# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (“TCFD”) REPORT 2025

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# 1. GOVERNANCE

1.1. Describe the board's oversight of climate-related risks and opportunities.

1.2. Describe management's role in assessing and managing climate-related risks and opportunities.

### Board-level governance

With sustainability being part of our Group strategy, we believe that strong governance will support us in bringing the required transparency and oversight to our sustainability ambitions. The overall responsibility for sustainability lies with the Board of Directors, which has direct overview and monitoring of the progress made in executing our sustainability strategy. The Chief Technology Officer and Sustainability Officer present the status at least once a year to the Board of Directors. The Board of Directors therefore has direct oversight over the company's climate-related risks and opportunities, as well as the climate-related targets that have been set. Various aspects of sustainability are regularly reviewed by members of the Executive Board at least once per month.

Familiarity with environmental, social, and governance (ESG) topics is required from the Board of Directors. With Board Members engaging in different programs around social and environmental topics, they provide Bühler with further expertise.

### Sustainability Committee

To support the Executive Board in shaping and implementing Bühler's sustainability strategy, the Sustainability Committee (formed in 2021) acts as an advisory body to the Executive Board. The Sustainability Committee's main responsibility is to counsel on Bühler's sustainability strategy and execution plans. This includes, among others, topics regarding Bühler's climate-related risks and opportunities.

The Chief Executive Officer, the Chief Financial Officer, the Chief Technology Officer, and the Chief Operating Officer make up the Sustainability Committee, together with two external senior academic experts. The Chief Executive Officer chairs the Sustainability Committee. As the Chief Executive Officer is a member of the Board of Directors, he bridges the activities of the Sustainability Committee with the governance and oversight exercised by the Board of Directors.

The Sustainability Committee meets at least four times a year to review the progress towards the goals. These regular meetings ensure that the Sustainability Committee can advise on necessary measures to steer the sustainability strategy in the right direction.

### Executive Board-level governance

To ensure a seamless implementation of the sustainability strategy, members of the Executive Board have been assigned different responsibilities in addressing Bühler's climate-related risks and opportunities.

The Chief Operating Officer oversees climate-related topics related to Bühler's own operations, as well as Bühler's upstream ac-

For more information, see Sustainability Governance.

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tivities. This includes measuring, monitoring, and taking up actions related to Scopes 1, 2, and 3 (upstream) emissions.

The Chief Technology Officer oversees climate-related topics in Bühler's downstream activities, which involves how we can support our customers in tackling the topics of climate change in their value chains. Measuring, monitoring, and setting up of actions related to our Scope 3 (downstream) are within his responsibility.

The Chief Financial Officer is responsible for providing the required transparency and reporting of our climate-related topics. This includes ensuring that we comply and operate within the regulatory and legal frameworks. Additionally, he also oversees the investments required to implement Bühler's sustainability strategy.

### Sustainability Community

The Sustainability Community consists of assigned staff across different functions, business units, and regions who work together on the topic of sustainability, including climate-related issues. Key staff members of the Sustainability Community directly report to the highest management levels to ensure a smooth execution of our sustainability strategy. This community is led by the Sustainability Officer, whose responsibility is to align and steer all the different sub-topics together. The Sustainability Officer reports to the Chief Technology Officer. Short- and medium-term goals, as well as specific measures have been defined within the key functions and business units. Monthly reviews are held with the executive management to monitor the progress made against set goals.

# 2. STRATEGY

2.1. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

2.2. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

2.3. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Bühler conducted an assessment to identify the most relevant climate risks and opportunities that the company is exposed to in the short-term (1 year), medium-term (2-5 years), and long-term (>5 years). Climate risks are split between physical risks and transition risks. Physical risks entail acute climate risks that are induced by extreme weather events, and chronic climate risks that are induced by long-term shifts in climate patterns. The transition risks and opportunities are related to the socioeconomic impacts that may occur when transitioning to a low-carbon economy, which could be driven by changes in regulations, markets, technologies, or reputation. While the physical climate risk assessment is based on Bühler's own assets and operations, the transition risk assessment includes Bühler's value chain perspective.

## Climate-related risks and opportunities

| Risk category | | Time horizon | Potential impact on Bühler | Potential financial impact | Measures |
|---|---|---|---|---|---|
| Chronic (physical risk) | Heat stress | Long-term | Heat stress may lead to disruptions in our operations. This could translate into productivity losses due to heat-stress related health issues and factory closures. While this mainly affects our sales and service sites, this issue is also present at our manufacturing sites. | Low impact on turnover (< mCHF 20); The potential financial impact is measured against the productivity loss, that could lead to potential losses in revenue. With our manufacturing processes not highly impacted by heat stress and with the measures we have in place, we view this as a low risk. | Where applicable, we are equipped with air conditioning. Bühler has developed posters that raise awareness of the dangers of heat stress and heat strokes along with practical prevention tips. Across the regions, there are site-specific measures such as drinking stations, cooldown breaks, shift changes or temporary clinics. |
| | Drought (water stress) | Long-term | The impact of water scarcity may lead to unforeseen water price increases. While most of our manufacturing processes are not highly water-intensive, at some sites the importance of water is mainly associated with the water usage by our employees. | Low impact on EBIT (< mCHF 2); This is measured against the potential cost increase that could occur in the long term at our water-scarce sites. Bühler views this as a low risk. | Some sites are already experiencing water scarcity during dry periods and have therefore already implemented measures such as rainwater harvesting systems or closed-loop water systems. Additionally, there are also measures in place to reduce water consumption. |

| Risk category | | Time horizon | Potential impact on Bühler | Potential financial impact | Measures |
|---|---|---|---|---|---|
| Acute (physical risk) | Tropical cyclone | Long-term | The event of a tropical cyclone may result in damage to Bühler's infrastructure, as well as lead to disruptions in our supply chains. This is not only limited to our manufacturing sites, but to our sales and offices sites as well. | Low impact on EBIT (mCHF 2–4); Bühler already has processes in place to cover such disruptions. The potential financial impact is based on rebuilding costs that could occur regardless. Therefore, this is viewed as a moderate risk. | As tropical cyclones are very unpredictable, it is difficult to set specific measures against this hazard. However, we have site-specific evacuation plans in place, as well as continuous maintenance of our building infrastructure. Additionally, our sites are equipped to cover disruptions that may occur. |
| Policy and legal (transition risk) | Increasing climate-related regulations enhanced by disparities across countries | Medium-term | With Bühler operating in various countries and with the increase in climate-related regulations covering specific regions, the discrepancies between the regulations of one region and another may pose a risk. | Low impact on EBIT (< mCHF 2); The potential financial impact of this risk is measured against potential additional costs needed to cover the disparities. | We proactively monitor the regulatory developments for the entire Group and leverage resources in a way that is reasonable and efficient. |
| | Increasing cost of GHG emissions (carbon pricing mechanisms) | Medium-term | Carbon pricing mechanisms result in direct cost increases, especially in the regions that are highly regulated such as Europe. | Moderate impact on EBIT (mCHF 2–4); Bühler views this as a moderate risk based on a potential financial impact that could lead to cost increases if such carbon mechanisms are fully materialized. However, with our climate transition plan, we are not highly exposed to this risk. | In the short term, the costs may be absorbed where and as necessary. However, in the medium-term we are focusing on the implementation of our Scope 1 and 2 reduction strategy, by improving the efficiency at our sites and increasing the share of green electricity. In addition, we are evaluating the use of greener input materials. |
| Market and technology (transition risk) | Limited raw materials availability at reasonable cost | Medium-term | Raw material scarcity may pose a risk for the entire industry in the future, which could make it challenging to procure necessary raw materials at reasonable cost. | Low impact on EBIT (< mCHF 2); The potential financial impact of this risk is minimal, based on the potential cost increase for our raw materials. | Since the pandemic, we have begun diversifying our supplier portfolio to mitigate such risks. In addition, we have implemented a sourcing strategy that is more regional. |
| Reputation (transition risk) | Inability to meet stakeholder expectations | Medium-term | As awareness around climate-related topics is growing among our partners, failing to meet our stakeholders' expectations may lead to reputational damage. | Moderate impact on turnover (mCHF 20–40); This is based on our customers who are also interested in our sustainability performance, besides our financial performance. | Our aim is to be a purpose driven company that creates impact together with our partners. For that we put effort into continuous engagements and partnerships. |

| Opportunity category | | Time horizon | Potential impact on Bühler | Potential financial impact | Measures |
|---|---|---|---|---|---|
| Policy and legal (transition opportunity) | Increased supply chain resilience | Medium-term | With regulations being enforced within different time frames across the regions and Bühler being present across the globe, we may experience an increase in the resilience of our supply chain. | Low impact on turnover (< mCHF 2) | Bühler engages with its suppliers on sustainability issues. Swift transitions in regions where regulations have not advanced yet may be possible, as Bühler has already begun collaborating with suppliers in anticipation of stricter regulations. |
| Market and technology (transition opportunity) | Access to new markets (e.g., new food markets) | Medium-term | For the feed industry, one main concern is how to provide more food to feed the planet with less land and with less climate impact. We are anticipating new emerging needs in this industry, which could lead to new food markets. | Very high impact on turnover (> mCHF 80) | Bühler is investing in R&D in food alternatives such as bioprocessed food and insects processing. |
| | Rising demand for transition-related products | Medium-term | Consumers demanding more transition-related products from markets that Bühler is already active in may represent a great opportunity for growth and competitive advantage in the respective Bühler businesses. One specific example is the higher demand for electric vehicles, that may accelerate our advanced materials business. | Very high impact on turnover (> mCHF 80) | We are already focusing on the development of transition-related products that are energy efficient, consume less water, produce less waste, and make use of automation. |
| | Investments in transition-related initiatives | Medium-term | We anticipate that with the transition to a low-carbon economy, new technical expertise and capabilities will be needed to connect the different areas of our business portfolio. This embodies a great opportunity for investments that may position us ahead of the curve. | Very high impact on turnover (> mCHF 80) | Our goal is to accelerate new businesses and capabilities by investing in transition-related initiatives and companies. Therefore, climate-related performance is included as one of our key investment criteria. |
| Reputation (transition opportunity) | Attraction and retention of talents | Medium-term | Climate-related topics and companies' commitments are becoming essential for the younger generations. Bühler views this as a great opportunity to not only attract young talents, but also to retain talents in the company. | Low impact on EBIT (< mCHF 2) | We seek constant engagement and alignment with our stakeholders to meet their expectations on this topic. Our commitment to education and training, where our goal is to develop future skills, ensures that we retain our talents. This is embodied by an extensive apprenticeship program that brings forth remarkable young talents. |

## Physical risks

Bühler evaluated its assets according to all climate-related hazards stated in the European taxonomy for sustainable activities referenced in the Corporate Sustainability Reporting Directive (CSRD) and identified the most relevant ones.

While heat stress, drought (water stress), and tropical cyclones have a significant relevance for Bühler based on the assessment, the other identified hazards were relatively insignificant for the company from a business and financial point of view. It is important to note that the following deep dives look at the entire Bühler Group asset portfolio and showcase the percentage of the portfolio that is exposed to the mentioned risk. Therefore, measures that are already in place are not considered. However, we do consider the measures already taken when we assess the financial impact of the hazard on Bühler.

### Heat stress

This hazard combines air temperature and the relative humidity to then calculate the perceived temperature by humans. Using a high-emissions scenario, 5% of Bühler assets are exposed to this risk in the baseline. This risk exposure may increase to 35% by 2050. The heat stress exposure within the Bühler portfolio is not limited to one specific region, as with rising temperatures heat stress and the resulting heat waves may be experienced across the globe.

### Drought (water stress)

Water stress is defined as the ratio of water demand to water supply. When the water ratio is high in a specific region, this translates in a decrease in water availability and reliability, as water will be scarce among the recipients in that specific region. The percentage of assets exposed to water scarcity may be at 26% in 2050 using a high-emissions scenario. This is just 1% more compared to the baseline, which is at 25%. The water scarcity risk exposure is present across the globe and not specific to a region. Some Bühler sites are already experiencing this and have taken measures to tackle the risk of water scarcity. The know-how from those sites will be highly valuable for other sites that have not yet taken measures.

### Tropical cyclone

A tropical cyclone is a rapidly rotating storm system that forms over warm tropical waters. It usually generates strong winds, abnormal rise of sea water, and heavy rainfall, that can lead to coastal and inland flooding. It is important to note that the main impact of a tropical cyclone is not only the wind, but also the floodings that result from the event. As it is difficult to model this hazard, it is not expected that the occurrence of tropical cyclones will increase in a high-emissions scenario. However, based on scientific research, it is expected that the intensity of tropical cyclones will increase, which translates into more extreme winds and floodings. In the baseline, 18% of Bühler's assets are exposed to tropical cyclones under a high-emissions scenario. By 2050 that exposure may remain the same, as the climate model does not differentiate between the different timeframes within this hazard. Bühler's exposure to tropical cyclones is mainly at the sites in the greater China region and southeast Asia region, as these are the places where tropical cyclones typically occur.

## Transition risks and opportunities

The identified transition risks and opportunities were assessed in the short and the medium-term. The long-term view of transition risks and opportunities was excluded, as it would be based on assumptions that are difficult to prove.

Socioeconomic changes that come with the transition to a low emissions economy may result in different challenges in the environments that Bühler operates in. Among the material identified climate-related transition risks are limited availability of raw materials at reasonable costs, increased carbon pricing mechanisms, and increased climate-related regulations. Another identified risk is the reputational risk of not being able to meet stakeholders' expectations.

Climate change and the transition to a low carbon economy also come with great opportunities for Bühler and its partners. Bühler is already focusing on developing transition-related innovations in markets that we are present in and leveraging that to new markets. The increased development of regulations at a different pace worldwide is an additional opportunity we have identified. With Bühler being present in multiple regions, we are capable of building resilience in our supply chain, as we can easily transfer regulatory-related practices across the regions. With the transition of our business practices to one that serves a sustainable economy, we are convinced that Bühler will attract top talents with the right skills that will enable us to stay an innovative company.

### Impact on Bühler

Bühler is committed to being a company that drives impact together with its partners along the value chain. By looking beyond our own operations, we can seize opportunities that are relevant in transitioning to a low carbon economy. It is therefore crucial that our business portfolio together with our products and services meet the requirements of the changing markets and consumer shifts. With our current strategy and investment plans, we are making sure to meet the changing needs, while staying ahead of the curve. The inauguration of the Grain Innovation Center (GIC) in Uzwil in October 2024 is a great example of this. The GIC is an research and training center for the grain processing industry, where innovations for the food and feed industry will be driven. In terms of research and development (R&D) Bühler invested a total of 131 million CHF in 2025.

To reduce the impacts of climate-related disruptions in our supply chains, we aim to keep an overview of climate regulations across our global footprint, as well as to engage with our suppliers in anticipation of stricter regulations. By diversifying our supplier portfolio and following a more regional procurement strategy, we are further reducing the interdependencies of climate change on our supply chain.

Physical climate risks such as heat stress, water scarcity and tropical cyclones may impact our own operations and employees and ultimately result in disruptions in our supply chain. For that it is crucial that we have adaptation measures in place to reduce the im-

See our sustainability strategy for more information.

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pacts of such hazards. One great example is that at one of our sites in Bangalore, India, we make sure to recycle 100% of the freshwater at least once. Another prominent example is the conversion of the landscaping of our site in Minnesota, USA into natural prairie that will reduce the use of water irrigation.

The potential financial impact of the identified physical risks on Bühler are minimal to moderate. Overall, though there might be some risks, we already have well-established processes and measures in place that mitigate those risks.

The table on pages 5–7 outlines the impact of the risks and opportunities on Bühler, as well as the resulting financial implications.

### The resilience of Bühler's strategy

The resilience of Bühler's strategy towards climate-related risks and opportunities is described by considering different climate conditions. To assess both transition and physical risks, Bühler made use of climate scenarios to show possible outcomes of the risks and opportunities.

Our exposure to physical risks was assessed based on the shared socioeconomic pathways (SSP) from the Intergovernmental Panel on Climate Change (IPCC). We chose to utilize the middle-of-the-road pathway (SSP2-4.5) and the fossil-fueled-development pathway (SSP5-8.5). While the SSP2-4.5 pathway projects a mid-century temperature increase between 1.6°C and 2.5°C, the SSP5-8.5 pathway projects a mid-century temperature increase between 1.9°C and 3°C. The three timeframes considered were the baseline, 2030, and 2050.

To include the perspective of a more stringent scenario in describing the required climate-related risks and opportunities for a transition towards a low emissions economy, Bühler made use of the Nationally Determined Contributions (NDCs) pathways. The NDCs are aligned with the Paris Agreement in limiting global warming to 1.5°C and consider all commitments already taken by states and governments.

### Bühler's climate transition plan

Bühler has developed a climate transition plan that is well aligned with the Swiss climate goals that are based on the Paris Agreement ratified in 2015. Our transition plan therefore meets the requirements of the Swiss Ordinance on Climate Disclosures.

We have set measures to reduce our own emissions (Scopes 1 and 2) by reducing energy consumption and switching energy sources to greener alternatives. This will improve the energy efficiency at our sites and increase the use of renewable energy. This ambition requires investments in our assets and manufacturing buildings, which is based on a road map of lighthouse projects that will be rolled out gradually to the regions.

Bühler's climate transition plan was developed in alignment with the Science Based Targets initiative (SBTi) and a 1.5°C pathway and therefore contributes to the Swiss climate strategy.

# 3. RISK MANAGEMENT

3.1. Describe the organization's processes for identifying and assessing climate-related risks.
3.2. Describe the organization's processes for managing climate-related risks.
3.3. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Bühler has an integrated risk management process in place that comprises annual risk workshops conducted with each business supported by the Group risk management function. The integrated risk assessment looks at internal as well as external risks that include sustainability-related risks such as physical and transition risks. They are assessed based on impact and their probability. Our Group risk management supports the identification and assessment of climate-related risks and opportunities.

In 2024, a separate workstream was established to specifically conduct the transition and physical risk assessment. The identification of the transition risks and opportunities was based on interviews and workshops held with key internal stakeholders, as well as peer benchmarking. The physical climate risk assessment was conducted in partnership with a well-known insurance company making use of their expertise and risk models that are based on large-scale empirical data. This assessment was reviewed in 2025. As there were no material shifts, the identified principal risks and opportunities remain unchanged. The potential financial impact of the climate-related risks and opportunities enables Bühler to prioritize them in comparison with our overall Group risks and opportunities. The following classification links the climate-related risks and opportunities to the potential financial impact on our Group turnover or EBIT:

- Low (< mCHF 2 EBIT or < mCHF 20 turnover)
- Moderate (mCHF 2–4 EBIT or mCHF 20–40 turnover)
- High (mCHF 4–8 EBIT or mCHF 40–80 turnover)
- Very High (> mCHF 8 EBIT or > mCHF 80 turnover)

The climate risk assessment is integrated into our Group risk management process. We aim to annually update and revisit the climate risk assessment to include ongoing shifts and developments in that regard. Furthermore, we will continue to improve the process around the integration of the TCFD framework into our Group risk management.

# 4. METRICS AND TARGETS

4.1. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.
4.2. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.
4.3. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Climate change is one of the material topics that Bühler has identified within its double materiality assessment. In alignment with Bühler's climate transition plan, the company has set metrics that address its material issues around climate change. The material climate-related issues for Bühler go beyond its own operations. The company's biggest impact on the climate happens downstream with its customers. Therefore, we have not only set goals towards our own operations, but we have also set goals that will enable our partners in the value chain to transform their activities towards a low-carbon economy.

By 2030 Bühler is committed to reduce its own Scope 1 and 2 emissions by 60% in comparison to the baseline in 2019.

By 2025 we aim to have solutions ready to multiply that will reduce the consumption of energy, waste, and water in the value chains of our customers by 50%.

We monitor our Scope 1, 2, and relevant Scope 3 greenhouse gas (GHG) emissions according to the greenhouse gas protocol. Among other metrics, we also monitor our energy consumption, our water withdrawal and our generated waste (hazardous and non-hazardous).

See reporting of tracked indicators for more information on our progress.

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

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