and by supporting the business with data which helps to drive profitability. The focus this year was to continue to improve data quality and establish key dashboards to provide leaders with direct access to the KPIs.

Learn more about the Bühler Group's ISO certification for quality and environmental management in our Governance section.

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Bühler continues to track its efforts through a set of standard HR KPIs to facilitate business strategy execution and help leaders make informed decisions and take corrective actions to drive performance and profitability.

More information on how Bühler fosters a TOP culture of inclusive diversity, health, safety, and well-being, as well as lifelong learning and actions towards it can be found in the People section.

Commitment to transparency

Recognizing the importance of best industry practices and the need to undergo Corporate Social Responsibility (CSR) rating exercises, Bühler has continued to undergo certification by recognized industry bodies such as EcoVadis, CDP (Carbon Disclosure Project) and the Drive Sustainability Program, as well as undergoing several on-site assessment programs, such as ISO 9001; ISO 14001; ISO 45001; SEDEX (Supplier Ethical Data Exchange) / SMETA (SEDEX Members Ethical Trade Audit) 4-pillar.

Furthermore, Bühler is also publishing a separate TCFD Report in accordance with the Swiss Ordinance on Climate Disclosures.

More detail on the work done to drive transparency can be found under Certificates.

ECONOMY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2023	2024
Direct economic value generated: revenue	201-1	mCHF	N/A	3,009	2,984
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	2,780
Operating costs		mCHF		1,692	1,687
Employee wages and benefits		mCHF		1,005	1,002
Payments to providers of capital		mCHF		27	27
Payments to government		mCHF		51	64
Economic value retained: 'direct economic value generated' less 'economic value distributed'	201-1	mCHF	N/A	1,486	1,442
Accelerate turnover growth in region Middle East, Africa & India and create better balance in geographical diversification of Bühler		% of turnover	N/A	16	19
Number of Bühler sites internally audited on financial, operational, and compliance risk management	205-1	#	Best practice in definition with peers	8	8
Total percentage of employees who finalized the compliance training broken down by region:	205-2	%	100		
North America		%		99.6	99.4
South America		%		99.7	98.7
Europe		%		98.9	97.2
Middle East, Africa & India		%		99.5	98.7
Asia		%		99.8	99.4

NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019[1]	2023	2024
Number of Bühler solutions quantified for CO_2e impact in operations		#	N/A		77	85
Amount of estimated avoided emissions from selected services and technologies installed in 2024		t CO_2e/year	N/A		47,631	Not reported this year[2]
Total percentage of R&D spend towards sustainability goals		%	N/A		Not reported this year	Not reported this year
Employees involved in the Innovation Challenge		%	50		53	Not reported this year[3]
Employees involved in Generation B		%	20		18	20
Significant partnerships reducing atmospheric CO_2e levels		#	N/A		3	3[4]
Significant partnerships improving access to nutrition		#	N/A		2	1[4]
Significant partnerships for education		#	N/A		11	11[4]
Significant partnerships supporting biodiversity		#	N/A		1	1[4]
Significant partnerships supporting start-ups		#	N/A		7	7[4]
Energy consumption within the organization	302-1	GJ	Best practice based on operational and environmental risk	662,481	610,946	596,461
Total water withdrawal from all areas	303-3	m^3	Best practice based on operational and environmental risk	338,636	234,996	257,085
Total water withdrawal from areas with water stress[5]	303-3	m^3	Best practice based on operational and environmental risk	155,750	109,642	120,977

[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] In 2024 we started to change our system for calculating avoided emissions to a new system that follows best practice. We therefore have not reported figures in 2024.
[3] Takes place every 2 years. [4] See Partnerships. [5] We define a water stress area as one with a ≥40% risk according to the World Resources Institute's Aqueduct tool, which can be found here.

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019[1]	2023	2024
Gross direct (Scope 1) GHG emissions	305-1	t CO_2e	Scope 1 & 2 (together) 60% by 2030	18,619	16,949	15,451
Gross indirect (Scope 2) GHG emissions – location based	305-2	t CO_2e	Target refers to market based	48,092	39,338	38,322
Gross indirect (Scope 2) GHG emissions – market based	305-2	t CO_2e	Scope 1 & 2 (together) 60% by 2030	40,119	29,655	30,321
Gross indirect (Scope 3) GHG emissions	305-3	t CO_2e	See individual subcategories	771,458	643,038	40,567,761[2]
Gross indirect (Scope 3) GHG emissions – purchased goods and services	305-3	t CO_2e	Best practice based on operational and environmental risk	528,000	426,561	382,000[3]
Gross indirect (Scope 3) GHG emissions – capital goods	305-3	t CO_2e	Best practice based on operational and environmental risk	0	26,967	16,700
Gross indirect (Scope 3) GHG emissions – fuel and energy related activities	305-3	t CO_2e	Best practice based on operational and environmental risk	1,733	1,784	1,698
Gross indirect (Scope 3) GHG emissions – upstream transportation and distribution	305-3	t CO_2e	Best practice based on operational and environmental risk	41,000	28,000	24,019
Gross indirect (Scope 3) GHG emissions – waste generated from operations	305-3	t CO_2e	Best practice based on operational and environmental risk	6,739	5,408	5,224
Gross indirect (Scope 3) GHG emissions – business travel	305-3	t CO_2e	N/A	Not reported this year	28,700	39,100
Gross indirect (Scope 3) GHG emissions – employee commuting	305-3	t CO_2e	N/A	Not reported this year	Not reported this year	Not reported this year

[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] Sum of all Scope 3 categories.

[3] 2023 figure was recalculated due to improved data availability. 2024 figure is a forecast using the same assumptions as 2023.

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019[1]	2023	2024
Gross indirect (Scope 3) GHG emissions – upstream leased assets	305-3	t CO_2e	Best practice based on operational and environmental risk	169	145	Not reported this year
Gross indirect (Scope 3) GHG emissions – downstream transportation and distribution	305-3	t CO_2e	Best practice based on operational and environmental risk	149,000	125,473	96,860
Gross indirect (Scope 3) GHG emissions – use of sold products	305-3	t CO_2e	N/A	Not reported this year	Not reported this year	40,000,000[2]
Gross indirect (Scope 3) GHG emissions – end of life treatment of sold products	305-3	t CO_2e	N/A	Not reported this year	Not reported this year	2,160[3]
GHG emissions intensity ratio for the organization	305-4	t CO_2e/kh	N/A	10.9	9.8	9.7[4]
Total weight of waste generated	306-3	t	Best practice based on operational and environmental risk	19,294	17,785	16,965
Total weight of waste generated – non-hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	15,460	14,176	13,455
Total weight of waste generated – hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	0	247	217
Total weight of waste generated – non-hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	2,857	2,572	2,532
Total weight of waste generated – hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	977	789	761
Percentage of top suppliers who have signed the Bühler supplier code of conduct or have an equivalent code	308-1	%	N/A	50	92	93

[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] Reported for the first time this year. Baseline 2023 data. [3] Approach: amount of steel purchased data in 2023 was used to indicate the steel used for manufacturing Bühler machines yearly and the consequent amount of material disposed; Bühler machine raw material was assumed to be 90% structural steel, 5% mixed metals, 5% mixed plastics. An average percentage of recycling and landfill disposal of the respective material globally were considered as treatment. Emission factors sourcing from US EPA GHG Emissions Factors Hub 2024.
[4] To improve accuracy, this year the calculation is based on Scopes 1 and 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	2024
Total leavers as a percentage of workforce		401-1	%	N/A	11.6	10.5
Rate of attrition		401-1	%	N/A	6.0	5.3
Percentage of apprentices who are hired subsequently to their apprenticeship (Uzwil)		401-1	%	N/A	81.97	72.9
Percentage of workers trained on occupational health and safety		403-5	%	N/A	90.55	96.61
Work-related injuries (TRI rate)[1]		403-9	#	0	0.94	0.93
Percentage of training costs per total personnel costs		404-1	%	Best practice in definition with peers	0.75	0.74
Number of training days per full-time employee per year		404-1	#	Best practice in definition with peers	1.81	2.03
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 gender (female | male | not assigned)	Total		#		1,264	1,407
	Global		#		289 | 975	292 | 1,115
	North America		#		29 | 124	25 | 111
	South America		#		24 | 61	29 | 51
	Europe		#		165 | 521	154 | 566
	Middle East, Africa & India		#		40 | 183	42 | 267
	Asia		#		31 | 86	42 | 120

[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	2024
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	478
	North America		#		52	71
	South America		#		29	35
	Europe		#		221	252
	Middle East, Africa & India		#		65	85
	Asia		#		29	35
Region and born 1981 – 1995	Global		#		617	671
	North America		#		64	39
	South America		#		48	36
	Europe		#		303	282
	Middle East, Africa & India		#		131	199
	Asia		#		71	115
Region and born 1965 – 1980	Global		#		222	170
	North America		#		32	25
	South America		#		8	9
	Europe		#		140	102
	Middle East, Africa & India		#		27	23
	Asia		#		15	11

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023	2024
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 1964 and earlier	Global		#		29	22
	North America		#		5	1
	South America		#		0	0
	Europe		#		22	18
	Middle East, Africa & India		#		0	2
	Asia		#		2	1
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 gender (female | male)	Total		#		1,496	1,390
	Global		#		293 | 1,203	315 | 1,075
	North America		#		25 | 130	26 | 116
	South America		#		19 | 51	13 | 62
	Europe		#		153 | 568	181 | 571
	Middle East, Africa & India		#		29 | 111	24 | 111
	Asia		#		67 | 343	71 | 215

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023	2024
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	256
	North America		#		32	33
	South America		#		13	14
	Europe		#		78	157
	Middle East, Africa & India		#		6	18
	Asia		#		26	34
Region and born 1981 – 1995	Global		#		689	588
	North America		#		52	49
	South America		#		36	35
	Europe		#		310	255
	Middle East, Africa & India		#		97	85
	Asia		#		194	164
Region and born 1965 – 1980	Global		#		400	314
	North America		#		43	33
	South America		#		16	22
	Europe		#		189	167
	Middle East, Africa & India		#		25	29
	Asia		#		127	63

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023	2024
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 1964 and earlier	Global		#		252	232
	North America		#		28	27
	South America		#		5	4
	Europe		#		144	173
	Middle East, Africa & India		#		12	3
	Asia		#		63	25
Percentage of employees by gender total for the following categories:		405-1		Best practice in definition with peers		
Region and gender (female | male)	North America		%		15 | 85	16 | 84
	South America		%		16 | 84	19 | 81
	Europe		%		18 | 82	18 | 82
	Middle East, Africa & India		%		11 | 89	11 | 89
	Asia		%		19 | 81	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	20 | 80
	Born 1981 – 1995 (female | male)		%		20 | 80	19 | 81
	Born 1965 – 1980 (female | male)		%		16 | 84	16 | 84
	Born 1964 and earlier (female | male)		%		12 | 88	11 | 89

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023	2024
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	19 | 81
	South America		%		20 | 80	23 | 77
	Europe		%		13 | 87	13 | 87
	Middle East, Africa & India		%		9 | 91	9 | 91
	Asia		%		19 | 81	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	36 | 64
	Born 1981 – 1995 (female | male)		%		17 | 83	17 | 83
	Born 1965 – 1980 (female | male)		%		14 | 86	13 | 87
	Born 1964 and earlier (female | male)		%		9 | 91	9 | 91
Number of relevant fines for non-compliance with laws and regulations in the social, economic and environmental area (>CHF 200,000)		2-27		Best practice in definition with peers		
	Total		#		0	0
	Social		#		0	0
	Economic		#		0	0
	Environment		#		0	0

ADDRESSING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

We have developed a pathway to achieve a 60% reduction of greenhouse gas emissions in our own operations by 2030.[1] We are also addressing energy, waste, water, and the associated emissions.

Regarding our supply chain emissions, we have the target of 27.5% reduction of greenhouse gas emissions with focus on the Scope 3 categories purchased goods and services (Scope 3.1) and upstream logistics and downstream logistics (Scopes 3.4 and 3.9).

Find full information about emissions, energy, waste, and water on our website.

↗ READ ONLINE

Emissions, energy, waste, and water

Why it matters and our approach	+ GRI disclosure 302, 303, 305 and 306
What we achieved	+ Emissions
	+ Energy
	+ Waste
	+ Water
	+ Impact on the SDGs

[1] Greenhouse Gas Protocol Scopes 1 and 2, 2019 baseline.

OUR SOLUTIONS AND SERVICES FOR IMPACT

Every day, the food, feed, and materials processed on Bühler technologies help to feed an estimated 2 billion people and provide mobility for 1 billion people. With this global reach comes responsibility. This is why Bühler has set goals to have solutions ready to multiply by 2025 that reduce energy, waste, and water by 50% in the value chains of our customers (our “50/50/50” goal). Bühler has also expanded its service portfolio to improve the performance and productivity of the existing installed base of our customers as services are key enablers to making assets more efficient and sustainable. With an installed base of more than 1 million machines and 30,000 customers, our services have the potential to drive significant positive impact. Our environmental quantification program provides the foundation for this. With our Environmental Impact Services for our customers, we support them in reaching their sustainability targets, minimizing their greenhouse gas emissions, and mitigating the impacts of climate change. We believe it is only through ambitious goals that we will be able to sustainably feed and transport a growing global population by 2050.

Environmental quantification program

To achieve these goals and to better understand our impact, in February 2020, Bühler launched its environmental quantification program to quantify the CO_2e footprint of the products processed through our technology and the impact of our solutions and services on the CO_2e footprint of our customers' finished products.

Mitigating climate change is complex and will not be achieved if we are unable to measure the impact of our actions. The purpose of Bühler's environmental quantification program is to achieve just that. Measuring emissions is the priority in the emissions hierarchy. We have placed a major focus on quantifying the greenhouse gas emissions occurring in the entire value chain, identifying the emission hot spots, and then taking appropriate action to maximize avoidance and reduction of CO_2e through services for more efficient processing, yield increase, waste reduction, energy saving, and renewable energy sources. For this, Bühler quantifies the impact of our new solutions compared to previous solutions to track our progress toward our 50/50/50 goal as well as the corresponding CO_2e reduction potential.

Since 2022, we have included land use and water as important indicators in our environmental quantification program to understand the impact on biodiversity. Using insects to produce animal feed is an example of a solution that has the potential to contribute to saving land and, in turn, to creating a positive impact on biodiversity. We have also quantified our high impact solutions and services that increase circularity. The circular economy, or circularity, aims to extend the lifespan of products through repair and maintenance, reusing, remanufacturing, or upcycling, focusing on maintaining value and not generating waste in the process. In terms of biomass, this includes the use of protein-rich side streams for plant-based meat analogues, and, in terms of technical materials, it includes the service for remanufacturing die-casting solutions.

To raise awareness of this topic and identify gaps in the quantifications, quarterly trainings and meetings take place with ambassadors, sales, and management in the regions and in the businesses. During these interactive workshops, participants are encouraged to understand how we can further embed this in daily business activities to support our customers in reducing their environmental impact.

Since 2024, all Bühler business areas assigned a sustainability ambassador and successfully completed sustainability training. We built a very strong community across business areas and regions. This enables us to integrate sustainability even more closely into our everyday business and means that, together with our Environmental Impact Services, we can support our customers from all angles. In this way, we have developed the path for achieving our 50/50/50 goal.

Quantification of our CO_2e impact

+ Approach and methodology
+ GRI disclosure 103-1 and 103-2
+ Impact on the SDGs

Find full information about our environmental quantification program on our website.

↗ READ ONLINE

Environmental Impact Services

Since 2020 Bühler's Environmental Impact Services have supported companies to quantify, understand, report, and reduce their environmental footprint.

As more companies set ambitious climate targets, and new sustainability regulations come into effect, increasingly companies must quantify and reduce the carbon footprint of their operations and products in a robust and certifiable way. Companies must also analyze the risk of climate impacts on their business and communicate their governance structure and strategy to mitigate these risks and reduce their footprint.

Bühler's Environmental Impact Services offer a combination of quantification and process expertise to provide accurate and reliable quantifications and strategies to companies. Bühler has supported companies in several fields including cereals and grain processing, chocolate and confectionary, and die casting, but also offers this as an independent service to companies in different industries.

In 2024, Bühler developed its Environmental Impact Calculator, enabling companies to gain a new level of transparency, speed, and accuracy when quantifying and reducing their carbon footprint. For example, Kägi used the Bühler Environmental Impact Calculator to quantify their emissions, build a reduction strategy, and set targets in line with the Science Based Targets initiative.

The software was also used by the 110 start-ups in the MassChallenge 2024 cohort to estimate their future environmental footprint, quantify the sustainability benefit of their company, and share this information with key stakeholders such as investors.

Learn more about our Environmental Impact Services on our website.

↗ READ ONLINE

BÜHLER AND THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs) are the United Nation's universal call to action to end poverty, protect the planet, improve health and education, spur economic growth, and reduce inequalities. Bühler respects and supports all of the 17 SDGs and understands that the goals are interconnected. To simplify, Bühler has defined eight core SDGs where it focuses its efforts to drive positive impact, and five where it strives to make relevant contributions.

CERTIFICATES

Learn more about our certificates on our website.

↗ READ ONLINE

SUSTAINABILITY GOVERNANCE

Board-level governance

The governance structure around material sustainability impacts, risks and opportunities within Bühler reflects and ensures the close involvement of the Board of Directors and the highest management levels.

The responsibility for sustainability lies within the Board of Directors, which has direct overview and monitoring of the progress made towards its sustainability strategy. The Chief Technology Officer and Sustainability Officer present the status once a year to the Board of Directors.

As the Board of Directors considers sustainability an integral part of the company's strategy, familiarity with environmental, social, and governance (ESG) matters is required of board members. The Board Members have a broad spread of competence relating to ESG topics, including those related to climate. With Board Members engaging in different programs around social and environmental topics, they accompany Bühler with further expertise.

Sustainability Committee

The Sustainability Committee was established in 2021 to effectively address the impact of our business on nature and humanity and to seek the most effective ways in which Bühler can contribute to mitigating climate change and biodiversity loss. As the sustainability regulatory landscape is fast evolving, the Sustainability Committee not only addresses impacts, but also risks and opportunities that derive from material sustainability topics. It does so within the concept of double materiality, which looks at the impacts of Bühler on the environment ("inside-out perspective") and the impacts of the environment on Bühler ("outside-in perspective").The purpose of the Sustainability Committee is to act as an advisory body to the Executive Board regarding Bühler's sustainability strategy and execution plans in addressing the material impacts, risks, and opportunities. The Sustainability Committee is an assembly of selected Executive Board members such as the Chief Executive Officer, the Chief Financial Officer, the Chief Technology Officer, and the Chief Operating Officer, together with two external experts. The Chief Executive Officer, as Chairman of the Sustainability Committee and Board Member, forms a bridge to the Board of Directors.

In 2024, the Sustainability Committee met four times. Among the key topics discussed were:

- quantification of the environmental impact of Bühler solutions;
- review of strategy and action plan to reduce Bühler's Scope 1 and 2 emissions;
- review of Bühler's opportunities to support customers in their sustainability journeys;
- review of opportunities for nature/biodiversity impact.

Executive Board-level governance

Members of the Executive Board have defined roles relating to Bühler's sustainability strategy in addressing material impacts, risks and opportunities.

The Chief Operating Officer oversees sustainability topics, including climate-related matters, with a focus on Bühler's own operations as well as upstream in Bühler's supply chain. This covers topics related to CO_2e emissions and monitoring Scopes 1, 2, and 3 (upstream) emissions against set targets.

Scope 3 (downstream) emissions are the responsibility of the Chief Technology Officer, who is also responsible for driving innovation focused on sustainability. This includes climate-related topics that are customer-centered.

Bühler's sustainability reporting, including climate-related disclosures, is in the charge of the Chief Financial Officer, who also oversees investments regarding Scopes 1 and 2 emissions.

Sustainability Community

Bühler is committed to embedding sustainability across the entire organization. The result is Bühler's Sustainability Community. Across different functions, business units, and regions, members of staff have been assigned to work together in a collaborative manner on specific sustainability topics. The Sustainability Community is led by the Sustainability Officer, who reports to the Chief Technology Officer. Key members of the Sustainability Community are linked to the highest management levels.

Sustainability training

In 2024, we provided sustainability training for 927 people including external training for customers and technical schools, as well as internal training programs for Bühler sales, research and development, and management. We ran 49 webinars, conferences, and workshops on the topic. The external training, which reached approximately 454 people, included conferences, events, courses, and tailored 1:1 knowledge transfer workshops with Bühler Environmental Impact Services.

In 2024, seven trainings were offered to management-level positions. A total of 90+ managers took part. The training focused on the sustainability challenges that Bühler as a company faces and on possible emissions reduction initiatives as a first step in tackling those challenges.

SUSTAINABILITY COMMITTEE

The Sustainability Committee was formed by the Executive Board to strengthen Bühler's sustainability strategy and execution plans. Its members include renowned international experts from outside Bühler as well as internal experts. It focuses on the delivery of environmental targets for climate with Greenhouse Gas Protocol Scopes 1, 2, and 3, on circular economy, nature, and biodiversity.

SUSTAINABILITY COMMITTEE

Chairman
Stefan Scheiber

Committee Members
Dr. Ian Roberts
Dr. Mark Macus
Dr. Holger Feldhege

Expert external Committee Members
Prof. Dr. Tom Crowther
Prof. Dr. Lino Guzzella

SUSTAINABILITY COMMITTEE

+ Stefan Scheiber

+ Dr. Ian Roberts

+ Dr. Mark Macus

+ Prof. Dr. Tom Crowther

+ Prof. Dr. Lino Guzzella

+ Dr. Holger Feldhege

TCFD REPORT

As a non-listed family-owned company, Bühler has published sustainability reports voluntarily since 2012, because sustainability has always been embedded in the way we does business. As of January 1, 2024, large Swiss companies falling under the Ordinance on Climate Disclosures are obliged to provide insights into their climate risks and opportunities according to the recommendations of the TCFD (Task Force on Climate-related Disclosures) framework, as well as disclose their climate transition plan that is aligned to the Swiss climate goals. Bühler has adjusted its reporting to fit with the TCFD recommendations, which can be found on the following pages. The TCFD recommendations are based on the four pillars Governance, Strategy, Risk Management, and Metrics and Targets and include 11 disclosure requirements.

To see the detailed results of this analysis, please refer to the full TCFD report.

↗ DOWNLOAD PDF

GRI CONTENT INDEX

Bühler Group has reported the information cited in this GRI content index for the period from January 1, 2024 to December 31, 2024 with reference to the GRI Standards.

GRI 1: Foundation 2021

	GRI Standard	Disclosure	More information
General	GRI 2: General Disclosures 2021	2-1 Organizational details	on pages 75 – 76
		2-3 Reporting period, frequency and contact point	on page 46
		2-6 Activities, value chain and other business relationships	on pages 15 – 24, 26 – 31
		2-7 Employees	on pages 33 – 38, 54 – 59
		2-9 Governance structure and composition	on pages 66 – 69, 77 – 87
		2-10 Nomination and selection of the highest governance body	on pages 66 – 69, 77 – 87
		2-11 Chair of the highest governance body	on pages 77 – 87
		2-12 Role of the highest governance body in overseeing the management of impacts	on pages 77 – 87
		2-13 Delegation of responsibility for managing impacts	on pages 66 – 69
		2-14 Role of the highest governance body in sustainability reporting	on pages 66 – 69
		2-16 Communication of critical concerns	on pages 88 –89
		2-17 Collective knowledge of the highest governance body	on pages 66 – 69

GRI CONTENT INDEX

	GRI Standard	Disclosure	More information
General	GRI 2: General Disclosures 2021	2-19 Remuneration policies	on pages 92 – 97
		2-20 Process to determine remuneration	on pages 92 – 97
		2-22 Statement on sustainable development strategy	on pages 9 – 14, 42 – 44, 60 – 64
		2-23 Policy commitments	on pages 88 – 91
		2-26 Mechanisms for seeking advice and raising concerns	on page 88
		2-27 Compliance with laws and regulations	on page 59
		2-28 Membership associations	on page 39
		2-29 Approach to stakeholder engagement	on pages 11 – 13, 19 – 20, 23, 26 – 30
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	on page 45
		3-2 List of material topics	on page 45
Economy	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	on page 50
		201-2 Financial implications and other risks and opportunities due to climate change	on page 70
	GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	on page 8
		205-2 Communication and training about anti-corruption policies and procedures	on page 50
Nature	GRI 302: Energy 2016	302-1 Energy consumption within the organization	on pages 51, 60
	GRI 303: Water and Effluents 2018	303-3 Water withdrawal	on pages 51, 60

GRI CONTENT INDEX

	GRI Standard	Disclosure	More information
General	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	on pages 52, 60
		305-2 Energy indirect (Scope 2) GHG emissions	on pages 52, 60
		305-3 Other indirect (Scope 3) GHG emissions	on pages 52 – 53, 60
		305-4 GHG emissions intensity	on pages 53, 60
	GRI 306: Waste 2020	306-3 Waste generated	on pages 53, 60
		306-4 Waste diverted from disposal	on pages 53, 60
		306-5 Waste directed to disposal	on pages 53, 60
	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	on page 53
Humanity	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	on pages 54 – 58
	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	on page 91
		403-3 Occupational health services	on pages 26 – 27, 38, 46
		403-5 Worker training on occupational health and safety	on page 54
		403-6 Promotion of worker health	on page 38
		403-9 Work-related injuries	on page 54
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	on page 56
		404-2 Programs for upgrading employee skills and transition assistance programs	on pages 26 – 30, 33 – 48
	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	on pages 58 – 59, 77 – 82