

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 ₂ e impact in operations		#	N/A		77	85
Amount of estimated avoided emissions from selected services and technologies installed in 2024		t CO ₂ e/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 ₂ e 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 ₂ e	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 ₂ e	Target refers to market based	48,092	39,338	38,322
Gross indirect (Scope 2) GHG emissions – market based	305-2	t CO ₂ e	Scope 1 & 2 (together) 60% by 2030	40,119	29,655	30,321
Gross indirect (Scope 3) GHG emissions	305-3	t CO ₂ e	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 ₂ e	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 ₂ e	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 ₂ e	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 ₂ e	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 ₂ e	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 ₂ e	N/A	Not reported this year	28,700	39,100
Gross indirect (Scope 3) GHG emissions – employee commuting	305-3	t CO ₂ e	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 ₂ e	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 ₂ e	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 ₂ e	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 ₂ e	N/A	Not reported this year	Not reported this year	2,160 ³
GHG emissions intensity ratio for the organization	305-4	t CO ₂ e/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		
	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		
		#		29	22
		#		5	1
		#		0	0
Region and born 1964 and earlier		#		22	18
		#		0	2
		#		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		
		#		1,496	1,390
		#		293 1,203	315 1,075
		#		25 130	26 116
Region and gender (female male)		#		19 51	13 62
		#		153 568	181 571
		#		29 111	24 111
		#		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		
Global		#		252	232
North America		#		28	27
South America		#		5	4
Europe		#		144	173
Middle East, Africa & India		#		12	3
Asia		#		63	25
Region and born 1964 and earlier					
Percentage of employees by gender total for the following categories:	405-1		Best practice in definition with peers		
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
Region and gender (female male)					
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