

ECONOMY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2024 ¹	2025
Direct economic value generated: revenue	201-1	mCHF	N/A	2,984	2,753
Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital payments to government	201-1		N/A		
Total		mCHF		2,780	2,579
Operating cost		mCHF		1,687	1,531
Employee wages and benefits		mCHF		1,002	972
Payments to providers of capital		mCHF		27	29
Payments to government		mCHF		64	47
Economic value retained: 'direct economic value generated' less 'economic value distributed'	201-1	mCHF	N/A	1,442	1,298
Accelerate turnover growth in region Middle East, Africa & India and creation of better balance in geographical diversification of Bühler		% of turnover	N/A	19	21
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		%		99.4	99.2
South America		%		98.7	98.7
Europe		%		97.2	97.5
Middle East, Africa & India		%		98.7	99.0
Asia		%		99.4	99.3

¹ In accordance with best practice in sustainability, each year we refresh our data based on current understanding, more-informed data quality, and new learnings.

NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019 ¹	2024 ¹	2025
Number of Bühler solutions quantified for CO ₂ e impact in operations	#	N/A		85	96	
Employees involved in Generation B	%	20		20	20	
Significant partnerships for education	#	N/A		11	4 ²	
Significant partnerships improving access to nutrition	#	N/A		1	4 ²	
Significant partnerships supporting biodiversity and climate	#	N/A		1	3 ²	
Significant partnerships supporting start-ups	#	N/A		7	4 ²	
Energy consumption within the organization	302-1	GJ	Best practice based on operational and environmental risk	728,00	598,312	587,700
Total water withdrawal from all areas	303-3	m ³	Best practice based on operational and environmental risk	45,1151	349,468	365,977
Total water withdrawal from areas with water stress ³	303-3	m ³	Best practice based on operational and environmental risk	145,229	167,800	162,852
Gross direct (Scope 1) GHG emissions	305-1	t CO ₂ e	Scope 1 & 2 (together) 60% by 2030	20,685	15,700	15,425
Gross indirect (Scope 2) GHG emissions – location based	305-2	t CO ₂ e	Target refers to market based	51,181	36,917	36,703
Gross indirect (Scope 2) GHG emissions – market based	305-2	t CO ₂ e	Scope 1 & 2 (together) 60% by 2030	43,205	29,411	29,215

¹In accordance with best practice in sustainability, each year we refresh our data based on current understanding, more-informed data quality, and new learnings.

²See [Partnerships Section](#). ³We define a water stress area as one with a risk of 3 or higher according to the Water Risk Atlas of the World Resources Institute.

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019 ¹	2024 ¹	2025
Gross indirect (Scope 3) GHG emissions	305-3	t CO ₂ e	See individual subcategories	77,1458	40,672,274	40,675,809 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	757,650	480,753	491,833
Gross indirect (Scope 3) GHG emissions – capital goods	305-3	t CO ₂ e	Best practice based on operational and environmental risk	Not reported this year	16,700	14,848
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	1,698	1,660
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	24,019	25,166
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	5,224	5,355
Gross indirect (Scope 3) GHG emissions – business travel	305-3	t CO ₂ e	N/A	Not reported this year	21,300	17,900
Gross indirect (Scope 3) GHG emissions – employee commuting	305-3	t CO ₂ e	N/A	Not reported this year	23,560	22,649
Gross indirect (Scope 3) GHG emissions – upstream leased assets	305-3	t CO ₂ e	Best practice based on operational and environmental risk	169	Not reported this year	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	96,860	93,605

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² Sum of all Scope 3 categories.

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019 ¹	2024 ¹	2025
Gross indirect (Scope 3) GHG emissions – use of sold products ²	305-3	t CO ₂ e	N/A	Not reported this year	40,000,000	40,000,000
Gross indirect (Scope 3) GHG emissions – end of life treatment of sold products ³	305-3	t CO ₂ e	N/A	Not reported this year	2,160	2,793
GHG emissions intensity ratio for the organization	305-4	t CO ₂ e/kh	N/A	11.9	9.5	9.3 ⁴
Total weight of waste generated	306-3	t	Best practice based on operational and environmental risk	19,254	16,730	17,151
Total weight of waste generated – non-hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	16,060	14,250	14,249
Total weight of waste generated – hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	Not reported this year	391	529
Total weight of waste generated – non-hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	1,792	1,612	1,821
Total weight of waste generated – hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	1,336	476	552

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² The approach followed was a “top-down”, project-based approach considering the emissions across entire projects.

³ Approach: amount of raw materials purchased data in 2025 was used to indicate the steel and other key materials 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 was considered as treatment. Emission factors sourcing from US EPA GHG Emissions Factors Hub 2024. This does not include the preprocessed materials and the materials in the pre-built purchased equipment.

⁴ To improve accuracy, this year the calculation is based on Scopes 1 & 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	2024 ¹	2025
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		#		1,407	942
Global		#		292 1,115	204 738
North America		#		25 111	8 30
South America		#		29 51	31 82
Europe		#		154 566	94 357
Middle East, Africa & India		#		42 267	40 211
Asia		#		42 120	31 58
Region and gender (female male not assigned)					
Global		#		478	379
North America		#		71	20
South America		#		35	51
Europe		#		252	193
Middle East, Africa & India		#		85	81
Asia		#		35	34
Region and born today – 1996					

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Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2024 ¹	2025
Region and born 1981 – 1995	Total number of new employees hired during the reporting period by region and globally split by:	401-1	Best practice in definition with peers		
	Global	#		671	426
	North America	#		39	12
	South America	#		36	46
	Europe	#		282	155
	Middle East, Africa & India	#		199	164
	Asia	#		115	49
	Global	#		170	121
	North America	#		25	4
	South America	#		9	16
Region and born 1965 – 1980	Europe	#		102	89
	Middle East, Africa & India	#		23	6
	Asia	#		11	6
	Global	#		22	16
	North America	#		1	2
Region and born 1964 and earlier	South America	#		0	0
	Europe	#		18	14
	Middle East, Africa & India	#		2	0
	Asia	#		1	0

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Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2024 ¹	2025
Total number of employee turnover during the reporting period globally and by region split by:	401-1		Best practice in definition with peers		
Total	#			1,390	1,256
Global	#			315 1,075	265 991
North America	#			26 116	23 128
Region and gender (female male)					
South America	#			13 62	32 72
Europe	#			181 571	134 496
Middle East, Africa & India	#			24 111	21 140
Asia	#			71 215	55 155
Region and born today – 1996					
Global	#			256	261
North America	#			33	29
South America	#			14	30
Europe	#			157	133
Middle East, Africa & India	#			18	38
Asia	#			34	31
Region and born 1981 – 1995					
Global	#			588	540
North America	#			49	49
South America	#			35	52
Europe	#			255	215
Middle East, Africa & India	#			85	101
Asia	#			164	123

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Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2024 ¹	2025
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 1965 – 1980	Global	#		314	252
	North America	#		33	42
	South America	#		22	18
	Europe	#		167	121
	Middle East, Africa & India	#		29	22
	Asia	#		63	49
Region and born 1964 and earlier	Global	#		232	203
	North America	#		27	31
	South America	#		4	4
	Europe	#		173	161
	Middle East, Africa & India	#		3	0
	Asia	#		25	7
Total leavers as a percentage of workforce	401-1	%	N/A	10.5	10.2
Rate of attrition	401-1	%	N/A	5.6	4.8
Percentage of apprentices who are hired subsequently to their apprenticeship (Uzwil)	401-1	%	N/A	73	67
Percentage of workers trained on occupational health and safety	403-5	%	N/A	96.61	97.10
Work-related injuries (TRI rate) ²	403-9	#	0	0.94	0.96

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²Total 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	2024 ¹	2025
Percentage of training costs per total personnel costs	404-1	%	Best practice in definition with peers	0.74	0.69
Number of training days per full-time employee per year	404-1	#	Best practice in definition with peers	2.03	1.94
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		%		16 84	16 84
South America		%		19 81	18 82
Europe		%		18 82	18 82
Middle East, Africa & India		%		11 89	12 88
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)		%		20 80	19 81
Born 1981 – 1995 (female male)		%		19 81	18 82
Born 1965 – 1980 (female male)		%		16 84	16 84
Born 1964 and earlier (female male)		%		11 89	12 88

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Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2024 ¹	2025
Region (female male)	Percentage of employees by gender of supervisors for the following categories:	405-1	Best practice in definition with peers		
	North America	%		19 81	20 80
	South America	%		23 77	23 77
	Europe	%		13 87	14 86
	Middle East, Africa & India	%		9 91	8 92
	Asia	%		19 81	20 80
Born year (female male)	Percentage of employees by gender of supervisors for the following categories:	405-1	Best practice in definition with peers		
	Born today – 1996 (female male)	%		36 64	29 71
	Born 1981 – 1995 (female male)	%		17 83	17 83
	Born 1965 – 1980 (female male)	%		13 87	13 87
	Born 1964 and earlier (female male)	%		9 91	5 95
Number of relevant fines (>CHF 200,000)	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

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