

## ECONOMY

Key performance indicator (KPI)	Reference to GRI Standards	Target 2025	2021
Direct economic value generated: revenue (mCHF)	Related to 201-1		2,701
Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital and payments to government (mCHF)	Related to 201-1		2,650
i. Operating costs			1,639
ii. Employee wages and benefits			939
iii. Payments to providers of capital			25
iv. Payments to government			47
Economic value retained: 'direct economic value generated' less 'economic value distributed' (mCHF)	Related to 201-1		1,282
Accelerate turnover growth in region MEA and create better balance in geographical diversification of Bühler (% of turnover)			10%
Number of Bühler sites internally audited on financial, operational, and compliance risk management	Related to 205-1	Best practice in definition with peers	8
Total percentage of employees who finalized the compliance training broken down by region (%)	Related to 205-2	100%	
	NAM		99.5%
	SAM		99.9%
	CH		99.8%
	EUR		99.0%
	MEA		100%
	SOA		99.6%
	SEA		100%
	CN		99.8%
	EAS		100%

# NATURE

Key Performance Indicator (KPI)	Reference to GRI Standards	Target 2025	2021
Number of Bühler solutions quantified for CO <sub>2</sub> e impact in operations			25
Avoided emissions quantified from new services & technologies installed during the reporting period (t CO <sub>2</sub> e)			30,459
Employees involved in the Innovation Challenge		50%	Not reported this year
Employees involved in Generation B		20%	17%
Significant partnerships reducing atmospheric CO <sub>2</sub> e levels			2
Significant partnerships improving access to nutrition			2
Significant partnerships for education			5
Significant partnerships supporting biodiversity			1
Significant partnerships supporting start-ups			5
Energy consumption within the organization (GJ)	302-1	Best practice based on operational and environmental risk	596,549
Total water withdrawal from all areas (m <sup>3</sup> )	303-3	Best practice based on operational and environmental risk	302,916
Total water withdrawal from areas with water stress (m <sup>3</sup> )	303-3	Best practice based on operational and environmental risk	70,897
Gross direct (scope 1) GHG emissions (t CO <sub>2</sub> e)	305-1	50% <sup>1</sup>	15,335
Gross indirect (scope 2) GHG emissions – location based (t CO <sub>2</sub> e)	305-2		54,896
Gross indirect (scope 2) GHG emissions – market based (t CO <sub>2</sub> e)	305-2	50% <sup>1</sup>	30,377
Gross indirect (scope 3) GHG emissions (t CO <sub>2</sub> e)	305-3	See individual subcategories	841,083
Gross indirect (scope 3) GHG emissions – purchased goods and services (t CO <sub>2</sub> e)	305-3	20% <sup>1</sup>	530,000
Gross indirect (scope 3) GHG emissions – capital goods (t CO <sub>2</sub> e)	305-3	50% <sup>1</sup>	1,411
Gross indirect (scope 3) GHG emissions – fuel and energy related activities (t CO <sub>2</sub> e)	305-3	50% <sup>1</sup>	3,464

<sup>1</sup> The target is set against baseline year of 2019. <sup>2</sup> 'Gross indirect (scope 3) GHG emissions – upstream transportation & distribution (t CO<sub>2</sub>e)' is calculated as a percentage of 'Gross indirect (scope 3) GHG emissions – downstream transportation & distribution (t CO<sub>2</sub>e)'. <sup>3</sup> The scope of 'Gross indirect (scope 3) GHG emissions – business travel (t CO<sub>2</sub>e)' does not include flights from the regions of: North America, South America, Middle East, Africa, Asia, South Asia and Southeast Asia.

## NATURE

Key performance indicator (KPI)	Reference to GRI standards	Target 2025	2021
Gross indirect (scope 3) GHG emissions – upstream transportation & distribution (t CO <sub>2</sub> e) <sup>2</sup>	305-3	20% <sup>1</sup>	121,946
Gross indirect (scope 3) GHG emissions – waste generated from operations (t CO <sub>2</sub> e)	305-3	50% <sup>1</sup>	3,927
Gross indirect (scope 3) GHG emissions – business travel (t CO <sub>2</sub> e) <sup>3</sup>	305-3		5,716
Gross indirect (scope 3) GHG emissions – employee commuting (t CO <sub>2</sub> e)	305-3		Not reported this year
Gross indirect (scope 3) GHG emissions – upstream leased assets (t CO <sub>2</sub> e)	305-3	50% <sup>1</sup>	411.2
Gross indirect (scope 3) GHG emissions – downstream transportation & distribution (t CO <sub>2</sub> e)	305-3	20% <sup>1</sup>	174,209
Gross indirect (scope 3) GHG emissions – use of sold products (t CO <sub>2</sub> e)	305-3		Not reported this year
Gross indirect (scope 3) GHG emissions – end of life treatment of sold products (t CO <sub>2</sub> e)	305-3		Not reported this year
GHG emissions intensity ratio for the organization (t CO <sub>2</sub> e / 1,000 working hours)	305-4		47.5
Total weight of waste generated (kg)	306-3	Best practice based on operational and environmental risk	13,911,107
Total weight of waste generated – non-hazardous waste diverted from disposal (kg)	306-4	Best practice based on operational and environmental risk	10,285,385
Total weight of waste generated – hazardous waste diverted from disposal (kg)	306-4	Best practice based on operational and environmental risk	623,083
Total weight of waste generated – non-hazardous waste directed to disposal (kg)	306-5	Best practice based on operational and environmental risk	2,514,385
Total weight of waste generated – hazardous waste directed to disposal (kg)	306-5	Best practice based on operational and environmental risk	483,254
Percentage of top suppliers who have signed the Bühler supplier code of conduct or have an equivalent code	Related to 308-1		86%

<sup>1</sup> The target is set against baseline year of 2019. <sup>2</sup> 'Gross indirect (scope 3) GHG emissions – upstream transportation & distribution (t CO<sub>2</sub>e)' is calculated as a percentage of 'Gross indirect (scope 3) GHG emissions – downstream transportation & distribution (t CO<sub>2</sub>e)'. <sup>3</sup> The scope of 'Gross indirect (scope 3) GHG emissions – business travel (t CO<sub>2</sub>e)' does not include flights from the regions of: North America, South America, Middle East, Africa, Asia, South Asia and Southeast Asia.

# HUMANITY

Key performance indicator (KPI)		Reference to GRI standards	Target 2025	2021
Total number of new employees hired during the reporting period by region and globally split by:		401-1	Best practice in definition with peers	1,699
i.	Region   Gender: female, male, not assigned	GLO		322, 1,376, 1
		NAM		29, 202, 1
		SAM		33, 103
		CH		40, 161
		EUR		91, 249
		MEA		16, 54
		SOA		7, 95
		SEA		25, 57
		CN		78, 450
		EAS		3, 5
		GLO		369
		NAM		49
		SAM		27
		CH		67
ii.	Region   Born today – 1996	EUR		80
		MEA		10
		SOA		14
		SEA		22
		CN		100
		EAS		0
		GLO		950
		NAM		82
		SAM		85
		CH		106
iii.	Region   Born 1981 – 1995	EUR		158
		MEA		41
		SOA		83
		SEA		51
		CN		340
		EAS		4

# HUMANITY

Key performance indicator (KPI)		Reference to GRI standards	Target 2025	2021
Total number of new employees hired during the reporting period by region and globally split by:		401-1	Best practice in definition with peers	1,699
iv.	Region   Born 1965 – 1980	GLO		323
		NAM		69
		SAM		24
		CH		23
		EUR		87
		MEA		17
		SOA		5
		SEA		9
		CN		85
		EAS		4
v.	Region   Born 1964 and earlier	GLO		56
		NAM		31
		SAM		0
		CH		5
		EUR		15
		MEA		2
		SOA		0
		SEA		0
		CN		3
		EAS		0
Total number of employee turnover during the reporting period globally and by region split by:		401-1	Best practice in definition with peers	1,637
i.	Region   Gender: female, male	GLO		296, 1341
		NAM		26, 171
		SAM		25, 107
		CH		49, 196
		EUR		93, 356
		MEA		19, 61
		SOA		2, 77
		SEA		23, 68
		CN		58, 300
		EAS		1, 5

# HUMANITY

Key performance indicator (KPI)		Reference to GRI standards	Target 2025	2021
Total number of employee turnover during the reporting period globally and by region split by:		401-1	Best practice in definition with peers	1,637
ii.	Region   Born today – 1996	GLO		164
		NAM		32
		SAM		8
		CH		21
		EUR		53
		MEA		2
		SOA		1
		SEA		11
		CN		36
		EAS		0
iii.	Region   Born 1981 – 1995	GLO		799
		NAM		75
		SAM		85
		CH		86
		EUR		162
		MEA		44
		SOA		63
		SEA		56
		CN		223
		EAS		5
iv.	Region   Born 1965 – 1980	GLO		398
		NAM		50
		SAM		36
		CH		52
		EUR		124
		MEA		24
		SOA		11
		SEA		23
		CN		78
		EAS		0

# HUMANITY

Key performance indicator (KPI)	Reference to GRI standards	Target 2025	2021
Total number of employee turnover during the reporting period globally and by region split by:	401-1	Best practice in definition with peers	1,637
	GLO		276
	NAM		40
	SAM		3
	CH		86
v. Region   Born 1964 and earlier	EUR		110
	MEA		10
	SOA		4
	SEA		1
	CN		21
	EAS		1
Total leavers as a percentage of workforce	Related to 401-1		12.8%
Rate of attrition <sup>1</sup>	Related to 401-1		7.5%
Percentage of apprentices who are hired subsequently to their apprenticeship (Uzwil)	Related to 401-1		63.9%
Percentage of workers trained on occupational health and safety	Related to 403-4		Not reported this year
Work-related injuries (TRI rate)	Related to 403-4	0	0.89
Percentage of training costs over total personnel costs	Related to 404-1	Best practice in definition with peers	0.72%
Number of training days per full-time employee per year	Related to 404-1	Best practice in definition with peers	1.54

<sup>1</sup> The scope of 'Rate of attrition' only includes voluntary leavers, while the scope of 'Total leavers as a percentage of workforce' includes all forms of leavers.

# HUMANITY

Key performance indicator (KPI)		Reference to GRI standards	Target 2025	2021
Percentage of employees by gender total for the following categories:		Related to 405-1	Best practice in definition with peers	
i.	Region   Gender: female to male	NAM		14.1% female to 85.9% male
		SAM		17.4% female to 82.6% male
		CH		16.4% female to 83.6% male
		EUR		18.2% female to 81.8% male
		MEA		17.7% female to 82.3% male
		SOA		5.0% female to 95.0% male
		SEA		22.4% female to 77.6% male
		CN		17.6% female to 82.4% male
		EAS		22.9% female to 77.1% male
ii.	Born today – 1996			18.5% female to 81.5% male
iii.	Born 1981 – 1995			19.2% female to 80.8% male
iv.	Born 1965 – 1980			15.7% female to 84.3% male
v.	Born 1964 and earlier			10.9% female to 89.1% male
Percentage of employees by gender of supervisors for the following categories:		Related to 405-1	Best practice in definition with peers	
i.	Region   Gender: female to male	NAM		18.2% female to 81.8% male
		SAM		20.6% female to 79.4% male
		CH		11.9% female to 88.1% male
		EUR		13.0% female to 87.0% male
		MEA		16.8% female to 83.2% male
		SOA		2.3% female to 97.7% male
		SEA		24.8% female to 75.2% male
		CN		17.4% female to 82.6% male
		EAS		8.3% female to 91.7% male
ii.	Born today – 1996			0% female to 100% male
iii.	1981 – 1995			19.0% female to 81.0% male
iv.	1965 – 1980			13.0% female to 87.0% male
v.	1964 and earlier			6.0% female to 94.0% male
Number of relevant fines for non-compliance with laws and regulations in the social, economic and environmental area (> CHF200,000). <sup>2</sup>		419-1, 307-1	Best practice in definition with peers	0

<sup>1</sup> The scope of 'Rate of attrition' only includes voluntary leavers, while the scope of 'Total leavers as a percentage of workforce' includes all forms of leavers.

<sup>2</sup> This KPI corresponds to the disclosure requirements of both GRI 419 and GRI 307.