

JANUARY 2023

Partner Impact Report



We continue to be grateful for the key role that Bühler plays in the work of PFS. In 2022, 65 Bühler employees engaged in 81 different activities – contributing nearly 900 hours while working with 59 clients across nine countries. By sharing their expertise, they were able to assist African entrepreneurs in growing their businesses, supporting a supplier base of more than 237,000 farmers, and producing nearly 4.5 billion nutritious meal servings. Along the way, Bühler volunteers built leadership and problem-solving skills while gaining exposure to emerging markets.

PFS is proud to be one of the ways that Bühler embeds purpose throughout the company. Our volunteer consulting engagements enable any employee to live out Bühler's values while also developing the talents of current and future leaders through experience-based learning with African entrepreneurs.

Despite an ongoing pandemic and other external shocks like supply chain disruptions, inflation, and the Ukraine crisis, 2022 was a year of continued momentum and growth across Bühler geographies and functions. Thank you, Bühler, for providing impactful experiences for your employees to strengthen food security, nutrition, and economic development in Africa!

2022 By the Numbers

81

Total Services Supported

65

Engaged Bühler Volunteers

886

Total Hours Contributed

\$122,268

Value of Hours

59

of Clients Served by Bühler Employees

9

by Country

\$105,655

\$ Value of New Investments

33%

% of Clients Owned/Managed by Women

237,044

of Farmers Supported

4.5 Billion

of Nutritious Meal Servings Produced

PFS Value Back to Bühler

While social impact continues to be the foundation of our work, engaging with PFS offers value to Bühler beyond philanthropy and volunteerism.

HUMAN CAPITAL:

Talent Acquisition, Development, & Retention

- 66% of Bühler respondents have developed new or improved skills through volunteering with PFS
- 58% of Bühler respondents have applied lessons from my PFS volunteer experience in their professional life
- 97% of Bühler respondents found the experience to be meaningful
- PFS continues to grow our collaboration with Bühler's Generation B group, providing meaningful opportunities for Bühler's talented next-generation employees to live out their purpose, learn more about markets that will become increasingly important to Bühler, and grow as leaders
- The cohort of Bühler Management Trainees built skills and grew together as a team while developing an apprentice alumni program for PFS to implement across Africa
- "I chose to get involved with PFS because I like the idea of collaborating with individuals from other companies and sharing my skills and knowledge to make processes more efficient, more sustainable, and less wasteful." - Nate Jones

BUSINESS INSIGHTS:

PFS engagements can be a great way to gain consumer and market insights in Africa, build relationships in future growth markets, and develop stronger relationships with key commercial partners.

- 66% of respondents grew their personal and professional networks
- PFS staff continue to collaborate with Bühler's impressive African Milling School to improve their milling expertise and increase the milling and fortification capabilities of millers across multiple African markets
- PFS engaged in Networking Days 2022, "Accelerating impact together" – enabling Bühler to highlight to key food industry stakeholders and decision-makers how it partners with PFS and commercial partners to help solve some of the world's most pressing problems
- Engaging in PFS work continues to provide Bühler leaders with an excellent opportunity to not only pursue social impact, but also to deepen relationships with key customers and partners such as General Mills, Cargill, DSM, Hershey, Ardent Mills, and J.M. Smucker

REPUTATION:

Corporate Social Responsibility, Branding, and Public Relations

- 83% of Bühler volunteer respondents agree, "It is important to me to work for a company that provides volunteer experiences like PFS."
- Bühler was highlighted in PFS' Signature Event in January 2022, "Unlocking the Promise of Africa's Food System." The event had 500+ diverse participants from across the African food and investment ecosystem
- Bühler was included in an April 2022 Devex op-ed article by Monica Musonda, PFS board member and CEO of Java Foods, on the critical need to invest in Africa's food systems to avoid future crisis
- PFS was the subject of a live BBC News interview in September highlighting the unique approach to helping entrepreneurial food companies in Africa.
- As a part of PFS' board meeting in Zambia, Bühler helped to convene a number of key events that connected important actors across the Zambian food ecosystem. We co-hosted an event with the US Ambassador that included PFS clients, AGRA, government ministries, USAID, and members of the finance/banking sector
- Following our successful event with the U.S. Ambassador in Zambia, US Treasury Secretary Janet Yellen personally visited our client Java Foods on a visit to Zambia. The Associated Press published an article on the visit.



Q+A with Volunteer Client Lead **Vivienne Angeli**

Please share a little about yourself and your role at Bühler.

I am a Management Trainee at Bühler, currently working in the CEO Office. I studied process engineering and am now seeing first hand what it takes for a company to be successful in today's environment. In my role I assist with driving the yearly management rhythm of Bühler and support the head of strategy in implementing and cascading the company's strategy.

What is your main motivation for volunteering with PFS?

I was incredibly lucky to have received an amazing education and am now starting life as a professional. Working with PFS enables me to not only apply what I learned, but also get insights into what the PFS clients are challenged by. Furthermore, I enjoy working with the volunteer teams and clients as the team spirit is incredible.

What does it mean to you to work for a company like Bühler that offers volunteer opportunities like PFS?

It shows that we really want to tackle global challenges. It is important to me to work for a company that not only focuses on economic success, but also takes part in lifting up companies and individuals that need a hand.

Have you learned anything new as a volunteer Client Lead?

Yes! There are a lot of different learnings that stem from me working as a volunteer with PFS, but first and foremost I learned how to work with very diverse teams. Aligning the mixture of cultures, know-how, and work styles in a virtual format is not always easy but incredible once we make it work.

What would you say to someone who is interested in volunteering with PFS, but is hesitant to start?

Just get started, there is nothing to fear! I was very hesitant myself at first, but quickly realized that my volunteering was highly appreciated. All teams I have worked with so far are extremely friendly, welcoming and helpful – so there is nothing to hold you back!



Photo Caption: Michael Gothe, center left, on the job visiting a Bühler customer in Cape Verde.

Back to Basics: Bühler Volunteer Helps Improve Rice Milling in Zambia

Since 1999, Michael Gothe, who works in customer service sales at Bühler, has been traveling the world bringing solutions to clients. Originally based in Portugal, Michael spent the earlier part of his career at Bühler working in the Azores, an archipelago composed of nine volcanic islands off the coast of Portugal, and then worked in Angola, a country located in Southern Africa, before working with customers in Lebanon and Beirut. Along the way, Michael learned a thing or two about installation, commissioning and troubleshooting in flour mills, as well as feed mills, rice mills, corn mills, rye mills, and breweries.

During his many stays in Africa over the years, Michael has developed a profound passion for the people and continent. "I've made many friendships outside of just business relations," said Michael, "and many of these connections still last today. I've seen so many beautiful things in Africa, but have also seen a lot of difficult situations for the people there. Africa has everything it needs to feed its people and I believe there is no reason for anyone to suffer from hunger." When Michael learned he could join Partners in Food Solutions (PFS) as a Bühler employee, he knew he could be part of the solution and use the skills he's learned over his career to help a continent he truly cares for.

Since 2021, Michael has supported several PFS projects from a soya bean equipment recommendation project to a plant design and layout project to his current project with COMACO, an emerging food processing company that produces peanut butter, honey, breakfast cereals and more. Located in Zambia, COMACO needed advice on how to improve their rice processing to achieve over 80% extraction of grade A (full grain) polished rice from paddy rice. "PFS and its volunteers

are important to us to ensure we learn what we don't know and match this with local knowledge to develop the most efficient and effective company which can support our goals for environmental and farmer impact," said Stuart Hall, COO of COMACO. Michael's rice mill experience was the right expertise they were looking for to move forward.

"My favorite part of volunteering with PFS is sharing my knowledge with other people, helping them develop independence, and leading them to a positive future."

For several months, Michael worked with COMACO to troubleshoot their rice processing and identify solutions that would help them achieve their goal of 80% extraction of grade A polished rice. "I learned that COMACO received their rice from many different farmers in the area and the conditions of growing the rice is important. If some fields did not have enough water, the rice gets chalky and will break when it is processed in the mill. Another aspect of this project was to help explain the basics of rice milling itself," he said.

Thanks to Michael's support and final recommendations, COMACO has procured a new rice mill and has made a 50% down payment. The equipment is estimated to arrive in early 2023. "We have learned a lot from Michael," said Stuart. "It is not only our processing that can cause problems with rice breakages, but also what happens in the growing cycle and storage of rice that influences this. We always enjoy every part of our interaction with PFS and with their help we continue to learn and develop our company so we can be better."

Small Commitment Leads to Big Impact

East African Basic Foods (EABF), based in Kampala, Uganda, was established more than 60 years ago but has not seen the growth it could expect for a company of its age. In an effort to get back on track and establish a growth trajectory, the company reached out to Partners in Food Solutions for help. "In order to drive our vision and mission forward, it is critical that we build the capacity of the team to manage our processes efficiently and effectively, and develop a strategic business plan," said Joseph Mutenga Guloba, the business development manager at EABF. "PFS and its volunteers fit well with this strategic thinking which makes it a worthy strategic partner."

Supporting EABF with this key business development is Brian Williams, VP of marketing and business development at Bühler. "My main motivation for volunteering with PFS is to live out Bühler's purpose of 'innovations for a better world'. I also enjoy sharing my experience and expertise to help start-ups and learn about their business challenges; many of which we take for granted in the developed world," said Brian.

Over the course of eight months, the project team spent about one hour per week collaborating, mapping out EABF's path for the next five years, and identifying strengths, weaknesses, opportunities, and threats which enabled them to plan how best to position the company to serve customers beyond expectations. "My teammates from DSM and I provided some structure to



the business planning process and documentation, asked a few guiding questions, and the EABF Team did the rest. Even though it wasn't that much work from my perspective, I gained so much energy from this project. I am always impressed with the creative ways in which they make use of the resources available to them to obtain their goals," said Brian.

Joseph said his favorite part of the project was the opportunity to work with world-class professionals at almost no cost and appreciating their way of thinking. "Additionally, I got the opportunity to work with a global team and was even able to achieve some of my own professional growth objectives," he said. Joseph is proud of the strong foundation he and the team have developed for EABF, and believes the company is better off thanks to PFS and the volunteer team's support.

Bühler's Andy Sharpe's Impactful Visit to Zambia



In October 2022, Bühler President of North America Andy Sharpe traveled to Lusaka, Zambia, to visit PFS clients and see firsthand the impacts of Bühler volunteer's work. "We're a company with a worldwide footprint, but we're also a company committed to building sustainability, helping manage climate change, and really working with a purpose," said Andy. "We want to feed the world, we want to help move the world, and PFS creates a vehicle where our employees can volunteer and help multiple clients across the African continent to drive forward."

VOLUNTEER TEAM HELPS UNLOCK ESSENTIAL FUNDING FOR GROWTH



Kwithu Kitchen is a company with a social mission. Located in Malawi, Kwithu Kitchen is a 100% women-owned cooperative to provide improved livelihoods to rural women. The company started by processing tomatoes including tomato puree and chopped tomatoes, and recently received approval from the Malawi Bureau of Standards to sell tomato sauce and tomato jam. In a very short period of time the company has quickly become one of the country's largest honey processors and suppliers. To help manage their growth, become as efficient as possible, learn about best practices in a range of business operations, and achieve profitability, Kwithu Kitchen looked to PFS and its volunteer community for support.

"Kwithu Kitchen has enormous potential," said John Keys, business advisor for Kwithu Kitchen. "PFS' broad and extensive network of volunteers in a range of disciplines was very attractive to us. With one partner, we could get help in a variety of areas." Joining Kwithu Kitchen in their journey to growth and profitability was Bühler's Angela Hacker, a cost analyst based in Brazil. Angela and another volunteer from General Mills worked with the client for several months and provided essential reporting formats and frameworks that were essential while Kwithu Kitchen was bringing new products to market.

Furthermore, because of the dedication of the volunteer team, Kwithu Kitchen has continued to see additional benefits from the financial management and forecasting project. "Our work with PFS helped us focus our senior leadership efforts in key areas and

lay the groundwork for continued growth," said John. Specifically, the company updated their financial forecasting methods that played a key factor in developing their updated five-year sales and cash-flow plan. Additionally, this plan helped the company secure a concessional loan for approximately \$90,000 at a 10% interest rate (commercial interest rates in Malawi often exceed 25%) so securing this subsidized loan was critical in helping secure essential capital requirements.

"We want to be a major financial and economic force in Malawi that can help increase the incomes of more than a thousand beekeepers and smallholder farmers and at the same time become a socially responsible and profitable company. We are extremely grateful to PFS and its network of volunteers. Please keep an eye on us - you will be proud of where we end up!"

- John Keys, Kwithu Kitchen

Macadamia Nut Facility Gets an Upgrade

Following Australia and South Africa, Kenya is the third-largest producer of macadamia nuts in the world. Known for being rich in vitamins, minerals, and healthy fats, macadamia nuts are widely popular in international markets. Sagana Nuts has been processing macadamia nuts in Kenya since 2013 and has recently begun expanding their operations to a new facility to increase process automation. Supporting them in establishing their new facility is William Hajek, an installation supervisor at Bühler.

"The main part of my job is to receive flour milling roller mills from the Bühler manufacturing facility in Switzerland and supervise the mechanical contractors to install the machinery correctly," said William. "At this point in my career, I have learned a lot about streamlining the process of efficiently moving large quantities of bulk food from storage bins to the actual equipment that cuts and/or mixes food before it is packaged. It wasn't long after I heard about PFS and signed up to volunteer that I was placed on the Sagana Nuts plant layout and process flow documentation project."

One of the main challenges with the Sagana Nuts project was determining the best solution based on the budget available for their material handling issues. "We started out suggesting an expensive solution to load the storage silos and as the process continued through our bi-weekly Microsoft Teams meetings, we were able to find a workable solution that was affordable," said William. "It was really fun to work with a group of professionals from all over the world. Everybody had an equal share in creating the solution for Sagana Nuts."

"The PFS project team was essential to our success," said Sagana Nuts Factory Manager Dickson Wachira. "We have a vision of

being a globally recognized food processing company and it is important to us to learn from those ahead of us in the field. The team provided crucial reports relevant to the project and also gave us guidance in not just the details of the project but more than we expected: they gave us a platform to think deeply about process and facility improvements."



Q+A WITH VOLUNTEER MENTOR JOCELYN RICHARDS

Please share a little bit about yourself and your role at Bühler.

I'm a senior project manager in project execution at Bühler's Plymouth, Minnesota office. I've worked at Bühler for six years now.

What is your main motivation for volunteering with PFS as a mentor?

I was very cautious about signing up to be a PFS mentor in the beginning because I was nervous that I didn't know enough or know the right things to be of any value as a mentor. It wasn't until one of my friends encouraged me to do it that I signed up. Since joining, I can say that I feel very appreciated and have seen how my contributions matter.

How would you describe your mentorship experience with your mentee?

It has been fun to meet someone who lives in a totally different place than me with varying resources, lifestyle, and culture.

Have you learned anything new from your mentorship?

I've learned a lot about how Zambian businesses are able to accomplish their goals with access to very different resources. For example, I've been supporting a sunflower processing facility recently and I've learned that they don't have access to certain chemicals or waste water treatment that we use in the US. It has been eye-opening experience to learn how processing is completed outside of the US.



PFS Joins Bühler at 2022 Networking Days!

Last year, PFS staff had the opportunity to join Bühler at the annual Networking Days event in Uzwil, Switzerland. In addition to reconnecting with many partners and making new, meaningful connections, PFS Volunteer Engagement Associate Nana Antwi Owusu-Ansah gave a dynamic presentation on the impacts of volunteering with PFS at Bühler's One Young World Caucus. Thank you, Bühler, and all our wonderful volunteers, for letting us take the main stage and showcase the meaningful work you all have been a part of for many years.



PFS IMPACT AND REACH



1,800
ENGAGED
VOLUNTEERS

142,922
VOLUNTEER
HOURS



2,034
CLIENTS

total assisted or trained
since inception

PFS client companies
in Africa have

1.5 MILLION
SMALLHOLDER
FARMERS

in their supply chain and
directly employ

27,566
EMPLOYEES

42.7%

of our client
companies
are owned
and/or managed

BY WOMEN

51
BILLION

safer, more
nutritious and
affordable
meal servings