

## ECONOMY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Direct economic value generated: revenue	201-1	mCHF	N/A	2,981
Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital and payments to government	201-1		N/A	
Total		mCHF		2,848
Operating Cost		mCHF		1,797
Employee wages and benefits		mCHF		979
Payments to providers of capital		mCHF		27
Payments to government		mCHF		45
Economic value retained: 'direct economic value generated' less 'economic value distributed'	201-1	mCHF	N/A	1,502
Accelerate turnover growth in region Middle East Africa & India and create better balance in geographical diversification of Bühler		% of turnover	N/A	16
Number of Bühler sites internally audited on financial, operational, and compliance risk management	205-1	#	Best practice in definition with peers	8

## ECONOMY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Total percentage of employees who finalized the compliance training broken down by region:	205-2		100%	
North America		%		93.5
South America		%		96.1
Europe		%		97.4
Middle East Africa & India		%		94.7
Asia		%		98.4

## NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019	2022
Number of Bühler solutions quantified for CO <sub>2</sub> e impact in operations		#	N/A		71
Amount of estimated avoided emissions from selected services & technologies installed in 2022		t CO <sub>2</sub> e/year	N/A		47,631 <sup>1</sup>
Employees involved in the Innovation Challenge		%	50%		Not reported this year
Employees involved in Generation B		%	20%		18
Significant partnerships reducing atmospheric CO <sub>2</sub> e levels		#	N/A		3
Significant partnerships improving access to nutrition		#	N/A		1
Significant partnerships for education		#	N/A		11
Significant partnerships supporting biodiversity		#	N/A		1
Significant partnerships supporting start-ups		#	N/A		7
Energy consumption within the organization	302-1	GJ	Best practice based on operational and environmental risk	564,764	700,000
Total water withdrawal from all areas	303-3	m <sup>3</sup>	Best practice based on operational and environmental risk	353,311	304,200

<sup>1</sup> Benchmarked against our solutions pre-2017; total emissions tracked: 140,000 since 2017.

## NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019	2022
Total water withdrawal from areas with water stress	303-3	m <sup>3</sup>	Best practice based on operational and environmental risk	74,440	87,400
Gross direct (Scope 1) GHG emissions	305-1	t CO <sub>2</sub> e	Scope 1 & 2 (together) 60% by 2030	27,252	28,000
Gross indirect (Scope 2) GHG emissions – location based	305-2	t CO <sub>2</sub> e	Target refers to market based	50,226	44,200
Gross indirect (Scope 2) GHG emissions – market based	305-2	t CO <sub>2</sub> e	Scope 1 & 2 (together) 60% by 2030	41,455	30,300
Gross indirect (Scope 3) GHG emissions	305-3	t CO <sub>2</sub> e	See individual subcategories	771,458	730,000
Gross indirect (Scope 3) GHG emissions – purchased goods and services	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	528,000	539,000
Gross indirect (Scope 3) GHG emissions – capital goods	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	0	0



## NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019	2022
Gross indirect (Scope 3) GHG emissions – fuel and energy related activities	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	1,368	2,070
Gross indirect (Scope 3) GHG emissions – upstream transportation & distribution	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	41,000	30,000
Gross indirect (Scope 3) GHG emissions – waste generated from operations	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	5,957	5,600
Gross indirect (Scope 3) GHG emissions – business travel	305-3	t CO <sub>2</sub> e	N/A	Not reported this year	26,800
Gross indirect (Scope 3) GHG emissions – employee commuting	305-3	t CO <sub>2</sub> e	N/A	Not reported this year	Not reported this year
Gross indirect (Scope 3) GHG emissions – upstream leased assets	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	133	132
Gross indirect (Scope 3) GHG emissions – downstream transportation & distribution	305-3	t CO <sub>2</sub> e	Best practice based on operational and environmental risk	195,000	123,000

## NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019	2022
Gross indirect (Scope 3) GHG emissions – use of sold products	305-3	t CO <sub>2</sub> e	N/A	Not reported this year	Not reported this year
Gross indirect (Scope 3) GHG emissions – end of life treatment of sold products	305-3	t CO <sub>2</sub> e	N/A	Not reported this year	Not reported this year
GHG emissions intensity ratio for the organization	305-4	t CO <sub>2</sub> e/1000h	N/A	42	41
Total weight of waste generated	306-3	t	Best practice based on operational and environmental risk	16,667	19,000
Total weight of waste generated - non-hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	13,232	13,700
Total weight of waste generated - hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	0	240
Total weight of waste generated – non-hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	2,560	4,500 <sup>1</sup>
Total weight of waste generated – hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	875	700
Percentage of top suppliers who have signed the Bühler supplier code of conduct or have an equivalent code	308-1	%	N/A	50	90

<sup>1</sup> This figure includes all Bühler locations globally, not just the manufacturing sites that were reported previously.

## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Total number of new employees hired during the reporting period by region and globally split by:	401-1		Best practice in definition with peers	
	Total	#		1,779
	Global	#		385   1,390   4
	North America	#		27   140   0
Region and Gender (female   male   not assigned)	South America	#		23   92   0
	Europe	#		202   586   0
	Middle East Africa & India	#		39   210   4
	Asia	#		94   362   0

## HUMANITY KPIs

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2022
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 today - 1996	Global		#		462
	North America		#		53
	South America		#		30
	Europe		#		228
	Middle East Africa & India		#		36
	Asia		#		115
Region and Born 1981 - 1995	Global		#		989
	North America		#		70
	South America		#		71
	Europe		#		362
	Middle East Africa & India		#		186
	Asia		#		300

## HUMANITY KPIs

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2022
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 1965 - 1980	Global		#		284
	North America		#		36
	South America		#		14
	Europe		#		167
	Middle East Africa & India		#		28
	Asia		#		39
Region and Born 1964 and earlier	Global		#		44
	North America		#		8
	South America		#		0
	Europe		#		31
	Middle East Africa & India		#		3
	Asia		#		2

## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Total number of employee turnover during the reporting period globally and by region split by:	401-1		Best practice in definition with peers	
	Total	#		1,525
	Global	#		324   1,201
	North America	#		18   134
Region and Gender (female   male)	South America	#		28   57
	Europe	#		161   557
	Middle East Africa & India	#		21   120
	Asia	#		96   333

## HUMANITY KPIs

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2022
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 today - 1996	Global		#		163
	North America		#		19
	South America		#		12
	Europe		#		87
	Middle East Africa & India		#		5
	Asia		#		40
Region and Born 1981 - 1995	Global		#		741
	North America		#		50
	South America		#		51
	Europe		#		293
	Middle East Africa & India		#		102
	Asia		#		245

## HUMANITY KPIs

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2022
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		#		352
	North America		#		46
	South America		#		20
	Europe		#		162
	Middle East Africa & India		#		30
	Asia		#		94
Region and Born 1964 and earlier	Global		#		269
	North America		#		37
	South America		#		2
	Europe		#		176
	Middle East Africa & India		#		4
	Asia		#		50



## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Total leavers as a percentage of workforce	401-1	%	N/A	11.8
Rate of attrition	401-1	%	N/A	7.1
Percentage of apprentices who are hired subsequently to their apprenticeship (Uzwil)	401-1	%	N/A	66.22
Percentage of workers trained on occupational health and safety	403-4	%	N/A	92.15

## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Work-related injuries (TRI rate) <sup>1</sup>	403-9	#		0.92
Percentage of training costs per total personnel costs	404-1	%	Best practice in definition with peers	0.72
Number of training days per full-time employee per year	404-1	#	Best practice in definition with peers	1.61
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	%		15   85
	South America	%		16   84
	Europe	%		18   82
	Middle East Africa & India	%		12   88
	Asia	%		21   79

<sup>1</sup> Total recorded injury rate per 1,000 full-time workers over the year.

## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Percentage of employees by gender total for the following categories:	405-1		Best practice in definition with peers	
Born today - 1996 (female   male)		%		18   82
Born 1981 - 1995 (female   male)		%		20   80
Born 1965 - 1980 (female   male)		%		15   85
Born 1964 and earlier (female   male)		%		12   88

## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Percentage of employees by gender of supervisors for the following categories:	405-1		Best practice in definition with peers	
Region and Gender (female   male)	North America	%		18   82
	South America	%		20   80
	Europe	%		12   88
	Middle East Africa & India	%		11   89
	Asia	%		16   84

## HUMANITY KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	2022
Percentage of employees by gender of supervisors for the following categories:	405-1		Best practice in definition with peers	
Born today - 1996 (female   male)		%		20   80
Born 1981 - 1995 (female   male)		%		19   81
Born 1965 - 1980 (female   male)		%		12   88
Born 1964 and earlier (female   male)		%		8   92
Number of relevant fines for non-compliance with laws and regulations in the social, economic and environmental area (>CHF 200,000)	419-1 & 307-1		Best practice in definition with peers	
Total		#		0
Social		#		0
Economic		#		0
Environment		#		0