ANNUAL REPORT 2025

Multiplying impact together

Innovations for a **better world.**

BÜHLER

MULTIPLYING IMPACT TOGETHER

In a year defined by volatility and shifting global dynamics, Bühler continued to demonstrate resilience, adaptability, and a steadfast commitment to creating long-term value. By leveraging our broad portfolio, global production and service capabilities, and strong innovation pipeline, we supported customers across markets as they navigated uncertainty and pursued new opportunities. We strengthened our ecosystem with strategic investments in manufacturing, digital services, education, and innovation, while advancing solutions that deliver both performance gains and significant resource efficiencies. These efforts reinforce our foundation and underscore our ambition of multiplying impact together with our customers and partners.



TOP NEWS OF 2025

























PROUD OF THE LEGACY, READY TO SHAPE THE FUTURE



As the fifth generation of owners of Bühler, we are deeply committed to supporting the company's growth and to ensuring its long-term success. It has been over a decade since our father entrusted the company to us in 2014, and in that time we have continued to uphold and strengthen the values set out in our family charter: fostering innovation, education, sustainability, and the ongoing development of Bühler as a profitable, independent family-owned company – for the benefit of our customers, our employees, and future generations.

This year, we lost our father, Urs Bühler. We miss him dearly every day. His spirit and vision continue to inspire us. He often said: "Why should I care about the past? I want to know what the future holds." Like him, we look to the future with entrepreneurial spirit, courage, and curiosity. Yet we also draw strength from the past – from the example our father set, from the values he lived by, and from the generations of our family who built Bühler with true dedication and purpose – and we will continue to build on this strong foundation.

Maya, Jeannine, and Karin Bühler

URS BÜHLER
1943 – 2025



On August 1, 2025, Urs Bühler passed away at the age of 82. With his passing, Bühler lost a visionary entrepreneur who profoundly shaped the course of the company and set the foundation to ensure it would remain a successful family-owned business. As fourth generation owner of the company and former CEO and Chairman, he drove further international expansion and was strongly committed to innovation. Through his dedication and foresight, he laid the foundation for Bühler's long-term growth.

Throughout his tenure, he led with empathy, humility, and a rare attentiveness to people. His leadership demonstrated that economic success and human connection are not opposites, but mutually reinforcing. His spirit lives on – reflected in the closeness to customers that defines the Bühler culture, in the courage to make decisions that open paths for future generations, and in the foresight to hand over responsibility at the right moment. This spirit endures as both a legacy and a guiding promise – for his family, for the company, and for all who believe in a better world.

Read more about the life of Urs Bühler:

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You can find the full Business Review section of the Annual Report 2025 and more information on our website.

↗ READ ONLINE

MULTIPLYING IMPACT TOGETHER



Calvin Grieder
Chairman of the Board
until February 12, 2026



Stefan Scheiber
Chief Executive Officer
until December 31, 2025, Chairman of the Board from February 12, 2026

Dear customers, partners, and employees,

The year 2025 was characterized by significant uncertainty leading to ongoing market volatility. Increasing trade barriers and a cautious investment climate shaped the global investment goods landscape. Despite this, Bühler continued to invest, showing resilience, foresight, and agility. With our extensive, innovative product range, strong customer service, and worldwide presence, we managed to capture opportunities in growing markets and expand our market share in key segments of our business. Our robust supply chain enabled us to adapt quickly and flexibly to the changing environment. We also continued to progress our AI capabilities and enhance our digital and automation services for our customers' benefit. At the same time, we invested in the further development of our global talent. All this was made possible by our focus on cost discipline and productivity improvement, which helped us improve our profitability as well as our balance sheet.

Our Grains & Food business experienced stable orders. In our Chocolate & Coffee business area, a surge in cocoa processing investment resulted in strong market activity. In Value Nutrition, demand for pasta solutions increased, driven by population growth and urbanization. Our feed business performed well, supported by demand for industrially produced protein. The pet food segment expanded thanks to ongoing high consumer demand for quality products. This year, we also set a new standard in training for grain and animal nutrition processing with the opening of our state-of-the-art Milling Academy in Uzwil. Along with our Grain Innovation Center, this shows our commitment to leadership in training and innovation in these core business segments of Bühler.

Our Advanced Materials business maintained its technological leadership in a challenging environment, securing significant new projects in all three areas: Die Casting, Grinding & Dispersing, and

Bühler Leybold Optics. Overall orders and turnover in Advanced Materials were lower than the previous year, mainly due to low activity in the global automotive sector. The markets for e-mobility and energy-efficient buildings are still interesting but developed at a slower growth rate than expected.

We continue to maintain our long-term view which, together with our strong balance sheet, enables us to thrive and to continue investing in order to provide top-quality solutions for our customers.

This year marked the passing of our patron and former owner, Urs Bühler. His entrepreneurial vision and foresight ensured Bühler's independence and stability as a family-owned company – a strong foundation that his daughters, Karin, Maya, and Jeannine Bühler, continue to build on.

In 2026, we announced the transition to a new CEO and a new Chairman. Through proactive planning, we have ensured continuity and stability for Bühler's employees, customers, and partners, underscoring the company's commitment to long-term stewardship.

We would like to thank you, our customers, partners, and employees all over the world, for the trust and loyalty you have shown in Bühler. We also extend our deepest thanks to our owners, the Bühler Family. It has been an honor to lead this company and serve all of you.



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

Calvin Grieder
Chairman of the Board

Stefan Scheiber
Chief Executive Officer

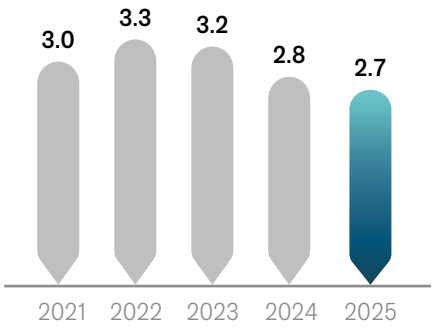
Handover of CEO role to Samuel Schär

The start of 2026 marked the handover of the CEO role from Stefan Scheiber to Samuel Schär. On February 12, 2026, Stefan Scheiber will succeed Calvin Grieder as Chairman of the Board of Directors following the election at the AGM.

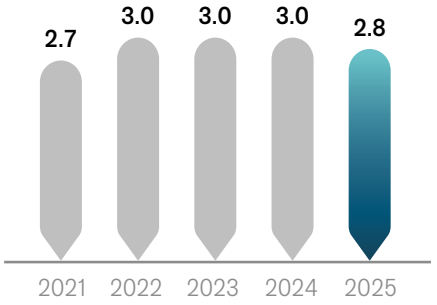


RESULTS AT A GLANCE

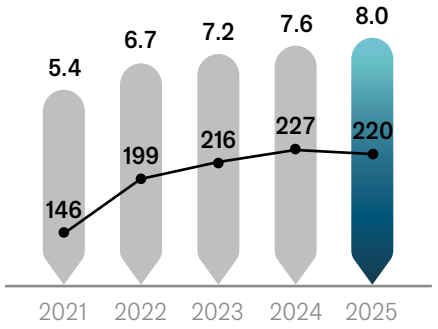
Order intake
(in billion CHF) **-3.9%**



Turnover
(in billion CHF) **-7.8%**

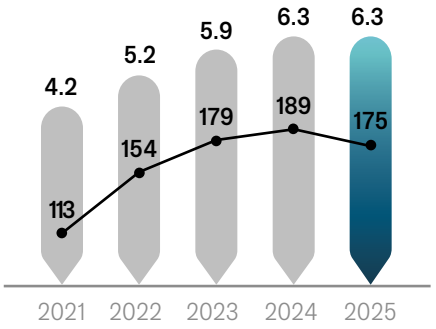


EBIT
(in %) **+0.4pp**



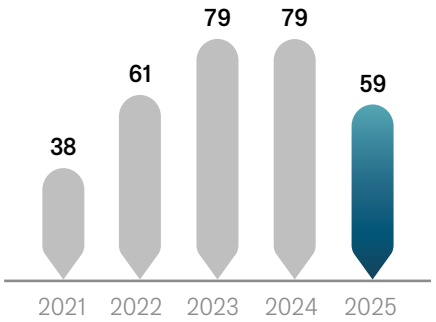
● – in million CHF

Net profit
(in %) **0pp**

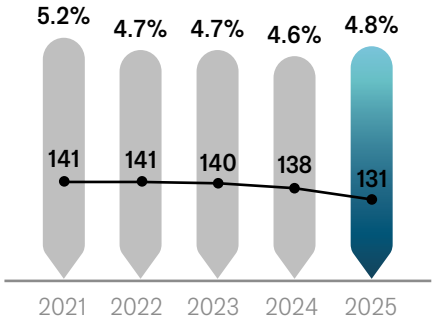


● – in million CHF

Investments into asset base
(in million CHF) **-25.5%**

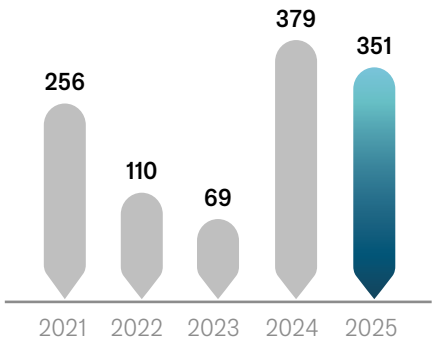


R&D expenses
(as % of turnover) **+0.2pp**

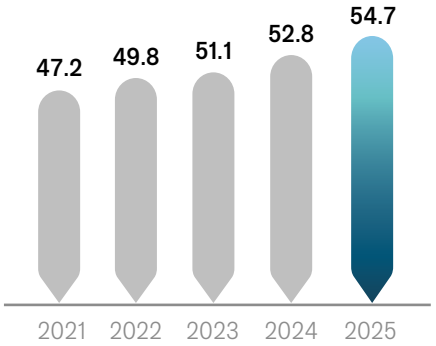


● – in million CHF

Operating cash flow
(in million CHF) **-7.5%**



Equity ratio
(in %) **+1.9pp**



GROUP REPORT 2025 CAPTURING MOMENTUM AND INVESTING IN FUTURE GROWTH

Bühler demonstrated its reliability and strength as a trusted partner for customers, suppliers, and bondholders in 2025 thanks to its broad product portfolio, global footprint, and strong supply chain.



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

In a challenging global investment climate, order intake in local currencies was stable. Grains & Food had an encouraging, positive ear with stable orders and gained market share in several segments, while Advanced Materials retained market shares but experienced lower orders due to subdued market activity. The Customer Service business, a key differentiator for Bühler and value generator for customers globally, increased its share of Group turnover for the third year in a row. Turnover at Group level decreased, reflecting the low order intake in the previous year, but thanks to strong cost discipline and focus on internal productivity gains, the company was able to increase its EBIT margin. This enables Bühler to invest in innovative solutions for customers. Bühler further strengthened its financial position, increasing its equity ratio for the seventh time in a row and improving its cash balance. Bühler anticipates continued market volatility in 2026. The company's strategic direction and financial strength enable ongoing innovation expenditure and flexibility. Strategic Board transitions ensure continuity, renewal, and sustained value for customers and partners.

Demonstrating strength in uncertain times

In an environment characterized by significant uncertainty, ongoing market volatility, and a subdued investment goods climate, Bühler remained a reliable and innovative partner for its customers and other stakeholders. Bühler Group's order intake at Group level was stable in local currencies, showing a slight decline of 0.5% (in Swiss francs, a decrease of 3.9% to CHF 2.7 billion). The effects of increased tariffs and customers delaying investment decisions in many regions were largely offset thanks to the resilience of Bühler's global setup, the flexibility of its supply chain, and its strong customer orientation. By acting with agility in the face of changing

conditions, Bühler managed to expand in new markets and grow market share in key sectors. It also continued to invest in innovative solutions and its global manufacturing network, expanding customer service offerings and training.

Turnover at Group level contracted by 4.4% in local currencies (in Swiss francs, a decrease of 7.8% to CHF 2.8 billion) due to the effects of lower orders in the previous year as well as timing effects from project execution and delayed material deliveries in some markets. This was offset to some extent by the stability of turnover in the Customer Service business, which, in 2025, contributed an increased percentage to overall turnover.

Bühler also took steps to address the development of the turnover proactively through a stronger utilization of its global supply chain network, increased productivity gains in manufacturing and logistics, and continued optimization of its administrative and support functions. Thanks to this disciplined cost culture, internal productivity, and operational excellence, the company was able to increase its EBIT margin to 8.0% (prior year: 7.6%), enabling it to invest in future growth and further strengthen its portfolio for customers. EBIT amounted to CHF 220 million (prior year: CHF 227 million) and net profit to CHF 175 million (prior year: CHF 189 million), representing a net margin of 6.3% (prior year: 6.3%).

The Networking Days 2025 in Uzwil once again demonstrated Bühler's role as a global convener of ideas, technologies, and people in its industries. The company met its goal of having solutions and services ready to scale that enable customers to grow their business while at the same time reducing environmental impacts in their value chains. At the same time, it made further progress in reducing its own environmental footprint along its sustainability journey.

Strong equity and financial position

Bühler further strengthened its already solid financial base in 2025. Following the exceptional improvement in cash generation during the prior year, net liquidity further increased from CHF 503 million to CHF 712 million in 2025 – an increase of 41.6%. This was the result of higher operational efficiency, disciplined project management, and a targeted reduction in net working capital.

Net working capital decreased significantly by 25.2% to CHF 415 million, while return on net operating assets (RONOA) increased by 0.9 percentage points to 13.6%, reflecting improved asset utilization and profitability. The equity ratio increased to 54.7% (prior year: 52.8%), thanks to disciplined investment and financing decisions as well as the improved relative profitability level.

This robust financial position enables the company to invest in its innovative portfolio for its customers and thus fuel future growth and maintain strategic flexibility, even in an environment characterized by volatility and uncertainty.

Broad business portfolio as a driver of growth

Bühler's broad solutions portfolio continued to provide the foundation of its strength in 2025. Performance in the Group's two businesses reflected the market dynamics in each industry. The Grains & Food business gained market share in several segments, and Advanced Materials continued to be affected by the global slowdown in automotive and battery markets.

While Grains & Food orders overall decreased slightly by 1.1% to CHF 2,147 million, individual business areas experienced growth. The Chocolate & Coffee business showed an outstanding performance with order intake rising by 31.0% to CHF 325 million. After two years of restrained investments caused by record-high cocoa prices, 2025 saw many new entrants to the market, particularly in Africa, investing in local cocoa processing facilities. This trend toward regional value creation marks a structural shift in the global cocoa industry and underlines Bühler's strong market position. The Value Nutrition business area also achieved double-digit order growth of 12.7% growth thanks to leading technologies and comprehensive customer solutions, with the feed segment performing strongly in the Europe, Southeast Asia, and Greater China regions. Grain Quality & Supply and Consumer Foods orders decreased by 7.4% and 8.8% respectively. Milling Solutions order intake decreased by 14.3% from a historically high level. It benefited from large projects in the Middle East and Africa and continued expansion of its digital SmartMill solutions. Across Grains & Food, innovations such as the OptiBake system for wafer production, the AI700 optical sorter for gluten free cereals, and the Nutrex extrusion platform for feed and food applications demonstrate Bühler's technological leadership.

Overall, Advanced Materials experienced a decline in orders, down 15.2% to CHF 551 million, although individual business areas grew. The business was impacted by weak investment activity in the automotive sector, uncertainties in Europe, and increased competitive pressure in China. Nevertheless, Bühler maintained its technology leadership in a challenging environment, securing substantial new projects in all three business areas. Die Casting was affected most, with a 37.9% decrease in orders, as several large-scale megacasting projects materialized more slowly than expected despite confirmed commitments from major customers. Grinding & Dispersing, by contrast, achieved significant growth of 51.0%, supported by large battery-related projects and renewed activity in inks, coatings, and food applications. Leybold Optics recorded an 8.3% decline in orders but still at a high level, with strong precision optics and semiconductor activities partially offset by delayed investment decisions in glass coating.

Customer Service: long-term performance partnerships

Fast, professional, and reliable services are a cornerstone of Bühler's strategy to help customers grow their business while lowering their footprint. This is a key differentiator for Bühler. With more than 30,000 active customers with Bühler machines operating in the field, the installed base is a unique lever for improving yield, energy efficiency, and uptime across global food and materials value chains. By working closely with customers, Bühler's Customer Service business translates this potential into measurable business and sustainability outcomes.

In 2025, the Customer Service business increased its share of total turnover to 38.3% (prior year: 35.4%). While project-related service activities reflected the cautious investment climate in several regions – particularly in the US and the automotive segment – recurring and contract-based services achieved strong growth. The number of long-term service agreements with customers increased significantly from 2,500 to more than 3,000 across all

businesses and regions. Customers increasingly rely on Bühler's Total Care and performance-based contracts, which provide predictable service levels, optimized maintenance, and measurable efficiency gains.

Bühler's digital customer portal, myBühler, reached more than 11,500 customers and 24,300 users across over 150 countries in 2025, generating more than 2,000 customer touchpoints per day. The portal is designed to serve the full spectrum of customer teams, from maintenance managers accessing critical plant information and documentation to purchasing managers buying products in full self-service. It drives measurable impact for customers by providing convenience and value-added information. In 2025, an additional 1,000 customers were onboarded and approximately four out of ten transactional orders are now placed through the portal, which is a growth of 15%. The platform was recognized as the best B2B eCommerce site in Swiss industry and manufacturing and is certified to ISO 27001.

Bühler strengthened its customer service offering with Customer Operations Centers in Mexico, Czech Republic, and India that support the growing number of connected customer plants and digital service subscriptions. These centers have evolved from their initial start-up phase into sustainable operations, ensuring continuous support, data insights, and performance monitoring for customers worldwide. Their integration with Bühler's digital platforms strengthens the link between field data, service actions, and customer outcomes.

With its Environmental Impact Services, Bühler offers consulting and analysis that enables customers to identify improvement areas in energy use, water consumption, and emissions, and to translate these findings into concrete performance projects and long-term service engagements.

Together with offerings such as Outcome as a Service, the Customer Service business continues to evolve from transactional support to long-term performance partnerships.

Geographic balance provides stability and opportunities

Bühler's global set-up and network remained balanced, with some regional shifts. The strongest growth in turnover originated from Africa, which for the first time became the largest region for Bühler's food and feed businesses, catching up with Europe and surpassing North America and China. Growth was driven by new projects in the Chocolate and Cocoa business segments, and by investments to bolster food security and nutrition, including silo complexes and integrated food parks that combine multiple staple-food applications.

Europe also contributed positively, benefiting from stable investment activity and strong demand in milling, feed, and confectionery processing solutions. The region maintained high service and retrofit volumes. By contrast, China and North America did not meet expectations. Customers in China continued to hesitate to trigger significant new investments in food processing. North America accounted for the largest share of Bühler's business downturn (order intake -31%), driven by US tariffs that reduced investment activity and led to postponed customer projects. Bühler addressed these challenges for customers by implementing supply chain adjustments, leveraging its global production network,

minimizing the share of affected components, and preserving competitiveness in this strategically important market. In 2025, we also progressed in our strategy to further broaden our global manufacturing presence, exemplified by the groundbreaking of our new manufacturing facility in Mexico.

At the Group level, Bühler's regional distribution of order intake was as follows: Europe 30%, Middle East, Africa & India 24%, Americas 23%, and Asia 23%. The continued strength of the Middle East, Africa & India region – with particularly high growth in Africa and the Middle East – in part offset slower performance in the Americas and Asia.

Together, Bühler's diversified business portfolio, high share of customer services, and balanced regional footprint remain the company's most effective risk-mitigation mechanism. The combination of high-performing food businesses, innovation-driven technology, and a global manufacturing and service network enables Bühler to absorb volatility, maintain profitability, and deliver sustainable growth even in uncertain environments. This inherent balance continues to make Bühler highly resilient in the circumstances.

Innovation and R&D: ongoing high investments

Innovation remains at the core of Bühler's long-term competitiveness and its ability to create impact for customers. In 2025, expenditure on R&D amounted to CHF 131 million – 4.8% of turnover (previous year 4.6%): Bühler launched around 60 new products successfully into market, reinforcing its commitment to purposeful innovation that drives both performance and sustainability. This innovation capability was supported by Bühler's global innovation network of research and training centers in 26 locations. Over the year, customers conducted more than 3,500 trial days, developing over 600 new food and feed products, and advancing 500 material applications. In addition, over 1,000 days of customer training strengthened expertise across Bühler's industries.

Networking Days 2025 – multiplying impact together

The Networking Days 2025 in Uzwil marked the highlight of the year and once again demonstrated Bühler's role as a global convener of ideas, technologies, and people. Under the theme "Multiplying impact together", more than 1,000 leaders from business, science, and policy from across all continents gathered to explore how collective action can accelerate progress in food, feed, and mobility.

The event reflected Bühler's purpose: helping customers grow their business while lowering their footprint. Bühler's sustainability approach defines a business model where economic growth, resource efficiency, and climate impact reduction are inseparable.

At the heart of the Networking Days was the scientific assessment of 15 industrial value chains across Bühler's three main industries. The results confirmed that in 11 of these value chains it is possible to reduce energy, waste, water, and CO_2e emissions by at least 50% using technologies that are already available and being implemented today.

With the related technology development, Bühler delivered on its promise to customers to have solutions ready to multiply by 2025 that reduce energy, waste, and water by 50% in their supply chains. The company also made continued progress along its internal sustainability journey, lowering its emissions to 30% below the 2019 baseline.

Leadership and people: continuity, capability, and culture

Bühler's success in 2025 was underpinned by continued investments in people as the foundation of its long-term performance and culture, emphasizing trust, ownership, and passion as the core of its identity. With 12,090 employees worldwide (prior year: 12,350), Bühler advanced its capability agenda across all levels of the organization, from apprenticeships to expert programs and leadership development.

The year was marked by important leadership transitions that reflect Bühler's long-term commitment to continuity and renewal. As part of the planned succession for 2026, the Board of Directors has decided to propose Stefan Scheiber as the new Chairman of the Board of Directors at the Annual General Meeting in February. He succeeds Calvin Grieder, who will retire after 25 years of service as CEO, Board Member, and Chairman of the Board.

Samuel Schär, who has held leadership positions in the company since 2005, and was Chief Services & Sales Officer since 2020, succeeded Stefan Scheiber as CEO of Bühler effective January 1, 2026. This carefully prepared succession ensures stability, continuity, and strong alignment with Bühler's values as an independent family-owned company.

Within the business organization, Grains & Food also announced a planned leadership change. After a decade of successful leadership, Johannes Wick stepped down as CEO at the end of 2025 to assume a new strategic role within the Group. He is succeeded by Mike Häfeli, a long-time Bühler leader with over 25 years of experience following an apprenticeship at the company with additional studies. Mike Häfeli is CEO Grains & Food and Member of the Executive Board as of January 1, 2026.

Alongside these transitions, Bühler continued to strengthen its talent base globally. The company trained 524 apprentices in 24 locations worldwide and achieved a 67% retention rate after graduation of those trained in Switzerland. More than 100 employees participated in leadership programs. Bühler's partnership with institutions such as IMD, ETH Zurich, and One Young World ensures continuous learning and international exchange.

Bühler's year was also marked by a moment of remembrance. In August 2025, Urs Bühler, who shaped the company for decades as owner, CEO, and Chairman, passed away at the age of 82. His lifelong commitment to innovation, education, and responsible entrepreneurship laid the foundation for Bühler's success and values. Thanks to his foresight, the succession of both ownership and leadership had long been secured, ensuring that Bühler remains a strong, independent family enterprise. Guided by his legacy, the Bühler family and leadership team continue to advance the company's purpose – combining innovation, people, and performance to create a better world.

2025: KEY FACTS

12,090 full-time equivalent employees

Active in over **140** countries

105 service stations

165 years of family-run business

2 billion people each day enjoy foods produced on our equipment

90 sales offices

30% reduction of CO_2e since 2019 in Scope 1 and 2 (market-based)

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

30,000 active customers

>1 million machines installed worldwide

27 manufacturing sites

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

60 new products

26 locations with research and training centers around the world

GRAINS & FOOD:
REGAINED MOMENTUM WITH EXPANDED MARKET SHARE IN CORE SECTORS

In 2025, Grains & Food order intake decreased slightly by 1.1% to CHF 2,147 million. Turnover decreased by 3.8% to CHF 2,164 million. Following a year marked by restrained investment sentiment, the business regained momentum across most markets. Strong order development in the Middle East, Africa & India, and South America regions partially offset lower volumes in Greater China and North America. Bühler continued to expand its market share in its core sectors and further strengthened its leadership in milling, feed, and cocoa processing.

Grains & Food

Order intake	- 1.1%	Turnover	- 3.8%
CHF 2,147 million		CHF 2,164 million	

Grain Quality & Supply

The Grain Quality & Supply business area has still not fully recovered from the slowdown, which started during the Covid-19 pandemic. In 2025, however, there was strong order growth of over 25% in our Grain Handling business unit. Investments in food security and storage solutions in the Middle East and Africa underpinned a solid order book. Bühler successfully executed large-scale projects, including the continuation of grain storage installations in Iraq and new contracts for silo and handling facilities in West Africa. Another growth driver was the ship loading and unloading business mainly driven by large-scale projects in China.

In the Malting & Brewing business, customers maintained an active project pipeline, although decision-making remained cautious amid uncertain demand. In the Rice Solutions business, orders grew strongly with Bühler's modular UniLine concept, which continued to gain traction particularly in Africa and Southeast Asia. UniLine enables fast, efficient, and scalable rice processing with significant savings in time, energy, and footprint.

Optical Sorting showed further recovery. The SPARK entry-level sorter, launched in 2024, together with the advanced AI700 optical sorter for oat and cereal applications contributed to growth, especially in South America and Europe. Bühler's sorting portfolio remains a key differentiator in ensuring product safety and quality along the grain value chain.

Milling Solutions

Milling Solutions, Bühler's largest business area, maintained high turnover levels and continued to win major projects. Strong demand in the Middle East, Africa, India, and Europe supported overall performance, while activity in China normalized.

Over the past three years, Bühler Milling Solutions has added more than 30,000 tonnes per day of global wheat milling capacity, feeding an estimated 60 million people daily. The wide core portfolio around sifting, grinding, purifying and cleaning continues to set new benchmarks for efficiency and reliability, with broad customer adoption across regions.

The SmartMill program advanced digitalization in grain processing plants further, with more than 100 connected lines now operational worldwide. Bühler's temperature and vibration management system has become a standard digital service, enabling customers to maximize yield, throughput, and energy efficiency. The Grain Innovation Center in Uzwil, inaugurated in 2024, has become a hub for customer collaboration on food and feed processing. The new Milling Academy, opened in 2025, underlines the importance of education for the future generation of millers. Both facilities are fully operational, supporting Bühler's innovation drive and reinforcing the Group's leadership in sustainable milling technology.

Value Nutrition

Value Nutrition order intake grew, driven by the feed and pasta businesses. The feed segment performed strongly in the Europe, Southeast Asia, and Greater China regions, supported by structural demand for industrially produced protein.

Digital services, such as PelletingPro on Bühler's digital platforms, continued to gain market traction, helping customers increase yields and throughput, and reduce energy use. Performance Assessment Workshops focusing on performance optimization and energy reduction have attracted strong interest and led to first orders, such as the Z-Mission Energy package for dryers, which can reduce energy consumption by up to 45%.

The pet food business expanded thanks to sustained consumer demand for high-quality products. The retrofit and service segments evolved into key growth drivers, enabling customers to modernize existing assets efficiently.

Pasta solutions also contributed positively, particularly in the Middle East, Africa & India region and the Europe region, benefiting from robust population growth and urbanization trends. Bühler's Nutrex extrusion platform and Cerex puffing technology – introduction started in 2025 – broadened its portfolio for food and feed applications. Value Nutrition expanded its research and training center offerings by launching an extension at Bühler's Uzwil research and training center, featuring Bühler-Cerex puffing technology.

Chocolate & Coffee

The Chocolate & Coffee business area achieved a strong performance, with a 31.0% increase in order intake. Both business units – Chocolate and Flavor Creation – contributed significantly, driven by customer trust and Bühler's technology leadership.

In Flavor Creation, a remarkable wave of investments in cocoa led to strong market activity. Bühler successfully secured nearly all major tenders, reflecting its leading role along the entire value chain. The ongoing trend to keep value creation within cocoa-growing countries in Africa and Latin America continued to accelerate, reinforcing Bühler's position as a partner of choice for both emerging and established players. At the same time, the portfolio was expanded with a new nut-pasteurization solution, enabling customers to produce safe, high-quality products that meet strict food safety standards.

The Chocolate business unit, together with Confectionery, won the largest chocolate project in Bühler's history, covering a complete production line from raw-material intake to finished

chocolates. In addition, several major investments from privately owned producers helped balance lower demand from multinational chocolate companies. Overall, demand for roll-refining and conching technologies remained high, while alternative processing solutions for compounds, fillings, and spreads continued to grow.

Customer trust in Bühler's expertise remains a cornerstone of success. With decades of know-how, Bühler supports customers worldwide in optimizing processes, improving efficiency, and ensuring consistent quality. This dedication to partnership and knowledge transfer is also reflected in our training programs, where more than 3,000 participants have joined our chocolate courses to date, underlining the industry's confidence in Bühler's competence and commitment to lifelong learning.

Consumer Foods

In the Consumer Foods business, order intake declined slightly due to the subdued global demand for new plants. The biscuit business performed well, supported by the DirectBake Smart oven and RotaMold Smart molder. These solutions enable flexible, energy-efficient production for biscuits and crackers and have been well received in emerging markets. The wafer business attracted global attention with the launch of the inductively heated OptiBake oven for flat and hollow wafers, engineered to enhance quality, flexibility, and efficiency while reducing energy consumption by up to 50% compared to conventional gas-fired ovens. Two lines are already in operation. The confectionery business recorded a positive development, supported by a major order for two ChocoX modular moulding lines, which increased the project book. Building on the existing platform, the enhanced ChocoX widens end-product volume range and boosts capacity up to 4.5 tonnes per hour with quick changeovers, enables partial-line running with direct mould changeover, cuts compressed air use by 65%, and reduces footprint by 15%. In addition, Consumer Foods strengthened its portfolio with the official market launch of the Bühler OmniCool Smart universal cooling solution, tailored for optimal cooling of products and enrobed goods, like bars, biscuits and wafers.

MULTIPLYING IMPACT TOGETHER



Tanzania Breweries
A brewery revived

In Moshi, beneath Mount Kilimanjaro, Tanzania Breweries has revived its malting plant after five years of lying dormant. With Bühler's RimoMalt solution and remote services, the company now turns locally grown barley into high-quality malt for the local brewing industry. The modular system is flexible, efficient, and sustainable, reducing energy and water use. The result is a resilient value chain, and beer that is truly Tanzanian – from field to glass.

↗ READ ONLINE



Maestrani
Sweet gains through data

Family-owned Swiss chocolatier Maestrani has transformed its production with a data-driven strategy developed together with Bühler. With intelligent sensors and Bühler Insights, the company gained full process transparency and created a smart line that improved efficiency by nearly 20 percent. The shift from experience-based decisions to data-informed optimization is laying the groundwork for more agile, sustainable, and future-ready chocolate production.

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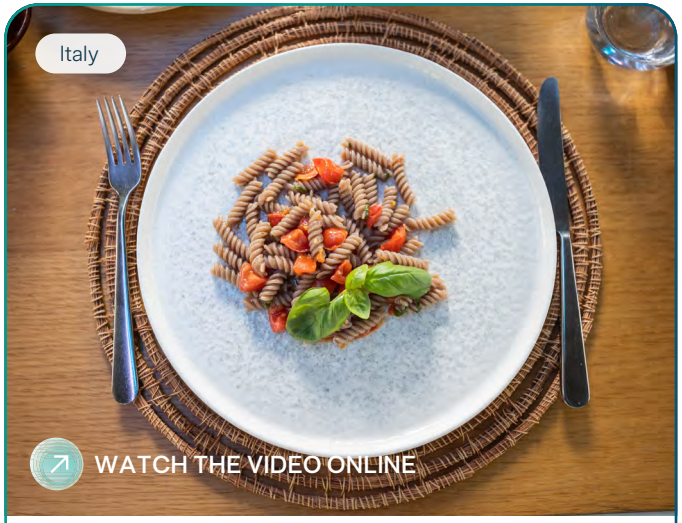


Danco
Scaling soft waffle success

Danco has captured China's soft waffle market through bold entrepreneurship and a long-standing partnership with Bühler. From its first Haas line in 2006 to today's 17 Bühler production lines, the company has scaled with precision technology, consistent quality, and tailored process expertise. With automated control, energy-efficient equipment, and local support, Danco delivers 8 million waffles daily and continues to grow its brand through innovation and quality.

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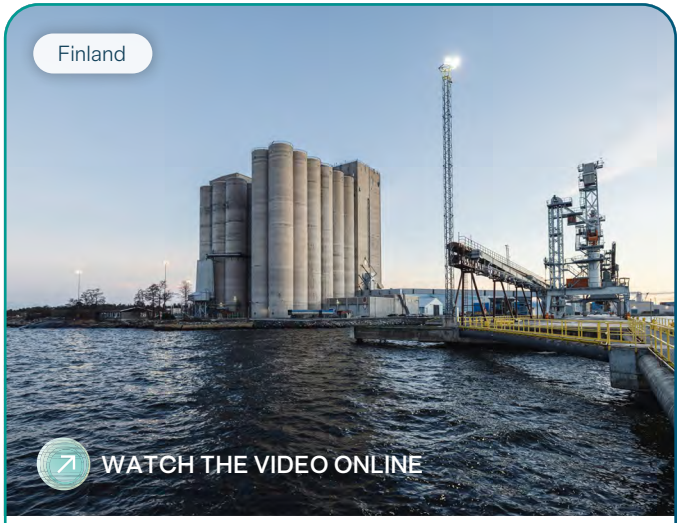
MULTIPLYING IMPACT TOGETHER



Andriani S.p.A
Creating virtuous circles

Andriani in Italy is redefining pasta with naturally gluten-free, nutrient-rich raw materials and a deep commitment to circularity. Working closely with Bühler, the company transforms more than 60 ingredients into high-quality pasta while upcycling side streams, optimizing energy and water use, and lowering its footprint. With innovative milling, extrusion, and Environmental Impact Services, Andriani is proving that growing business and making sustainable progress go together.

↗ READ ONLINE



Oat Mill Finland
A towering transformation

In Rauma, Oat Mill Finland transformed an 86-meter grain silo into one of the country's most advanced and efficient oat mills. Together with Bühler, the team used 3D scanning, smart vertical engineering, and energy-saving mechanical conveying to minimize footprint and boost efficiency. A 31-meter kiln, advanced sorting, and modern automation ensure premium Finnish oats are processed sustainably and can be delivered to customers worldwide.

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WAFA Holding
Building food security

WAFA Holding is transforming Mauritania's food landscape by shifting from imports to fully local production. With Bühler technology across its mills, feed plant, and pasta and couscous lines, the company ensures reliable quality, higher productivity, and safer food. Its integrated food park strengthens national food security, supports local farmers, reduces dependency on imports, and creates jobs – driving long-term economic and social development in Mauritania.

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ADVANCED MATERIALS: STRONG TECHNOLOGY BASE AMID ONGOING UNCERTAINTY IN AUTOMOTIVE SECTOR

In 2025, the Advanced Materials business maintained its strong technology position and customer partnerships despite a continued decline in volumes. Orders fell by 15.2% to CHF 551 million, while turnover decreased by 21.7% to CHF 558 million. The overall contraction reflects the persistent uncertainty in the global automotive and battery industries, the impact of newly imposed tariffs by the US administration, and fierce competition from Chinese manufacturers. Bühler succeeded in defending or even slightly expanding its market positions in core segments, supported by its solid base business and a strong focus on cost discipline and service performance.

Advanced Materials

Order intake	- 15.2%	Turnover	- 21.7%
CHF 551 million		CHF 558 million	

Die Casting

The Die Casting business area experienced another challenging year as the global automotive industry remained in a prolonged transition phase. The delay of new vehicle platforms by traditional OEMs and the ongoing diversification of drive systems toward hybrid and range-extended vehicles restrained large-scale investment projects. Nevertheless, the structural megacasting trend continued to gain momentum, for example, especially among European OEMs.

Megacasting enables the replacement of up to 100 structural parts by a single large casting, driving both cost and weight efficiency in vehicle manufacturing. Bühler's Carat solutions – with locking forces up to 92,000 kN – remain a benchmark in this field. In 2025, Bühler executed major megacasting projects in the United States, Europe, China, and Vietnam, while the first large production cells entered full operation. Traditional die casting, by contrast, remained subdued, particularly in Europe and North America, where demand was affected by overcapacity and high cost pressure. China showed first signs of recovery toward year-end, and India developed positively with several projects under execution.

Despite the slowdown, Bühler retained its global market share in structural and traditional die casting, with its three manufacturing hubs and global service setup ensuring flexibility and customer proximity. Its retrofit business continues to grow, providing custom remanufacturing solutions from sites in Italy, China, and the US.

Grinding & Dispersing

Grinding & Dispersing delivered a strong performance in 2025, achieving significant order growth despite uncertain global markets. Strong momentum came from the battery industry (Battery

Electrode Compounds), where the business area secured several major projects in China and Europe. A notable milestone was Bühler being selected as partner for the first European project of a Chinese cell manufacturer, underlining the global trust in Bühler's technology and execution capabilities.

At the same time, Grinding & Dispersing maintained its leading global position in the ink and wet-grinding markets. A key highlight was the successful handover of one of the world's largest ink production plants in Türkiye, demonstrating the business area's large-scale engineering expertise.

In addition, Grinding & Dispersing further strengthened its role as an innovation leader through successful product launches and a strong development pipeline, enabling higher product quality, increased throughput, and lower energy consumption across its core but also in adjacent markets.

Leybold Optics

Leybold Optics continued its solid trajectory, supported by steady demand in precision optics, semiconductors, and emerging solar applications. The business maintained a high level of customer engagement and order intake across key regions, while market decisions in the glass coating sector were delayed. In 2025, Leybold Optics recorded stable service and component sales and achieved order intake growth in its base business despite subdued capital investments. The precision optics segment continued to benefit from strategic partnerships with leading customers in lithography and laser applications, confirming Leybold Optics as a trusted technology partner in high-end coating solutions.

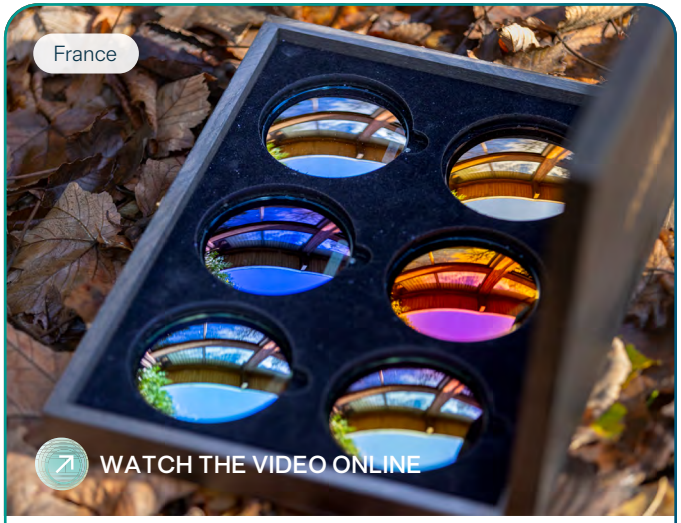
MULTIPLYING IMPACT TOGETHER



Seojin System
Megacasting momentum

Seojin System is advancing automotive manufacturing in Southeast Asia with the installation of two Carat 920 megacasting cells at its facility in Vietnam – the first of their kind in the region. The high-performance systems enable the production of up to 200,000 large structural EV components per year. Building on a long-standing partnership with Bühler, Seojin strengthens its role as a global Tier 1 supplier as megacasting transforms vehicle production.

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Dalloz Creations
Extra shine with ultra-fine coating

Dalloz Creations is transforming its lens production with two Bühler Leybold Optics ECS 1350 mirror-coating systems. The technology cuts scrap, boosts throughput, and accelerates development of new mirror colors for sport sunglasses and goggles. With improved productivity, expanded capabilities for both luxury and sports lenses, and deep technical collaboration, Dalloz is strengthening its position as a leading European supplier of high-quality lenses.

↗ READ ONLINE



Arcolor
Fast track to success

Arcolor, the Swiss leader in water-based decorative printing inks, set out to get closer to its fast-growing customer base in China. In 2023, the company partnered with Bühler to build a fully engineered production site in Quzhou. Swiss know-how and Chinese agility came together in a tightly synched project team. The result is a robust, automated plant completed in just 388 days, providing local production, R&D, and room for future expansion.

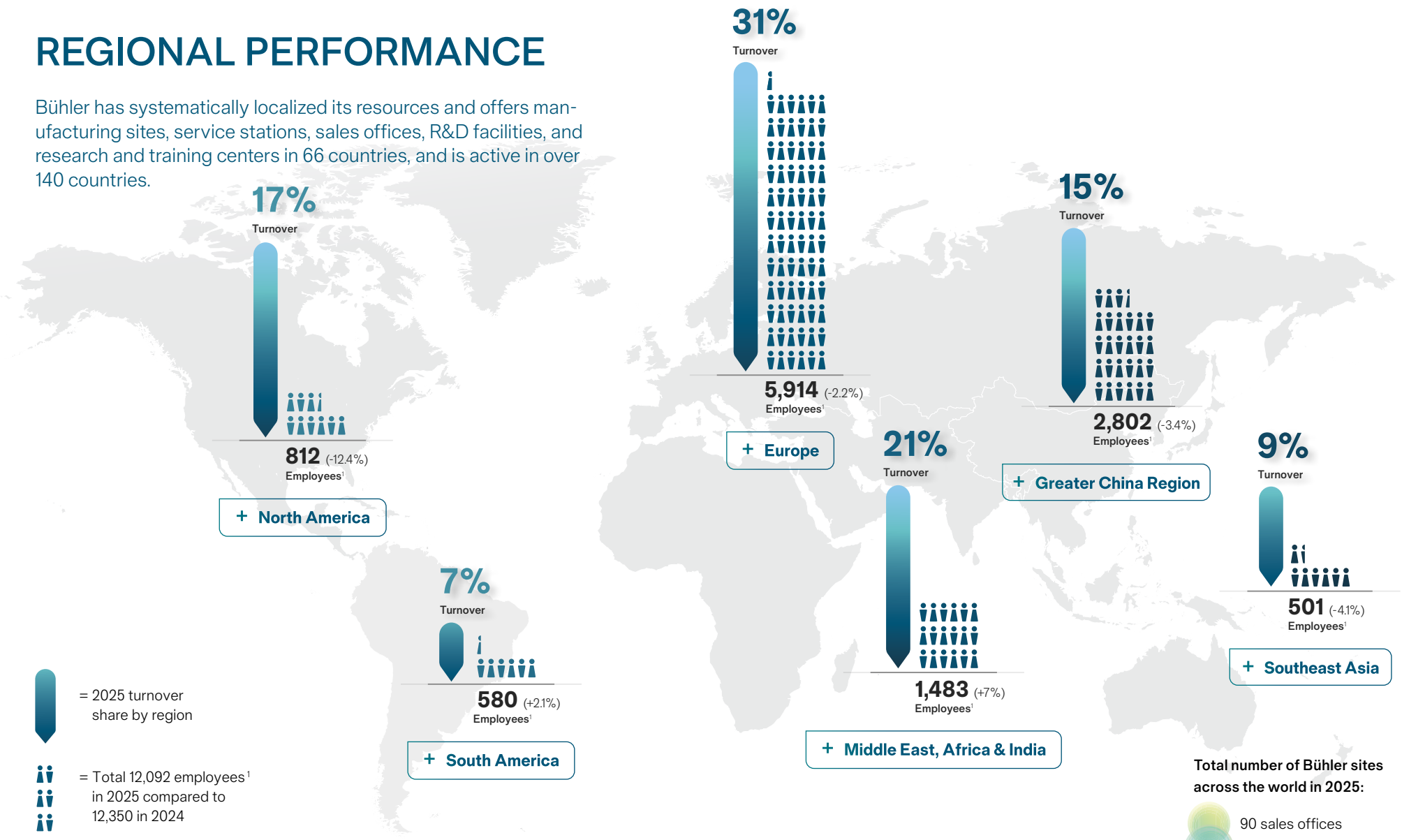
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OUTLOOK 2026: CONFIDENCE AND FOCUS

Bühler anticipates continued market volatility in 2026 but enters the year with confidence and focus. The global diversification of its operations and the continued expansion of regional manufacturing capacities will help mitigate trade tensions and ensure resilience in a volatile environment. The company's strategic direction and financial strength enable ongoing flexibility and investment in innovation. Innovation remains a key driver, ensuring the continued development of advanced energy-efficient, digital, and circular process solutions across its industries. The Group's clear strategic direction – supporting customers to grow their business while lowering their footprint – will continue to be at the heart of its activities. Guided by this goal and backed by a robust financial base, Bühler is well prepared to capture emerging opportunities and strengthen its market positions. Strategic Board transitions ensure continuity, renewal, and sustained value for customers and partners.

REGIONAL PERFORMANCE

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



[1] FTE (= full-time equivalent)

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

STRATEGY

Our purpose: Innovations for a better world

As a Swiss family enterprise with 165 years of history, we are driven by a strong sense of purpose – creating innovations for a better world. The charter of our owner-family defines our values and long-term objectives: further developing Bühler as an independent family company and generating fair profitability, enabling the company to continue investing in innovation, education, and global infrastructure to best serve our customers. We uphold the Bühler family ethos of respect, integrity, and fairness and act with social, cultural, and ecological responsibility towards employees, customers, and business partners. We exercise ethical corporate governance, respecting local roots, while taking a global perspective. Our values of trust, ownership, and passion are the behavioral principles for all Bühler employees and underpin everything we do, providing a framework for how we achieve our goals and collaborate.

We see profitable growth as a prerequisite for creating positive impact. Our aim is to strengthen our market positions globally as a technology leader, while balancing the needs of humanity, nature, and economy in all our decision-making processes. In choosing Bühler as their partner for processing technologies and services, our customers benefit from enhanced business performance with higher productivity and yields, resulting in better returns on their investment as well as positive environmental impacts. Our comprehensive range of services is designed to further improve the performance and efficiency of our customers' assets. With a global setup and presence in all major markets, Bühler works to remain a reliable partner for our customers worldwide.

Attaining our goals is only possible with a skilled, educated, and passionate workforce. Therefore, we have declared the safety of our employees to be our top priority. We invest in the training and development of our employees and in so doing, contribute to improving their skills, and their future perspectives. We never compromise on the health and safety of our own employees, or the employees of our customers and our partners. We comply with all applicable rules and regulations, and human rights wherever we do business.

To create and multiply impact we have built a strong collaboration ecosystem, which we are continuously expanding, with a special focus on innovation and education. It includes partners and customers, universities and research partners, start-ups, and financial partners, as well as non-government organizations and governments.

Learn more about our values on our website.

↗ READ ONLINE

Find out more about our strategy on our website.

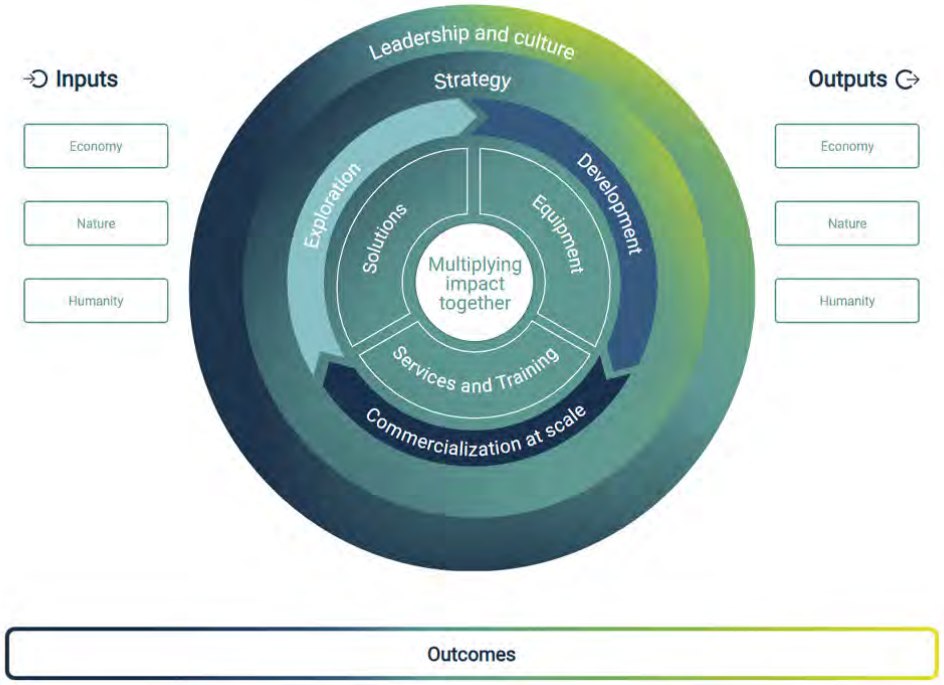
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Key elements of our strategy are:

- **We drive customer success through technology and by being close to our customers:** We strive to create the best technologies to make our customers more successful and more productive in their dynamic market environments. With our global setup, including decentralized service, supply chain, and production organizations, we reliably support our customers to achieve their goals.
- **We innovate:** The demand for sustainable solutions is changing our markets in the food, feed, and mobility industries. As a leading technology provider, we spend 4 to 5% of turnover on research and development annually.
- **We create solutions that contribute to food security and affordable and nutritious food:** We do this with our processing solutions and services, research and training centers, and education offering.
- **We develop new products for specific markets for processing and application of advanced technical materials:** These businesses target applications in the automotive sector, various technical coating fields, including photonics, as well as the inks and battery sectors.
- **We foster an ecosystem-based approach:** We collaborate with a growing network of partners to generate innovative technology and business solutions that meet the needs of the world's population now and in future.
- **We offer the best training, education, and development programs:** People are at the center of all Bühler activities: from education and training to career development, health consulting, modern occupational health and safety training, modern work solutions, and career perspectives.
- **We are an independent, family-owned company and a reliable partner focused on the long-term:** Our values, financial independence, and the speed in decision-making of a family-owned company enable us to set a strategy for the long-term development of our company, and for trustful relationships with our stakeholders.

VALUE CREATION MODEL

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



Discover the full Value Creation Model on our website.

↗ READ ONLINE

2025: PEOPLE FACTS

20%
of employees
involved in Generation B

479
people
received Diversity and Inclusion training

> 120
students
completed African Milling School courses

12,756
total training hours
for field service engineers

10,500
apprentices
trained globally since 1915

26% of
apprentices
trained in Switzerland are women

275
employees
received food safety training

67% of
apprentices
in Switzerland chose employment with Bühler

15 apprentice millers
graduated from the African Milling School

67
employees
volunteered for Partners in Food Solutions

5
customer food safety events held

524
apprentices
trained globally in 2025

625
people
participated in sustainability training

PEOPLE

Our 12,090 employees worldwide are the foundation of Bühler's resilience and drivers of innovation and growth. In 2025, we continued to innovate for customers, improve profitability, and steward a resilient, family-led future by investing in people and culture. In a volatile global environment, we advanced by partnering closely with customers and stakeholders – multiplying impact together.

Bühler further strengthened its EHS performance and culture in 2025, with a Total Recordable Incident Rate of 0.96, representing a slight but not statistically significant increase compared to 2024 (0.94). This was mainly attributable to more complete and consistent reporting. On January 1, Bühler introduced the SafetyCulture app, which streamlined reporting and enabled robust trend analysis; within six months, submissions matched the full-year total of 2024, supporting continuous improvement and incident prevention. We also reinforced our EHS foundation by rolling out the Risk Management Framework, launching the global EHS1 Basic Training for onboarding, and activating EHS Core Teams, each of which focuses expertise on a key topic and accelerates support to sites.

We continued to invest in talent development across all levels – from apprenticeships to expert programs – and expanded training opportunities for customers, strengthening competencies across our global network.

Apprenticeship program

Bühler continued to build on its successful apprenticeship program in 2025. The apprenticeships are based on the Swiss dual-vocational model, a global benchmark that has been adapted by other countries. Students receive a mix of practical and classroom training. In 2025, Bühler trained 524 apprentices globally, 317 of whom were trained in Switzerland. Apprenticeship programs are run in 24 locations across Europe, North and South America, Middle East and Africa, and South Asia.

These 3- and 4-year courses cover 10 different vocational fields and continually evolve to meet the changing skill sets required by companies. Of those completing their apprenticeships in Switzerland in August 2025, 67% of them chose employment with Bühler. A new cohort of 85 apprentices joined the 2025 intake in Switzerland, with women accounting for 26% of the group, the highest proportion to date. Since the foundation of the program in 1915,

8,500 apprentices have been contracted at Bühler in Switzerland and nearly 2,000 globally.

Eleven candidates represented Bühler at the SwissSkills 2025 competition in Bern, showcasing outstanding dedication and performances: Two gold medals, one silver medal, and three bronze medals. Lars Blumer (Construction) and Cyrill Koller (Industry 4.0) were particularly outstanding. As newly crowned Swiss champions, they secured their ticket to WorldSkills 2026 in Shanghai.

This year we also received state visits from the US and South Africa to see firsthand how our apprenticeship program works. We were greatly honored that our efforts in this area were recognized in this way.



SwissSkills 2025 awards winners from left to right: Cedric Gätzi, silver, Technical Designer EFZ; Cyrill Koller, gold, Industry 4.0; Joas Konrad, bronze, Industry 4.0; Lars Blumer, gold, Technical Designer EFZ; Lukas Fritsche, bronze, Sheet Metal Worker EFZ; Niklas Daniel, bronze, Industry 4.0.

Lifelong learning for employees

Lifelong learning at Bühler continues to evolve with the business. At Networking Days, our joint education booth with the Business Academies and the Learning Center showcased our learning ecosystem to customers and colleagues, building bridges between market needs and our internal capabilities. By engaging with customers and partners, we strengthened our relationships through education.

Guided by the 70-20-10 strategy, we emphasized on-the-job learning (70%), learning through collaboration and coaching (20%), and targeted formal training (10%). Building on last year's piloted Trainer Excellence Program, we continued the program this year to provide state-of-the-art learning opportunities aligned with this approach. We also sharpened our focus on online training to make development more accessible, practical, and integrated into everyday work, while exploring new digital formats and tools that enable learning in the flow of work – helping employees apply knowledge directly where it matters most.

Building on our successful Global Learning Festival, we held Global Learning Week 2025 under the theme "Inclusion in Action." The initiative inspired employees and leaders worldwide to consciously apply inclusive behaviors and foster collaboration as a foundation for innovation and high performance. With practical tools and conversation guides, we strengthened our TOP (Trust, Ownership, and Passion) culture of lifelong learning.

Together, these efforts reinforce our learning culture, deepen customer relationships, and equip our people with the skills to perform and grow every day.

Training offerings for customers

We continue to offer training opportunities to our customers through our different specialist schools around the globe, including the African Milling School (AMS) in Nairobi, Kenya, the Cocoa Competence Center CFIA, Abidjan, Côte d'Ivoire, the International Rice Milling Academy in Bengaluru, India, and the new state-of-the-art Milling Academy, which opened in Uzwil, Switzerland, in 2025.

Food safety training

Food safety training plays a vital role in our business, for our customers and employees. In 2025, 275 employees received food safety training. Since we began food safety training in 2010, in total 7,869 colleagues have been trained, of whom 1,456 have attended intensive workshops. For our customers, we held five customer events in 2025 with food safety on the agenda, in North America and Europe.



PFS CEO Mandla Nkomo with Joel and Erina Guma, founders of Pristine Foods in Uganda. Hector Peña, an executive at Bühler, worked with them through PFS to help them navigate complex scenarios.

Sustainability training

In 2025, we trained 625 people on sustainability through internal and external programs, including 37 webinars, conferences, and workshops. All Business Areas appointed a sustainability ambassador, which helped to embed sustainability in everyday business.

Educational partnerships

We view educational partnerships as one of the most effective ways to develop the next generation of business talent. In 2025, our partnership with ETH Zurich continued to grow and our collaboration with UNITECH International, a leadership development program for talented STEM students, deepened. Bühler also continued its strong engagement with One Young World, the global NGO that unites young leaders to create impact. We sustained support for Partners in Food Solutions (PFS), an independent non-profit organization, to help strengthen food security, nutrition, and economic development in Africa by providing volunteer consultation to African entrepreneurs in the food sector.

Leadership development

In 2025, Bühler continued to advance its leadership bench by offering targeted development initiatives for employees across experience and seniority levels. Introduced in 2022, the Basics in Bühler Management (BBM) program – designed for first-time people leaders – expanded beyond Switzerland, with the first European class finishing in 2024 and the second in 2025. To date, 25 participants have completed the program. In November 2025, Bühler launched

its first international BBM pilot, extending the program globally beyond Europe for the 2025/2026 cycle.

In 2025, Bühler, in collaboration with IMD International Institute for Management Development, was honored with the Brandon Hall Group Bronze Medal Excellence Award in Learning and Development, in the category Best Team Development Program, for our high-performance teams' program. This recognition celebrates not only the transformative impact of the joint initiative, but Bühler's enduring commitment to developing high-performing, values-driven leadership teams to advance our global strategic goals. The journey that started in 2020 with a first program cohort empowered Bühler's top 140 executives and cascaded high-performance team practices to over 1,000 leaders throughout the organization. In 2025, the top 100 senior leaders continued the conversation during their annual seminar. They focused on how to lead with energy and drive collaboration and growth in today's volatile business environment.



Master of Bühler Management Program 2025

Service training

To ensure our customer-facing employees are prepared to serve our customers, the Service Academy, in collaboration with other training providers, offers regular training to stay ahead of the curve. First and foremost, 99% of field service engineers (FSEs) and workshop employees (approximately 1,000 employees) have completed Lockout/Tagout (LOTO) training, reinforcing compliance with our EHS standards. This ensures safer interventions at customer sites and minimizes operational disruptions..

Sales training

Bühler's Sales Academy aims to shape our sales force to face and win the challenges of the evolving buying environment in our industries, today and tomorrow. It focusses on team selling and strong soft sales skill preparation coupled with technical skills. In 2025, 23 training sessions were conducted with approximately 700 participants, reinforcing Bühler's commitment to excellence in customer engagement and long-term partnership building. For maximum impact, the training was delivered mostly in person at locations around the world.

Trust, Ownership, and Passion

Our corporate values of Trust, Ownership, and Passion (TOP) inform everything we do. They provide a framework for how we achieve our goals and collaborate. These values also guide our commitment to building team cultures that embrace diversity and inclusion so that every colleague feels valued and respected and can perform at their best.

Employer branding and talent attraction

In 2025, we further strengthened our Employer Value Proposition, enhancing our global attractiveness as an employer. We continued to evolve our recruiting processes to reflect changing skill requirements, investing in ongoing upskilling for our recruiters and modernizing our tools to ensure excellent candidate experience.

Bühler was recognized among the World's Best Companies by TIME Magazine in both 2024 and 2025. In 2025, the company was also named among the Financial Times' Best Employers in Europe, ranked No. 1 in the industrial sector by the Handelszeitung Switzerland Award, and certified as a Great Place to Work in Brazil and Colombia. These achievements are a testament to the incredible dedication of our teams across the globe. Their contributions, passion, and commitment make our company a truly great place to work.

Bühler Energy Center

In 2025, the Bühler Energy Center (BEC) enhanced its position as a central hub for knowledge exchange across vocational training, adult education, and industry partners, while deepening its focus on health and well-being. BEC also advanced its evolution into a profit-oriented unit by expanding external partnerships and solidifying its role as a premier venue for lifelong learning, innovation, and collaboration.

The Health & Lifestyle concept in our Bühler Health Port continued to provide employees with extensive and easily accessible medical and preventive services, guidance and support, including internal health trainings, personalized travel health advice, on-site physiotherapy, stress management programs and a pilot program with apprentices focused on in-house care, case management, and coaching. By prioritizing preventive measures with special emphasis on our Vitamin D initiative, backed by scientific studies, it not only enhanced overall employee health and well-being, but also aims to lower health costs across the organization.



Bühler was certified as a Great Place to Work in Brazil and Colombia.

Find more information about our social contribution on our website

↗ READ ONLINE

PARTNERSHIPS WITH PURPOSE

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

Find more information about our collaborative ecosystem on our website.

↗ READ ONLINE



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You can find the full Sustainability section of the Annual Report 2025 and more information on our website.

↗ **READ ONLINE**

2025: SUSTAINABILITY FACTS

19% reduction
in energy consumption compared to our 2019 baseline

1,333 tonnes
of CO_2e/year – emissions saved due to material circularity in remanufacturing of die-casting machines

625 people
received sustainability training

30% reduction
in Scope 1 and 2 (market-based) compared to 2019 baseline

275 employees
received food safety training

1.5 million tonnes
new storage capacity for grain installed

175,000 tonnes
of plant-based meat analogues produced on Bühler lines

12,900 tonnes
of CO_2e/year – saved due to coated architectural glass

680,000 m^3 of water
per year saved in installed base in malting process

12%
less water withdrawn from areas with water stress compared to 2019 baseline

12
solutions that contribute to land use reduction, side stream utilization, and circularity

96 Bühler solutions
quantified for CO_2e impact in operations

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.

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 and 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.

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 and nutrition, food safety, sustainable protein supply, and sustainable mobility.

We contribute to food security and nutrition 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 Partners in Food Solutions – 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 food safety through our cleaning and optical sorting solutions, through kill steps and hygienic design, and through data services that build transparency into the food supply chain.

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. Responsible business conduct is a material topic. 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 understanding of the term "nature" takes into consideration climate and energy, but also other environmental aspects like waste, water, land use, 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.

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 (material topics for the Group), to enable a sustainable protein supply, and to increase the circularity of biomass with innovations for side stream utilization.

Our 50/50/50 goal

Our sustainability strategy focuses on where the biggest potential for positive impact lies. As a company that provides solutions that help to feed an estimated 2 billion people and provide mobility for 1 billion people, our greatest impact is the contribution we can make to enabling our customers to reduce the environmental footprint of their products. We have therefore focused on developing solutions and services that improve efficiency and yield and that reduce energy, waste, and water, optimizing entire value chains from raw material to consumer products.

Our 50/50/50 goal encapsulates this ambition. In 2019 we made a bold commitment to have the solutions ready to multiply by 2025 that reduce energy, waste, and water by 50% in the value chains of our customers.

To fulfil this commitment, we have focused our innovation on developing solutions and services that help our customers to both grow their businesses and reduce their footprint. This is not just about individual solutions or services – we have applied our deep and extensive process expertise to develop solutions that drive im-

provements across value chains. This has also guided our selection of partners to provide more complete solutions or new applications.

In order to validate our progress toward this goal, we identified 15 core value chains in which we are active and carried out lifecycle assessments following the ISO 14067 standard, quantifying energy, waste, water, CO_2e, and land use per tonne of product. We then assessed the potential reduction in the environmental footprint that can be achieved when Bühler solutions and services are implemented, together with partner solutions and industry best practice.

In 2025, we established that in 11 of the 15 value chains, reductions of at least 50% are feasible in one or more of these key environmental dimensions, and in all value chains, we can achieve more than 35% savings in at least one category.

Reducing the climate impact of our own operations

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.

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 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 more sustainable 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

We address the largest driver of our upstream footprint, purchased goods and services (Scope 3.1), using 2019 as our baseline and aiming for a 27.5% reduction by 2030. Our strategy focuses on three levers: strategic supplier management, volume allocation, and product and process innovation. Our Supplier Engagement Roadmap guides this work, from launching engagement campaigns and collecting supplier emissions and targets, to assessing climate alignment and monitoring progress across categories.

Find out about our progress toward achieving our 50/50/50 goal.
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Learn more about our progress toward a 60% reduction of greenhouse gas emissions in our own operations.
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[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 assessment was conducted with Bühler Executive Board members and approved by the Bühler Board of Directors. 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

2025 was the fifth year of our 5-year reporting cycle for the period of 2021–2025. In total, 52 KPIs have been disclosed this year.

In 2025, we continued improving our reporting methodology across all categories relevant to our company footprint, in particular all 27 manufacturing sites, and excluded KPIs that we are no longer tracking as they are not relevant in relation to our strategy.

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

Bühler's focus on employee occupational health and safety

In 2025, we further strengthened our environment, health, and safety (EHS) performance and culture across the organization. Overall safety remained stable, with a Total Recordable Incident Rate (TRIR) of 0.96, representing a slight but not statistically significant increase compared to 2024 (0.94). This uptick is mainly attributable to more complete and consistent reporting rather than a decline in underlying safety performance. In total, 102 recordable cases were reported: 71 Lost Time Injuries (LTI), 30 Medical Treatment Cases (MTC), and 1 Restricted Work Case (RWC). These incidents resulted in approximately 620 lost workdays, corresponding to a severity rate of 9, meaning that on average each LTI led to nine days of absence.

The strong increase in reporting reflects heightened risk awareness, continued advancement on our EHS culture ladder, and more frequent, transparent communication. Across the company, we recorded 5,468 EHS reports in 2025, the majority of which were safety observations rather than incidents – an increase of about 223% compared to 2024. Deeper collaboration and EHS knowledge exchange between regions and locations helped standardize best practices, while targeted training and workshops reinforced safe behaviors in day-to-day work.

We also improved our EHS foundation by rolling out the new Risk Management Framework to systematically identify, assess, and mitigate critical risks across operations. We launched the EHS1 Basic Training as a global onboarding module to embed core EHS competencies from day one for all new employees. In parallel, we reorganized the EHS function and, with EHS Core Teams, concentrated expertise, accelerated problem-solving, and provided faster, more effective support to sites.

On January 1, we introduced the SafetyCulture app, significantly simplifying and improving EHS reporting. The digitalization of our EHS processes and the broad use of SafetyCulture give all employees simpler and faster access to reporting, providing a much more realistic and timely view of hazards, unsafe conditions, and near misses across Bühler. This has enabled robust trend analysis and tracking of leading indicators, supporting continuous improvement and helping to prevent incidents. Most importantly, it streamlines processes and empowers all employees globally to report issues easily via the app or QR code.

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. Responsible business conduct is a material topic for Bühler.

Measuring and managing Bühler's impact on nature

By far the largest potential climate impact that Bühler can have is in enabling emissions reductions for the use of 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 set goals to have solutions ready to multiply that reduce energy, waste, and water by 50% in the value chains of our customers (the 50/50/50 goal).

In 2025, we delivered on this commitment with the lifecycle assessment according to ISO 1407 of 15 industrial value chains across Bühler's three main industries. In 11 of the 15 value chains, we can achieve at least 50% saving in one or more key category. In all value chains, we can achieve more than 35% savings in at least one category. Find more information on this in Our Solutions and Services for Impact.

Understanding and reducing the environmental impact of our own operations and business is also integral to our work on sustainability at Bühler and a material topic for the Group in terms of climate change, energy, waste reduction, circularity, and water.

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, which follows a science-based target. This target is in comparison to a baseline year of 2019.

To reach this target, our priority currently is 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 nature and biodiversity at our sites.

In order to deal with the emissions created at our events, Bühler is collaborating with 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.

In 2025, we updated our calculations to incorporate new emissions factors and adjustments for purchased goods and services (Scope 3.1). This update included a full recalculation of Scope 3.1 figures and the establishment of a new baseline – the overall trends, however, remain broadly consistent with previous reporting years. We continue to follow the GHG Protocol and apply a spend-based methodology using recognized secondary emission factors. For logistics emissions, we maintain a distance-based methodology, accounting for weight, distance, and transport-mode emission factors. In 2025, we engaged an independent consultancy to conduct a critical review of our logistics calculations. Based on their recommendations, we are updating our emission factors at a more granular level across modes and regions to enhance quality and comparability.

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

Partnering to accelerate impact

In the new reporting period, Bühler benefited from existing partnerships and external stakeholder engagement, 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, Owner-

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

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ship, 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 included sustained focus on fostering an inclusive and equitable workplace through initiatives such as Conscious Inclusion, Leaders as Allies, Beyond Bias training, and the relaunch of Women@Bühler. Learning and development remained central, supported by apprenticeship programs, global leadership development offerings, technical and service training, and expanded digital learning through our academies, specialist schools, and the B-Learning platform.

The Destination 25 strategy includes defined targets for Human Resources, which are mirrored in the tracked indicators. In 2025, Bühler continued reporting on its established set of HR KPIs as "where we stand," while advancing improvements in data quality and expanding dashboards that give leaders direct access to workforce insights. The year saw continued progress with strengthened measurement across learning participation, internal mobility, inclusion initiatives, and training delivered to employees, customers, and partners.

By consistently tracking these indicators, Bühler supports strategic workforce planning, business execution, and timely corrective actions that strengthen performance and resilience across regions. More information on Bühler's efforts to advance inclusion, health and safety, learning, and development can be found in the People section.

Commitment to transparency

Bühler recognizes the importance of best industry practices and Corporate Social Responsibility (CSR) rating exercises. We therefore regularly 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 publishes 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	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_2e 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_2e	Scope 1 & 2 (together) 60% by 2030	20,685	15,700	15,425[4]
Gross indirect (Scope 2) GHG emissions – location based	305-2	t CO_2e	Target refers to market based	51,181	36,917	36,703[4]
Gross indirect (Scope 2) GHG emissions – market based	305-2	t CO_2e	Scope 1 & 2 (together) 60% by 2030	43,205	29,411	29,215[4]

[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.
[2] See Partnerships Section. [3] We 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.
[4] Due to a transition to a new data collection tool, 2025 Scope 1 & 2 emissions for sales and service offices were quantified by extrapolation using 2024 data. This represents about 10% of total Scope 1 & 2 emissions.

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_2e	See individual subcategories	77,1458	40,672,274	40,675,809[2]
Gross indirect (Scope 3) GHG emissions – purchased goods and services[3]	305-3	t CO_2e	Best practice based on operational and environmental risk	757,650	480,753[4]	491,833
Gross indirect (Scope 3) GHG emissions – capital goods	305-3	t CO_2e	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_2e	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_2e	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_2e	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_2e	N/A	Not reported this year	21,300	17,900
Gross indirect (Scope 3) GHG emissions – employee commuting	305-3	t CO_2e	N/A	Not reported this year	23,560	22,649
Gross indirect (Scope 3) GHG emissions – upstream leased assets	305-3	t CO_2e	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_2e	Best practice based on operational and environmental risk	149,000	96,860	93,605

[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] Due to a transition to a new data collection tool, the 2025 Scope 3 purchased goods and services emissions are based on estimates, using 2024 data.
[4] The 2024 figure was updated to reflect the same assumptions as 2023.

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_2e	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_2e	N/A	Not reported this year	2,160	2,793
GHG emissions intensity ratio for the organization	305-4	t CO_2e/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

[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] 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		
Region and gender (female | male | not assigned)	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 born today – 1996	Global		#		478	379
	North America		#		71	20
	South America		#		35	51
	Europe		#		252	193
	Middle East, Africa & India		#		85	81
	Asia		#		35	34

[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.

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		
Region and born 1981 – 1995	Global		#		671	426
	North America		#		39	12
	South America		#		36	46
	Europe		#		282	155
	Middle East, Africa & India		#		199	164
	Asia		#		115	49
Region and born 1965 – 1980	Global		#		170	121
	North America		#		25	4
	South America		#		9	16
	Europe		#		102	89
	Middle East, Africa & India		#		23	6
	Asia		#		11	6
Region and born 1964 and earlier	Global		#		22	16
	North America		#		1	2
	South America		#		0	0
	Europe		#		18	14
	Middle East, Africa & India		#		2	0
	Asia		#		1	0

[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.

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 gender (female | male)	Total		#		1,390	1,256
	Global		#		315 | 1,075	265 | 991
	North America		#		26 | 116	23 | 128
	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

[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.

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

[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.

[2] 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	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

[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.

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2024[1]	2025
Percentage of employees by gender of supervisors for the following categories:		405-1		Best practice in definition with peers		
Region (female | male)	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
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 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

[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.

ADDRESSING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

We continuously work on reducing the impact of Bühler's own operations on climate (Scopes 1 and 2) and 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).

Why it matters and our approach

To preserve resources, remain cost-efficient, and avoid risk to business operations, we manage our energy and water usage and minimize waste generated. Through this action, Bühler also contributes to minimizing greenhouse gas emissions, a necessary priority as we face the increasingly urgent challenge of mitigating climate change.

By reducing the total consumption of energy and water, and the production of waste, Bühler increases its sustainability as a solution provider balancing the needs of humanity, nature, and economy, and conserves natural resources.

Our approach to the reduction of our environmental impact covers Bühler's 27 manufacturing sites, the offices associated with them, and our global service locations. Currently, 30 Bühler sales and service locations have been evaluated to understand the contribution they have to this impact, with the results extrapolated for the remaining smaller sites currently missing primary data. Not included in this approach is raw material sourcing and the waste produced from the sales and service locations. Bühler has prioritized the largest sources of environmental impact.

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).

With over 14,000 suppliers globally, Bühler has a significant impact on its value chain emissions by purchased goods and services.

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

Progress in 2025

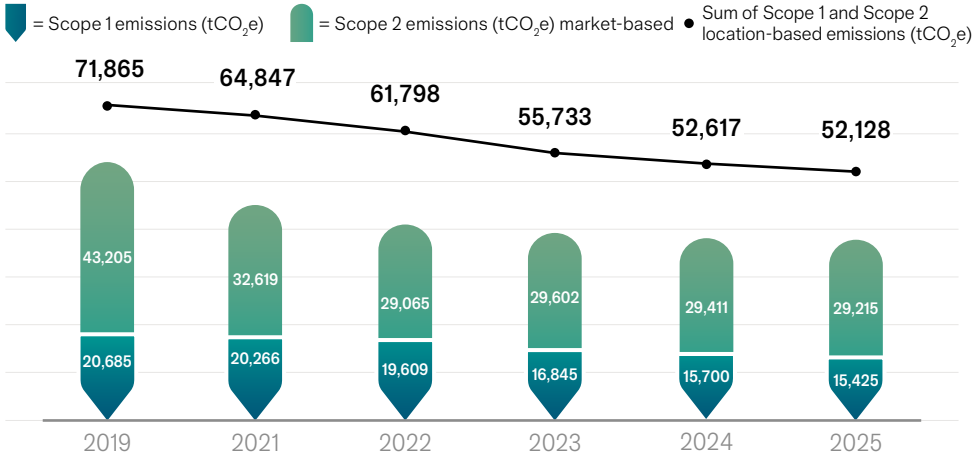
In 2025, we continued reducing Bühler's environmental footprint, reducing our Scopes 1 and 2 emissions by 30% and reducing our energy consumption by 19% compared to our baseline year 2019.

We also engaged with suppliers in the largest emitting subcategories, purchased goods and services and logistics (including both upstream and downstream) to support them in their sustainability journey. Leveraging our Environmental Impact Services, we helped them quantify their environmental footprint (energy, waste, water, land, and climate impact) for their companies (Scope 1, 2, and 3 footprints) and for their products, and to design environmental reduction pathways and climate transition plans.

Find full information about how we are achieving our goals on our website.

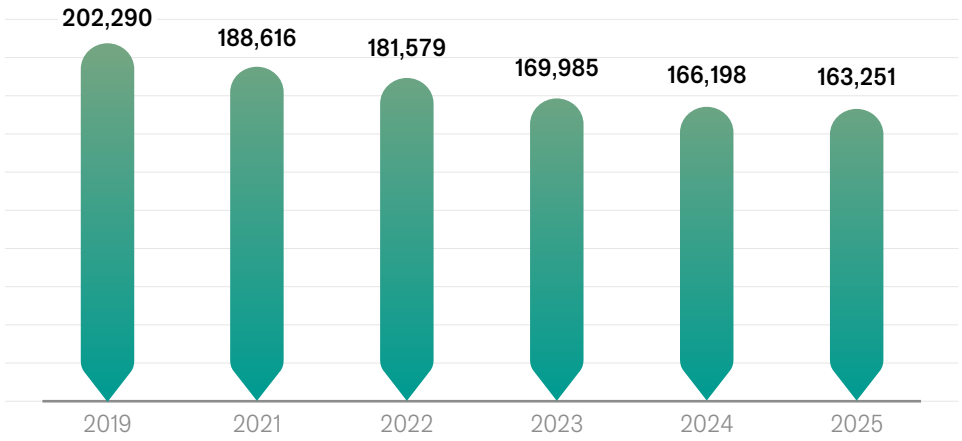
↗ READ ONLINE

Scope 1 and 2 emisions at Bühler sites (tCO_2e)



Target is -60% total Scope 1 and 2 emissions market based by 2030, compared to 2019. 2020 data is not recorded as the quantification program began in 2021 and 2020 was an exceptional year due to the pandemic.

Energy consumption at Bühler sites (MWh)



2020 data is not recorded as the quantification program began in 2021 and 2020 was an exceptional year due to the pandemic.

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. Therefore, the greatest impact we can make is by enabling our customers to reduce the environmental footprint of their products. This is why, in 2019, we made a bold commitment to have the 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).

Find full information about our solutions and services for impact on our website.

↗ READ ONLINE

In order to achieve this goal, we have focused on developing solutions and services that improve efficiency and yield and that reduce energy, waste, and water, optimizing entire value chains from raw material to consumer products, and helping our customers to both grow their business and reduce their footprint.

Services are a key enabler in making assets more efficient and sustainable. We have therefore also expanded our service portfolio to improve the performance and productivity of the existing installed base of our customers. With an installed base of more than 1 million machines and 30,000 active customers, our services have the potential to drive a significant positive impact. Bühler offers a broad range of services that help companies achieve their sustainability targets, such as science-based targets and long-term net zero targets, supporting them to assess their footprint, act on key levers to reduce their footprint, and monitor progress.

Environmental quantification program

To validate our progress toward our 50/50/50 goal, we first identified 15 core value chains in which we are active. The value chains span from raw materials to finished products, such as grain to pasta, or alloy to die casted parts. For each value chain, we carried out life-cycle assessments following the ISO 14067 standard, quantifying

energy, waste, water, CO_2e, and land use per tonne of product. We then assessed the potential reduction in the environmental footprint that can be achieved when Bühler solutions and services are implemented, together with partner solutions and industry best practice. In the process, we quantified the environmental impact of 96 technologies. The potential reductions support the key environmental topics identified in our materiality assessment: climate change and energy, waste reduction, circularity, and water.

Through our detailed knowledge of production processes, we have been able to calculate the footprint relative to any specific manufacturing activity and beyond. Our environmental quantification program has also made it possible to calculate an impact using non-Bühler solutions such as regenerative agriculture, where Bühler partners with companies such as X-Farm and Improvin. Such partnerships are important to provide assessments along the entire value chain. They also support companies to establish goals and a pathway to grow business and reduce footprint in line with science-based net zero targets, and to set targets for nature as they can quantify their footprint back to the farms.

Enabling industrial transformation

The transformation is built on three pillars: the substitution of conventional products with new alternatives such as plant-based meat; the adoption of more efficient technologies and equipment, for example replacing gas ovens with induction ovens; and the optimization of existing installed base with services. Services play a key role in simultaneously improving business performance and sustainability outcomes.

Over the past years, Bühler has invested in research and development to lay the technical foundation for this transformation. This includes a new generation of breakthrough processing technologies, such as continuous battery slurry mixing, megacasting, and low-emission roasting systems, as well as digital applications built on Bühler Insights, the company's digital platform that enables predictive maintenance and performance optimization. The investment also covers a comprehensive portfolio of customer services, ranging from energy assessments and equipment retrofits to long-term, holistic service agreements.

Engaging with key stakeholders

Bühler regularly engages with various internal and external stakeholders to ensure the quantification program is relevant and enables companies to identify the key technologies within their value chain. For example, the results of this program were shared with more than 1,000 customers at the Bühler Networking Days event in 2025. To ensure the robustness of the quantification, Bühler works with certification bodies such as Société Générale de Surveillance SA (SGS), to audit the calculations.

Environmental Impact Services

Bühler offers a broad range of services that support companies to achieve their sustainability targets, such as science-based targets and long-term net zero targets. For example, our Environmental Impact Services support companies to assess the footprint of their organization (Scopes 1, 2 and 3) and their products, to act by identifying key solutions across the value chain, and to monitor their progress.

As more companies set ambitious climate targets, such as science-based targets or net zero 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, enabling them to grow business and reduce footprint. 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 2025, Bühler introduced AI into 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 140 start-ups in the MassChallenge 2024/2025 cohort to estimate their future environmental footprint, quantify the sustainability benefit of their company, and share this information with key stakeholders such as investors.

More information on our Environmental Impact Services and reference customers all over the world can be found here.

Progress on 50/50/50 in 2025

In 2025, we established that in 11 of the 15 value chains quantified, reductions of at least 50% are feasible in one or more of these key environmental dimensions, and in all value chains, we can achieve more than 35% savings in at least one category.

The next phase

This is an important step and establishes a strong foundation for the next phase, which focuses on scaling these solutions with our customers. This is a continuing journey that drives our innovation. In the coming years, we will assess further value chains. For those already assessed, we will develop and introduce improved solutions and services that drive greater reductions in footprint while improving business outcomes. We will also continue to verify the impact in operations.

Most importantly, there is no impact without widespread adoption of these solutions. The more of our customers that operate these solutions and services in their operations, the greater the beneficial impact. The next five years will therefore be focused on ensuring that our solutions and services are the most attractive options for our customers. In doing so, we will turn potential positive impact into reality on a global scale.

RAW MATERIALS	Energy	Waste	Water	CO_2e	Land	END PRODUCT
Soy	-8%	-2%	-0%	**-42%**	0%	Animal protein
Peas	**-82%**	-9%	**-73%**	**-79%**	+3%	Plant protein
Barley	-12%	-21%	**-91%**	-19%	+3%	Beer
Maize	-35%	**-81%**	-0%	-39%	**-70%**	Pet food
Maize	-24%	-3%	-7%	**-49%**	+21%	Cornflakes
Wheat	-18%	-2%	-7%	-41%	-1%	Wafer
Cocoa bean	-32%	-4%	-37%	**-77%**	+14%	Chocolate bar
Oat	-23% / -12%	-5% / **-99%**	+38% / -17%	-15% / -24%	-5% / -18%	Oat flakes / drink
Rice	-37%	**-75%**	-28%	**-65%**	-4%	Parboiled rice
Wheat	-6%	-1%	**-78%**	-39%	-33%	Pasta
Ancient Grains	–	–	–	–	–	Ancient Grains
Aluminum	-28%	-39%	**-83%**	**-71%**	–	Mobility
Glass	-46	0%	0%	-46%	–	Building
Chemicals	-4%	-10%	+3%	**-50%**	–	Mobility

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, the Executive Board 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. Various aspects of sustainability are regularly reviewed with members of the Executive Board (at least once per month).

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 2025, the Sustainability Committee met four times. Among the key topics discussed were:

- the long-term sustainability strategy for the company including the key topics from the materiality assessment;
- quantification of the environmental impact of Bühler solutions which link to several material topics including climate and energy, waste reduction and circularity, and water and biodiversity;
- review of strategy and action plan to reduce Bühler's Scope 1, 2 and 3 emissions;
- review of Bühler's opportunities to support customers in their sustainability journeys;
- review of opportunities for circular economy, nature, and 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, a material topic for the Group. 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 2025, we provided sustainability training for 625 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 29 webinars, conferences, and workshops on the topic. The external training, which reached approximately 215 people, included conferences, events, courses, and tailored 1:1 knowledge transfer workshops with Bühler Environmental Impact Services.

In 2025, the training focused on the sustainability challenges that Bühler's customers face and how we can support them through our solutions. For this reason, the focus was on delivering the 50/50/50 results at the Networking Days, which was attended by over 1,000 customers and partners.

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, members of Bühler's Executive Board, and internal experts. It focuses on providing feedback for the company sustainability strategy, the delivery of the strategy, and the environmental goals, including the 50/50/50 goal and the goal to reduce our company's GHG footprint. It also explores topics such as 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 been publishing sustainability reports voluntarily since 2012, because sustainability has always been embedded in the way our company does business.

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

↗ DOWNLOAD PDF

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. In 2025, we reviewed the scope of the climate risk assessment and discussed the findings with members of the Executive Board serving on our internal Sustainability Steering Committee. The review concluded that there were no material updates to our climate-related risks and opportunities. We continue to monitor emerging factors and will update our assessment should their potential financial impact become material.

The TCFD recommendations are based on the four pillars Governance, Strategy, Risk Management, and Metrics and Targets. They include 11 disclosure requirements.

GRI CONTENT INDEX

Bühler Group has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 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 44
		2-6 Activities, value chain and other business relationships	on pages 18 – 26, 28 – 30
		2-7 Employees	on pages 32 – 36, 52 – 57
		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 11 – 17, 40 – 42, 58 – 63
		2-23 Policy commitments	on pages 88 – 91
		2-26 Mechanisms for seeking advice and raising concerns	on pages 88 – 89
		2-27 Compliance with laws and regulations	on page 57
		2-28 Membership associations	on page 39
		2-29 Approach to stakeholder engagement	on pages 13 – 16, 21 – 22, 25, 28 – 29
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	on page 43
		3-2 List of material topics	on page 43
Economy	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	on page 48
		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 48
		205-2 Communication and training about anti-corruption policies and procedures	on page 48
Nature	GRI 302: Energy 2016	302-1 Energy consumption within the organization	on pages 49, 59
	GRI 303: Water and Effluents 2018	303-3 Water withdrawal	on page 49

GRI CONTENT INDEX

	GRI Standard	Disclosure	More information
Nature	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	on page 49
		305-2 Energy indirect (Scope 2) GHG emissions	on page 49
		305-3 Other indirect (Scope 3) GHG emissions	on pages 50 – 51
		305-4 GHG emissions intensity	on page 51
	GRI 306: Waste 2020	306-3 Waste generated	on page 51
		306-4 Waste diverted from disposal	on page 51
		306-5 Waste directed to disposal	on page 51
Humanity	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	on pages 52 – 56
	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 28 – 29, 36, 44
		403-5 Worker training on occupational health and safety	on page 55
		403-6 Promotion of worker health	on page 36
		403-9 Work-related injuries	on page 55
	GRI 404: Training and Education 2016	404-1 Average hours of triaining per year per employee	on page 56
		404-2 Programs for upgrading employee skills and transition assistance programs	on pages 28 – 29, 32 – 47
	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	on pages 56 – 57, 77 – 82

03 GOVERNANCE

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You can find the full Governance section of the Annual Report 2025 and more information on our website.

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GROUP STRUCTURE 2025

Bühler follows international standards of corporate governance. Its corporate governance activities are based on the principles of the Swiss Code of Best Practice – an instrument for clearly defining internal powers and responsibilities and optimally designing the interaction between the Board of Directors, the Executive Board, and the Group Internal Audit.

As a non-listed, family-owned, but economically significant company, Bühler has decided to pay special attention to the design of its corporate governance. As a consequence, Bühler's corporate governance goes far beyond the statutory requirements of Swiss corporate law and incorporates, to a great extent, the recommendations contained in the Swiss Code of Best Practice for Corporate Governance issued by economiesuisse. Bühler's Articles of Incorporation set the material parameters of the corporate governance system.

The Articles of Incorporation are complemented by Bühler's Organizational Regulations, which further specify the responsibilities, competencies, and regulations of the governing bodies of the company. Unless prescribed by law or the Articles of Incorporation, the management is delegated by the Board of Directors, with the power to subdelegate to the Chief Executive Officer, the Executive Board, and its members. Separate charters specify the organization of the Nomination and Compensation Committee and the Audit Committee. The Board of Directors has also issued a regulation governing the cooperation between the Board of Directors, the CEO/Executive Board, and the Urs Bühler Innovation Fund.

Bühler is a family-owned company

Karin, Dr. Maya, and Jeannine Bühler each own a third of the company. The sisters' top priority is building on the strengths and values of the company and, through this, securing its long-term success. They work to ensure Bühler's independence and successful development through long-term decisions with a strategic focus on innovation, education, and sustainability. They are Members of the Board of Directors and act as a unified voice in relation to company issues and decisions. The sisters have been joint owners of the company since 2014, when their father, Urs Bühler, transferred his shares to them. Karin, Dr. Maya, and Jeannine are committed to the legacy of their father and predecessors, and to continuing to run Bühler as a family business.

GROUP STRUCTURE 2025

BUSINESSES

Grains & Food

- Milling Solutions
- Value Nutrition
- Grain Quality & Supply
- Chocolate & Coffee
- Consumer Foods

Advanced Materials

- Die Casting
- Grinding & Dispersing
- Leybold Optics

REGIONS

- North America
- South America
- Europe
- Middle East, Africa & India
- Southeast Asia
- Greater China Region

BOARD OF DIRECTORS UP TO FEBRUARY 12, 2026

BOARD OF DIRECTORS	AUDIT COMMITTEE	NOMINATION AND COMPENSATION COMMITTEE
Chairman Calvin Grieder[1]	**Chairman** Rainer E. Schulz	**Chairman** Christoph Goppelsroeder
Board Members		
Frank N. J. Braeken[2]	Dr. Maya Bühler	Frank N. J. Braeken[2]
Jeannine Bühler	Marco Gadola	Karin Bühler
Karin Bühler	Dr. Zeno Staub	Jeannine Bühler
Dr. Maya Bühler	Linda Yang[2]	
Marco Gadola		
Christoph Goppelsroeder		
Stefan Scheiber[1]		
Rainer E. Schulz		
Dr. Zeno Staub		
Linda Yang[2]		

[1] Effective February 12, 2026, Stefan Scheiber succeeded Calvin Grieder as Chairman of the Board of Directors.

[2] Effective February 12, 2026, Frank N. J. Braeken and Linda Yang stepped down as Members of the Board of Directors, having served on the Board for 12 years. See Elections and term of office of the Board of Directors.

Find our Group Structure, all Boards, and CVs of our Board Members on our website.

↗ READ ONLINE

BOARD OF DIRECTORS



+ Calvin Grieder



+ Frank N. J. Braeken



+ Jeannine Bühler



+ Karin Bühler



+ Dr. Maya Bühler



+ Marco Gadola

BOARD OF DIRECTORS



+ Christoph Goppelsroeder



+ Stefan Scheiber



+ Rainer E. Schulz



+ Dr. Zeno Staub



+ Linda Yang

EXECUTIVE BOARD UP TO DECEMBER 31, 2025

BOARD MEMBERS

CEO
Stefan Scheiber [1]

CFO
Dr. Mark Macus

CTO
Dr. Ian Roberts

Grains & Food
Johannes Wick [2]

Advanced Materials
Marcel Natterer

Human Resources
Irene Mark-Eisenring

Manufacturing, Logistics & Supply Chain
Dr. Holger Feldhege

Services & Sales
Samuel Schär [3]

[1] Effective February 12, 2026, Stefan Scheiber succeeded Calvin Grieder as Chairman of the Board of Directors.
[2] Effective January 1, 2026, Johannes Wick stepped down from his position as Executive Board Member, and Mike Häfeli was appointed CEO of Grains & Food and Member of the Executive Board of Bühler.
[3] Effective January 1, 2026, Samuel Schär succeeded Stefan Scheiber as CEO.

Find our Group Structure, all Boards, and CVs of our Board Members on our website.

↗ READ ONLINE

EXECUTIVE BOARD



+ Stefan Scheiber



+ Dr. Mark Macus



+ Johannes Wick



+ Marcel Natterer

EXECUTIVE BOARD



+ Samuel Schär



+ Dr. Holger Feldhege



+ Dr. Ian Roberts



+ Irene Mark-Eisenring

ADVISORY BOARD
URS BÜHLER INNOVATION FUND

The Urs Bühler Innovation Fund (UBIF) was established in 2014 to support the company's innovation efforts. Bühler spends between 4% to 5% of its turnover on research and development every year – developing breakthrough technologies and services to strengthen Bühler's market position as well as exploiting new opportunities to stay ahead of the innovation curve. The Advisory Board managing the UBIF focuses on accelerating innovation and developing relevant ecosystems, with a mid- to long-term view.

ADVISORY BOARD UBIF

Chairman
Dr. Ian Roberts

Prof. Dr.-Ing. Werner Bauer
Dr. Matthias Kaiserswerth
Prof. Dr. Lino Guzzella
Prof. Dr. Edward S. Steinfeld
Dr. Thomas Beck
Peter Stähli
Calvin Grieder
Dr. Mark Macus

Founder
† Urs Bühler

ADVISORY BOARD
URS BÜHLER INNOVATION FUND (UBIF)



+ Urs Bühler



+ Dr. Ian Roberts



+ Calvin Grieder



+ Prof. Dr. Edward S. Steinfeld



+ Dr. Matthias Kaiserswerth



+ Prof. Dr.-Ing. Werner Bauer

ADVISORY BOARD
URS BÜHLER INNOVATION FUND (UBIF)



+ Prof. Dr. Lino Guzzella



+ Peter Stähli



+ Dr. Thomas Beck



+ Dr. Mark Macus

COLLABORATION PRINCIPLES

Find the Collaboration principles also on our website.

↗ READ ONLINE

Permitted external activities of the Board of Directors and the Executive Board

Bühler's Articles of Incorporation provide for a certain restriction of the permitted external activities of the Members of the Board of Directors. Members of the Board of Directors may not hold more than four additional mandates in listed companies, eight additional mandates against remuneration in unlisted companies, and eight unpaid additional mandates. Not included in these limitations are mandates in companies affiliated with Bühler, corporate mandates of Bühler, and mandates in associations, foundations, employee welfare foundations, charitable organizations, and other comparable structures. However, no Board Member shall hold more than 20 such additional mandates. Mandates refers to mandates in the supreme governing body of a legal entity registered in the commercial register in Switzerland or elsewhere. Members of the Executive Board are limited to two mandates at public companies or other legal entities against remuneration and four unpaid mandates.

Elections and term of office of the Board of Directors

Bühler's Articles of Incorporation provide for the annual election by the General Assembly of all Board Members, its Chairman, and the Members of its Nomination and Compensation Committee. Term of office shall be one year, starting with the General Assembly at which each individual member is elected and ending with the following General Assembly. The Members of the Audit Committee are elected annually by the Board of Directors. Board Members will not be re-elected once they pass their 70th birthday or have been on the Board for 12 years.

Election date and attendance

For the year of first election to the Board of Directors, please refer to the individual curriculum vitae of each Board Member on pages 78 – 79. At the General Assembly, the Board of Directors gives account to the shareholders on the attendance of Board and Committee meetings by each individual Board Member.

Audit Committee

The Audit Committee shall monitor the integrity of the financial statements of the Company, including its Annual Report. It promotes effective communication between the management, and internal and external audits. The Audit Committee regularly reviews the functionality and effectiveness of the internal control system. It supports the Board of Directors in corporate governance issues.

Nomination and Compensation Committee

The Nomination and Compensation Committee is responsible for evaluating the balance of skills, knowledge, experience, and diversity of the Board, periodically reviewing the Board's structure, and identifying as well as managing the process of potential candidates to be appointed as Directors. Furthermore, the Nomination and Compensation Committee determines and agrees with the Board of Directors on the policy for the compensation of the Members of the Board of Directors and of the Executive Board. It approves the design of and determines targets for any performance-related compensation schemes operated by the Company and approves the total annual payments made under such schemes. Within the agreed policy parameters, the Nomination and Compensation

Committee determines the total individual compensation package for each Board of Directors Member and the Executive Board, and prepares the remuneration report.

The work method of the Board of Directors and its committees

Board meetings are held as often as matters require or upon the request of a Board Member, but at least four times per year. The agenda of the meeting shall be announced when it is convened, and pertinent information, if needed, shall be sent 10 days before the meeting to each Board Member. On unannounced items the Board can only decide if all Members of the Board are in attendance. Decisions may also be taken by circulation if none of the Board Members request a formal meeting. Meetings of the Board Committees are convened separately from the Board meetings and scheduled as often as business requires. The Board of Directors receives verbal updates after each meeting of its Committees from their Chairperson.

Areas of responsibilities

The Board of Directors is responsible for the ultimate direction, strategic supervision, and control of the management of the Company, and for other matters which are, by law, its responsibility. Such inalienable duties include, essentially, (i) the ultimate management of the Company, (ii) the determination of its organization, (iii) the structuring of its accounting system and of the financial controlling, (iv) financial planning, (v) the appointment, removal, and ultimate supervision of persons entrusted with the management and representation of the Company, (vi) the preparation of the business report as well as the General Assembly and the implementation of its resolutions.

Executive Board

The Executive Board is responsible for all areas of strategic and operational management of the Company that are not reserved for the Board of Directors. The Executive Board is chaired by the Chief Executive Officer.

Urs Bühler Innovation Fund (UBIF)

The Advisory Board of the Urs Bühler Innovation Fund supports and advises the Board of Directors in innovation and identifies and executes first moves into future-oriented growth opportunities.

External auditors

The external auditors are appointed at the General Assembly and present the outcome of the audit to the Audit Committee.

COMPLIANCE

Find the Compliance section also on our website.

↗ READ ONLINE

Effective corporate governance

Effective corporate governance is a precondition for Bühler to ensure a long-term and sustainable increase of its corporate value. Bühler bases this both on the Swiss Code of Best Practice for Corporate Governance and the OECD Principles of Corporate Governance. Corporate governance at Bühler is organized with the interests of its stakeholders in mind, including customers, employees, suppliers, and public communities. It also comprises compliance with environmental and social standards as well as an uncompromising commitment to financial integrity. Furthermore, it includes the protection of human rights standards, which are set out in the Group-wide Human Rights Policy.

As an international Swiss company, strict observation of local laws on a global scale and systematic and continuous monitoring of compliance in all markets are indispensable for Bühler. This is the only way to prevent operating risks and an impairment of reputation that might be caused by violation of compliance rules.

An active Code of Conduct

The Code of Conduct is part of the so-called Bühler Essentials. It serves all employees as a beacon, showing them how to live the Group's core corporate values (Trust, Ownership, and Passion) in their day-to-day jobs. It states what is expected of employees and business partners, defines the standards governing compliance with laws and regulations, and includes the fundamentals of communications, employee rights, health and safety, and financial integrity.

Bühler regularly reviews its own principles of corporate governance to ensure that they are up to date. Its Code of Conduct also includes binding standards for its business partners. The Code of Conduct is continuously adjusted to the changing environment. Furthermore, a Supplier Code of Conduct for business partners exists and its roll-out is part of the onboarding process.

Clear rules against corruption and bribery

The so-called ABC (Anti Bribery & Corruption) rules against bribery and corruption unmistakably state that no violations will be tolerated. They concern, in particular, collaboration with agents. Furthermore, it is mandatory for all employees with access to the learning platform to undergo the state-of-the-art online training program and to pass a final test. Employees without access take part in an offline classroom training. Participation in the training takes place upon entry into the company and the training must be repeated every three to five years or according to best practice.

Compliance organizational structure proves its effectiveness

The organizational structure of Bühler's compliance function is decentralized. In six Bühler regions, regional compliance officers act as the first contact, except for compliance cases involving special

risks, which are handled directly by the Compliance Board. This decentralization allows Bühler to greatly streamline and accelerate the related processes. Furthermore, regional compliance officers can eliminate linguistic barriers and are more familiar with local regulations and conditions.

Compliance reporting

Clear accountability and defined actions ensure that compliance related incidents are systematically reported to the central Compliance Board. This transparency is a precondition for ensuring that the company can gain the necessary insight from such incidents and take the required measures in response. Bühler is happy to report that awareness of the benefits of a transparent compliance reporting system has steadily increased.

Trade compliance

Trade compliance efforts cover customs, sanctions, and export controls, adapting to the ever-changing regulatory landscape influenced by global events including the Russia-Ukraine conflict. This situation has notably augmented the responsibilities of the team, leading to the creation of a specialized Ukraine/Russia desk to ensure stringent compliance with relevant sanctions and to prevent evasion through third-party countries. The trade compliance function upholds international trade laws by implementing procedures such as screening, licensing, record-keeping, audits, and employee training. Since 2020, it has been mandatory for all newly appointed personnel in relevant roles to complete an online training course. Supported by our Export Compliance Program policy and continuous training initiatives, Bühler effectively mitigates risks, ensures legal compliance, and safeguards the company's global reputation.

The Global Customs Advisory function has further risen in importance due to the fast changes in global trade order triggered mainly by high tariffs imposed by the US government. Bühler reacted by establishing a multi-functional Tariffs-Desk with the mandate to monitor developments, provide expertise and guidance to the business, and report on status and actions on a regular basis.

Conflict minerals

Bühler Group and its Group companies did not import any conflict minerals (i.e., ores and concentrates containing tin, tantalum, or tungsten, as well as gold; metals containing or consisting of tin, tantalum, or tungsten, as well as gold) from high-risk areas in the reporting year. We are therefore exempt from the corresponding due diligence and reporting obligations in accordance with Art. 3 para. 2 DDTrO (Due Diligence and Transparency Ordinance).

Child labor

A check for suspected child and forced labor is periodically carried-out in the form of a self-assessment by the Group companies. Based on the results of this assessment, there is no reasonable suspicion of child or forced labor. We are therefore exempt from the corresponding due diligence and reporting obligations in accordance with Art. 5 para. 2 DDTrO (Due Diligence and Transparency Ordinance).

Group Internal Audit

The Internal Audit Department reports functionally to the Board of Directors, represented by the Audit Committee and administratively to the Chief Financial Officer. Meetings between internal and external auditors take place on a regular basis. The audit plan is aligned with the strategy and key business risks. A yearly risk assessment is prepared by Group Internal Audit. It is the basis for the yearly audit plan, which is approved by the Audit Committee. The results of the audits are discussed with the management of the audited unit, and major topics are presented to the Executive Board and the Audit Committee and thereafter reported to the Board of Directors. In 2025, seven worldwide audits were carried out including one cross-sectional audit involving multiple world-wide legal entities. Group Internal Audit also reviews Groupwide compliance with the Code of Conduct as part of their internal audits. Violations are reported to the Compliance Board, Audit Committee, and the Executive Board.

Risk management

Internal and external risks are assessed regularly as part of the company's integrated risk management process. This process includes risk assessments being part of the Businesses annual strategic planning cycle as well as a moderated risk workshop per Business Unit. The results are mapped and discussed with the management. The risk management system covers all measures in a systematic and transparent approach. It aims to identify, evaluate, mitigate, or avoid risks using suitable measures. Transferable risks are insured under the global insurance program of the Group which is reviewed annually to ensure adequacy and alignment with our risk profile. We continuously evaluate emerging risks in areas such as technology, digital transformation, regulatory changes and environmental sustainability as well as internal risks in areas like Procurement, Product Quality, and HR-planning.

Under the framework of the Group's sustainability reporting and new double materiality assessment, a special focus is given to related transformational and physical risks and their mitigation.

Bühler Group ISO certification for quality and environmental management

In 2025, we achieved successful re-certification of our ISO 9001:2015 and ISO 14001:2015 Group certifications. We are very pleased that SGS renewed our certificates, which are valid until November 2026. This remarkable accomplishment results from a rigorous random sample check conducted across Bühler locations, including Bühler AG (BUZ) in Uzwil, Switzerland; Bühler GmbH (BBIN) in Reichshof, Germany; Bühler CZ s.r.o. (BZAM) in Žamberk, Czech Republic; Bühler UK Limited (BUKL), in London, United Kingdom; Bühler do

Brasil LTDA (BBLU), Blumenau, Brazil; Bühler (China) Holding Co. Ltd. (BCHN) in Wuxi, China; Wuxi Bühler Machinery Manufacturing Co. Ltd. (BWUX) in China; Bühler (Changzhou) machinery co. Ltd. (BCHA) in China; Buhler Premier Tech (Wuxi) Packing Machinery Co., Ltd (BTEC), in Wuxi, China. Additionally, Bühler CZ s.r.o. (BZAM) in Žamberk, Czech Republic, successfully recertified according to the ISO 3834-2 international welding standard. All these locations have successfully passed the comprehensive SGS on-site audits.

Re-certification according to ISO 45001 for occupational health and safety

Additionally, we are pleased to announce our re-certification according to ISO 45001 for occupational health and safety. We have successfully re-certified the Bühler AG sites in Uzwil and Appenzell, Switzerland, aligning with the ISO 45001:2018 standard. We have newly added the following sites; Wuxi Bühler Machinery Manufacturing Co. Ltd. (BWUX) in Wuxi, China; and Bühler UK Limited (BUKL), in London and Manchester, United Kingdom. All sites passed the initial ISO audit certification.

SEDEX / SMETA 4-pillar certification

Bühler AG (BUZ) in Uzwil, Switzerland has successfully passed the SEDEX/SMETA-4 audit in April 2025.

REMUNERATION REPORT

Find the Remuneration section also on our website.

↗ READ ONLINE

Attract, develop, perform, and retain

Boosting employee future skills, excelling at global talent management and embedding workforce agility as well as employability are key drivers in human resources to achieve the Bühler mission. Striving for high employee engagement, fostering an inclusive and diverse culture and a focus on people's development paired with leadership excellence in line with our humanity goals, are key drivers for a sustainable high performance. The Remuneration Policies are designed with this purpose in mind.

Remuneration governance

Overview

The Members of the Nomination and Compensation Committee (NCC) are elected by the General Assembly. The Board of Directors (BoD) appoints the Chairman from among the elected members. The NCC supports the BoD in the remuneration issues defined here, with responsibilities being retained by the BoD. The NCC oversees defining and periodically reviewing the Remuneration Policy. It prepares all the relevant decisions of the BoD around remuneration for the Members of the BoD, and Members of the Executive Board (EB), and submits its proposals (remuneration type and annual remuneration) to the BoD. In addition, it submits proposals to the BoD defining the annual goals for performance-related remuneration and defines the target group of potential recipients of performance-related remuneration.

Nomination and Compensation Committee

For the year under review, the Members of the Nomination and Compensation Committee (NCC) were Christoph Goppelsroeder (Chairman), Frank N. J. Braeken, Karin Bühler, and Jeannine Bühler. Permanent invitees were Calvin Grieder, Chairman of the Board of Directors; Dr. Maya Bühler, Stefan Scheiber, CEO; Irene Mark-Eisenring, Chief HR Officer; and Christof Oswald, Head of HR Region Switzerland. Four meetings were held. The NCC Chairman reported to the Board of Directors after each meeting, and the minutes were kept and distributed in a timely manner.

REMUNERATION REPORT

Authority chart

Subject	Recommendation	Final approval
Definition of Remuneration System and Policy for remuneration paid to the Board of Directors and the Executive Board	NCC	Board of Directors
Development of variable remuneration scheme and approval of all annually paid performance-related remuneration at Bühler Group	NCC	Board of Directors
Definition of individual remuneration, including bonus, variable portion, shares-related remuneration, etc., paid to the Executive Board and the Board of Directors	NCC	Board of Directors General Assembly

Remuneration principles

Bühler is committed to performance- and market-related remuneration. The financial success of the organization, measured on selected KPIs (EBIT, contribution to EBIT, DB1, net working capital), is a key part of performance-related remuneration. In 2024, the Board of Directors approved the new global variable pay scheme, which is fully linked to Business performance, decoupled from the individual ratings. It was introduced to our Top 300 Leadership positions in 2024 and 2025. A further rollout to the next Management and Senior Professional levels will take place in 2026. All employees, including the Executive Board, undergo a formalized annual performance appraisal process (Employee Performance Management, EPM). The Individual Performance / Development Goals are defined and agreed upon jointly with each employee at the start of the fiscal year.

REMUNERATION REPORT

Principles of Remuneration Policy

Fairness, consistency, and transparency	The remuneration schemes shall be simple, clearly structured, and transparent. They are linked to the responsibilities and powers of the individual functions, thereby ensuring fair remuneration at all levels.
Performance-related remuneration	Variable remuneration is directly linked to key performance indicators of the profit-and-loss statement as well as the balance sheet performance.
Long-term success sharing	Part of the remuneration of the Executive Board shall be paid in the form of deferred compensation to ensure long-term sharing in the success of Bühler.
Orientation toward the labor market	To attract and retain talent, qualified and dedicated management staff and employees, remuneration shall be oriented toward the market environment and be regularly subjected to benchmarking.
Bühler values: TOP	The Remuneration Policy is oriented toward the Bühler values of TOP (Trust, Ownership, and Passion). These values are incorporated into the above-mentioned principles and determine the “Bühler way of doing business” in all respects.

REMUNERATION ELEMENTS

Overall remuneration model for employees and the Executive Board

	Instrument	Purpose	Influencing factors
Fixed annual base salary	Monthly cash remuneration	Regular, predictable remuneration for the specific function	Sphere of work, complexity, and responsibility of the function, competencies, and experience of the function owner, function benchmarks
Performance related variable pay	Annual cash remuneration	Remuneration for performance	Success of the organization (EBIT), success of the business (CTE, DB1, CD), cash development (NWC), and – in transition – individual performance (EPM) on an annual basis
Deferred compensation plan	Deferred compensation plan with a vesting period of three to ten years	Sharing in long-term success	Hierarchical position of the function within the organization
Other employee benefits	Pension and insurance schemes; other fringe benefits	Protection against risks and coverage of expenses	Local legislation and market practice

REMUNERATION ELEMENTS

Remuneration of the Board of Directors

The Members of the Board of Directors shall receive a fixed cash payment and be remunerated as Committee Members (if applicable).

	Office
Basic remuneration	Membership in the Board of Directors
Additional remuneration	Chairmanship of the Board of Directors Vice Chairmanship of the Board of Directors
	Chairmanship of the Audit Committee Activity in the Audit Committee
	Chairmanship of the Nomination and Compensation Committee Activity in the Nomination and Compensation Committee
	Other Committee Chairmanship/Memberships Other activities
Expenses	Only expenses incurred are reimbursed

REMUNERATION ELEMENTS

Remuneration of the Executive Board

Members of the Executive Board shall receive a basic salary, a variable cash remuneration portion, employer contributions to pension funds and social security institutions, and long-term remuneration in the form of a deferred compensation plan with a vesting period of 3 to 10 years. In addition, the lump-sum expenses allowance regulations apply.