ANNUAL REPORT 2023

Reliable in a dynamic world

Innovations for a **better world.**

BÜHLER

01
BUSINESS REVIEW

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RELIABLE IN A DYNAMIC WORLD

Calvin Grieder
Chairman of the Board

Stefan Scheiber
Chief Executive Officer

Dear customers, partners, and colleagues,

Bühler proved to be a reliable partner for our customers, partners, employees, and major stakeholders around the world in a business year that turned out to be very volatile and dynamic. Key to this reliability is our broad portfolio of processing solutions and services – the result of consistent innovation efforts in good times and bad – combined with our global network and presence. These established success factors proved yet again to be stabilizing forces in markets which were subject to major changes.

In the shift towards e-mobility, Bühler's megacasting solutions, and the range of solutions for the crucial process steps in lithium-ion battery-cell production, play important roles. Our electrode slurry solutions support the photovoltaic and capacitors industries. Our solutions for the semiconductor market and for precision optical applications, particularly in optical sensing and smart glasses, contribute significantly to the photonics sector.

Moreover, with our high-capacity grain processing solutions, food parks expertise, and grain logistic applications, we have been able to contribute to improved food security. Innovations in food processing that integrate plant-based protein enable our customers to create new consumer products that are affordable, nutritious, tasty, and have a lower environmental footprint. And our innovative products and services in consumer foods sectors such as chocolate, coffee, cookies, wafers, and many more enabled us to take part in growing markets globally.

Together with our wide range of services, this broad portfolio bolstered our business in 2023. We increased turnover and profitability and maintained a strong financial position, and managed to improve our equity ratio to more than 51%. We also demonstrated that our purpose – innovations for a better world – is connected to our performance. Proximity to customers is vital. Our global network of manufacturing sites, service stations, and engineering hubs enable us to react fast to market trends and consumer needs. In 2023, we continued to strengthen our global footprint by investing in new Application & Training Centers.

Reflecting the development of the world economy in 2023, the share of order intake was balanced across our regions, with the Americas at 30%, Asia at 28%, Europe at 25%, and Middle East Africa & India at 17%. Bühler's business is well represented in the key markets.

In 2023, we refined our sustainability strategy internally and externally, and continued to implement it. Our biggest impact comes from supporting our customers. We are 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 services, which improve the installed base of our customers, play a key role in achieving these goals. Internally, we have developed a pathway to achieve a 60% reduction of greenhouse gas emissions in our own operations by 2030. As of the end of 2023, we have already achieved a reduction in Scopes 1 and 2 of nearly 20% compared to our 2019 baseline.

We can only achieve our goals with skilled and engaged people. This is why we place great value on the training and education of our employees, and also make these offerings available to our customers. By investing in schools around the world and in facilities such as the Bühler Energy Center, we ensure that everyone is fit for the future.

We would like to thank you, our customers, partners, and employees – and last but not least our owners, the Bühler family – for the confidence and trust you have placed in Bühler and the loyalty you have shown. The close collaboration with all of you has never been more appreciated than during these turbulent times.

Yours sincerely,

Calvin Grieder
Chairman of the Board

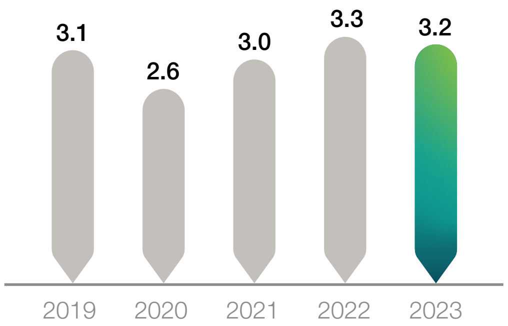
Stefan Scheiber
Chief Executive Officer

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

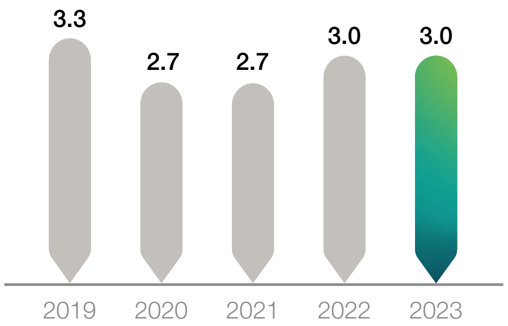
HIGHLIGHTS OF THE YEAR

RESULTS AT A GLANCE

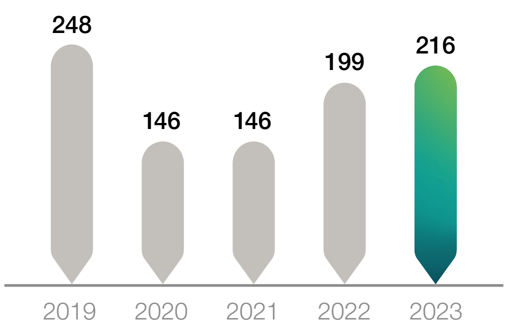
Order intake
(in billion CHF)
-3.8%



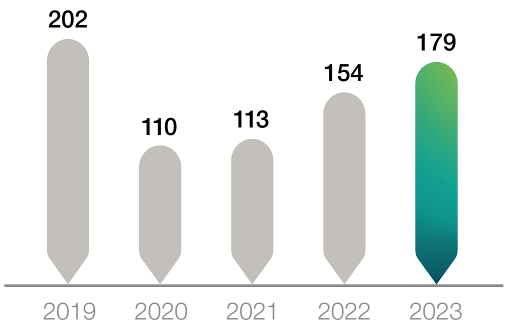
Turnover
(in billion CHF)
+1.0%



EBIT
(in million CHF)
+8.9%

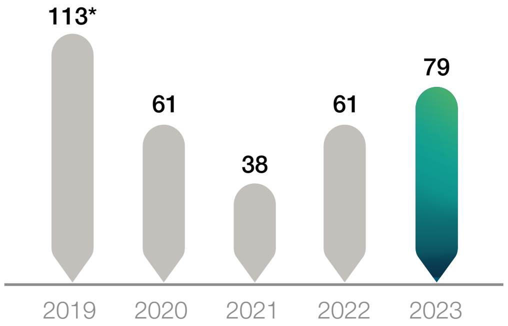


Net profit
(in million CHF)
+16.3%

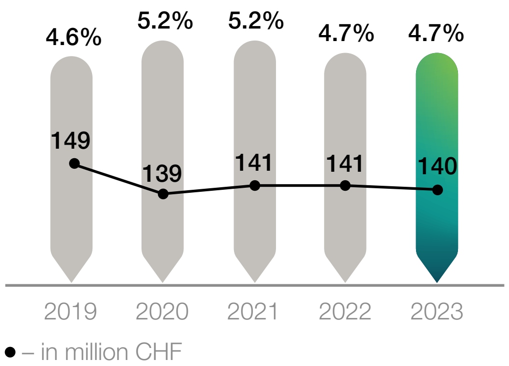


RESULTS AT A GLANCE

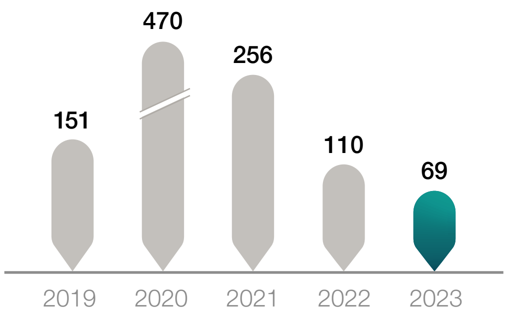
Investments into asset base
(in million CHF)
+29.7%



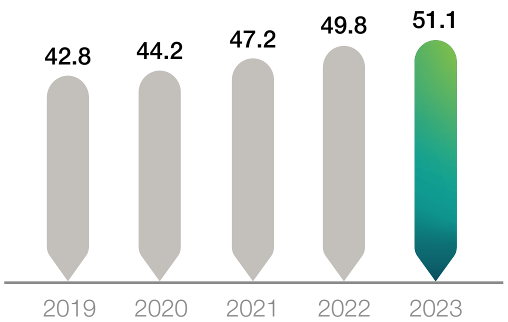
R&D expenses
(as % of turnover)
-0.1pp



Operating cash flow
(in million CHF)
-37.1%



Equity ratio
(in %)
+1.3pp



* Excluding changes in accounting standards and others.

RELIABLE IN A DYNAMIC WORLD

In 2023, Bühler successfully navigated a complex global landscape marked by rapid change, economic fluctuations, geopolitical tensions, and manifold opportunities resulting from the transition in our key markets. The most significant factors contributing to our achievements were the company's underlying adaptivity to changing market conditions as well as our global set-up, on which our innovative solutions were able to unfurl. Again, we proved that we are a reliable partner for our customers, suppliers, employees, shareholders, and the financial markets. Looking ahead, we anticipate a demanding business environment, but remain committed to our strategic goal of profitable growth, our sustainability targets, our customers, our employees, and their further development.

Solid performance in fluctuating markets

At Group level and in Swiss Francs, Bühler performed well with a slightly increased turnover of CHF 3.0 billion (+1.0%). Order intake was CHF 3.2 billion (-3.8%) and the order book remained high at CHF 2.0 billion. EBIT rose by 8.9% to CHF 216 million with a corresponding EBIT margin of 7.2% (prior year: 6.7%). Net profit increased by 16.3% to CHF 179 million (prior year: CHF 154 million), corresponding with a margin of 5.9% (prior year: 5.2%).

The impact of foreign exchange rates was significant. In local currencies, orders improved by 2% to CHF 3.3 billion, turnover by 7% to CHF 3.2 billion, and EBIT by 17% to CHF 233 million.

The overall pattern of turnover growth clearly shows a new level of oscillation of markets and regions. It has become increasingly difficult to describe market developments, so business developments

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

GROUP REPORT 2023

must be assessed at a more granular level. Taking this perspective, turnover growth stemmed from all businesses and regions. Highlights were the continued turnover growth of Die Casting by 23.4% and Leybold Optics by 22.1%, in our Advanced Materials business. In our Grains & Food business we also saw strong growth in Chocolate & Coffee (12.1%), Consumer Foods (24.7%) and Grain Quality & Supply (3.8%). In contrast, our Grinding & Dispersing business area, part of the Advanced Materials business, fell by 14.3%, and Value Nutrition, a business area of the Grains & Food business, fell by 19.4%.

Grains & Food turnover developed stably and decreased by 3.1% to CHF 2,204 million, while Advanced Materials turnover grew by 15.9% to CHF 778 million. In 2023, Bühler integrated its Consumer Foods business into the Grains & Food segment. Building one harmonized food and feed organization will allow for more direct interfaces to customers and increase the efficiency of our company.

Given the overall market conditions, the development of our order intake was quite robust. The decline in the development of orders was partially due to a normalization, after extra high demand, for example for Leybold Optics and for Value Nutrition. Regional challenges such as in Europe and especially in China impacted most of our businesses. However, our business in North America grew significantly by 26%. Our Milling Solutions business had an order intake growth of 13.5% and Grain Quality & Supply excelled with a 20.5% increase in order intake, both benefiting from increased food security demand.

Overall and measured in CHF, the Grains & Food order intake was down slightly (-0.7%) to CHF 2,357 million, and Advanced Materials orders normalized after three years of continued high growth at a still high level of CHF 774 million. Corrected for the foreign exchange effect, our orders on Group level would have been CHF 180 million higher.

Continued financial stability

In 2023, Bühler's financial position continued to be strong, with the equity ratio improving to 51.1% (prior year: 49.8%). Operating cash flow decreased by 37.1% to CHF 69 million. Net working capital increased by 37.4% to CHF 658 million driven by changed customer payment preference. Impacted by this development, net liquidity decreased by 17.5% to CHF 254 million.

Balanced global business footprint

While the economic environment differed strongly across key markets, Bühler's balanced geographical footprint allowed the company to benefit from market expansions and thus offset lower business volumes in other markets. Our local organizations were vital for the successes in the various markets, and through this they again contributed to the company's stability and reliability in a multipolar world. The most notable developments were strong turnover growth in the Americas and significantly lower turnover volumes in China.

North America showed exceptional growth in order intake (+26%) and turnover (+24%), followed by strong development in Middle East Africa & India with an increase of 1% in order intake and 6% in turnover. India progressed excellently with growth in order intake (+13%) and turnover (+14%). The performance of Europe was mixed with a drop in order intake of 13% and a decrease in turnover (-5%).

Overall, Bühler's regional share of turnover was as follows: the Americas 29%; Europe 28%; Asia 27%; and Middle East Africa & India 16%.

Bühler adopted a new regional structure on January 1, 2023, to increase focus and gain momentum in markets in Asia. The regions South East Asia and Greater China Region were established.

After decades of continuing expansion, Bühler's Greater China Region for the first time declined both in order intake (-26%) and turnover (-22%) substantially. After 3 years of Covid-19 lockdown, the Chinese economy experienced challenges in 2023. Although domestic consumption improved, consumer confidence was not fully restored, and investments were very subdued. Additionally, exports suffered due to weakening global demand.

Nevertheless, China overtook Japan to become the top car exporter globally thanks to the strong momentum of new energy vehicles (NEVs) and power batteries. Impacted by the macroeconomic and industrial environment, after long periods of strong growth, Bühler Greater China Region experienced a reduction in operating revenue. While the Advanced Materials business in China continued to grow, benefiting from the boom in NEVs, the Grains & Food business faced substantial challenges. In early 2023, Bühler Greater China Region launched a project to drive cost and organization efficiency. Bühler remains committed to China, our customers, employees, and partners and will continue to invest in innovation to increase competitiveness for the future.

Services for our customers

Services gained importance in 2023, as they are the fastest lever to improve the performance and productivity of the existing installed processing assets of our customers. Services are key enablers to making our customers installed assets more efficient and more sustainable.

With increasing levels of regulation and market pull from their own customers, improving sustainability, traceability, and quality has become increasingly important for our customers.

Bühler's Customer Service business (including components) showed turnover growth of 1.2% and amounted to CHF 966 million, adding substantially to the Group's 2023 result. This represented a 32% share of the total Group turnover.

Apart from measurable improvements in the sustainability of our customers' assets, the Bühler service portfolio delivers key benefits such as cost reductions, yield improvements, improved personnel and machine safety, better uptime, capacity usage, food and feed safety, and lifetime extension. In 2023, modernization projects continued to play a vital role for our customers.

Strong growth was also noticeable in maintenance services – especially long-term services agreements – meeting the needs of customers looking for a reliable partner to manage everyday maintenance and operations challenges. Remote support services grew to more than 1,000 agreements. The number of core machines under a Total Care agreement (Bühler's inspection and maintenance services program) grew by more than 5,000, or 30%, to 22,000. In addition, 200 customer production facilities – an increase of over 50% – are benefiting from connected digital services which enable customers to better monitor, predict, and control production, supported by Bühler's process experts.

Expanding our Application & Training Center set-up

Bühler has Application & Training Centers in 25 locations around the world – some of which cover multiple industrial applications – offering dedicated training for our customers and providing them with a collaborative platform to test new product ideas and experiment with product innovations. Over the last few years, Bühler's global network of application centers has expanded, bringing together new business partners, academy, start-ups, and suppliers, with the goal of offering a state-of-the-art set-up for customers to drive innovation.

In October 2023, along with the Institute of Food Technology (Ital), the FoodTech Hub Latam, Cargill, and Givaudan, Bühler opened the Tropical Food Innovation Lab in Brazil. This innovation ecosystem develops sustainable food and beverages while promoting biodiversity in Brazil.

In November 2023, Bühler opened four Application & Training Centers in Uzwil – Flavor Creation Center, Food Creation Center, Protein Application Center, and Energy Recovery Center. They complement the existing centers, such as the Extrusion Application Center. The new centers connect the entire value chain and enable a circular economy approach to food production.

Combined, the Application & Training Centers in Uzwil produce about 550 tons of biomass annually. To make optimum use of the waste and by-products generated by the centers, Bühler and its strategic partner, Vyncke, built the Energy Recovery Center, which serves as a heating facility for Bühler's headquarters. The Energy Recovery Center also works as a demonstration and testing platform for customers who want to reduce CO_2e footprint, waste production, and energy costs by using side streams.

A new Grain Processing Innovation Center (GPIC) in Kano, Nigeria, is also under construction and should open its doors in the second quarter of 2024. The center will be focused on the development of products, recipes, and processes using local grains, such as sorghum, millets, maize, soybeans, fonio, and pulses with the overall objective to improve the local value-add in the food system of the country.

Milling Solutions, together with the other business areas, also started construction on a new Grain Innovation Center (GIC) in Uzwil, where Bühler and its customers and partners will develop, test, and scale sustainable and efficient solutions for grain and feed processing to improve food and feed solutions. The GIC is scheduled to start operations by the end of 2024.

A leader for innovative solutions

Sustainability is embedded in all functions, responsibilities, and activities of our company. There are three key elements that contribute to the transition of our industries: new processing technologies, services, as well as new skills especially for digitalization, automatization, data management and the like. To keep the pace of innovation high, expenses for research and development (R&D) remained stable at CHF 140 million (4.7% of turnover). In 2023, 50 new products were successfully launched.

In 2023, Bühler made progress towards the company's sustainability targets (Scopes 1 and 2) and the targets for its customers (Scope 3). Pathways were refined and aligned with the organization to reach the company's 2025 and 2030 goals. Bühler is committed to having solutions ready to multiply by 2025 that will reduce energy, waste, and water by 50% in its customers' value chains (50/50/50 goal). The 50/50/50 goals will create the biggest impact.

The food, feed, and materials processed on Bühler technologies help to feed an estimated 2 billion people and provide mobility for 1 billion people every day. We therefore seek to support our customers to reach their sustainability targets and minimize their greenhouse gas emissions. In 2023, for example, we unveiled our Carat megacasting solution for the die casting and automotive industry. Aluminum castings can dramatically reduce CO_2e emissions in manufacturing and minimize waste. Bühler's internal studies show that megacasting offers the potential to reduce CO_2e emissions by 70% compared to benchmark emissions today.

Furthermore, Bühler has developed a pathway to achieve 60% reduction of greenhouse gas emissions in its own operations by 2030 (Greenhouse Gas Protocol Scopes 1 & 2, 2019 baseline), as well as addressing energy, waste, water, and the associated emissions. In 2023, the prioritization of our global strategy toward achieving this goal has been clearly redefined – first we prioritize reduction of energy consumption, second, we look at alternative, "greener" methods of producing energy, and only in the third step do we look at the way electricity is procured and the use of green electricity certificates.

In 2023, Bühler approved investments of over CHF 510,000 with an estimated annual savings of 1,600 MWh, equivalent to 1% of the previous year's energy consumption. This contributed to overall energy savings at all manufacturing sites amounting to 8% compared to the previous year.

In Uzwil, our energy recovery system provides heating for the headquarters using biomass generated from our Application & Training Centers on site. Together with other measures already implemented at the site – such as switching to wood pellets – it is estimated that the Energy Recovery Center will reduce CO_2e emissions for heating energy by over 60% (reference year 2015). As of the end of 2023, we have already achieved a reduction in Scopes 1 and 2 of nearly 20% compared to our 2019 baseline.

Additionally, "lighthouse" Bühler sites were defined in 2023. At these locations, projects to reduce consumption in energy-intensive areas will be implemented. For example, in Wuxi, China, a heat-recovery system was installed. In Johannesburg, South Africa, 650 solar panels were installed to generate around 40% of the energy consumed at the site. In Beilngries, Germany, plans are in place to change the formation of oven doors to reduce heat loss during the painting process.

2023: KEY FACTS

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

12,485 employees

25 locations
with Application & Training Centers around the world

105 service stations

91 sales offices

140 countries

2 billion people
each day enjoy foods produced by our equipment

Up to 5% of turnover
spent on research and development annually

1 million
machines installed worldwide

50 new products

nearly 20% reduction of CO_2e
since 2019 in Scope 1 and Scope 2

163 years
of family-run business

30 manufacturing sites

30,000 customers

GRAINS & FOOD: SOLID PERFORMANCE

In 2023, Grains & Food performed solidly. In a challenging business environment turnover fell by 3.1% to CHF 2,204 million, while order intake was down 0.7% to CHF 2,357 million. In local currencies, turnover increased by 2.2% and order intake grew by 4.8%. The ongoing war in Ukraine and the demanding economic situation in China worked as a damper in most of our businesses. Turnover growth was very much stimulated by the Chocolate & Coffee and Consumer Foods business areas; the global demand to improve food security was a key driver for Milling Solutions and Grain Quality & Supply. With the opening of new Application & Training Centers in Brazil and Switzerland, and the start of construction on a facility in Nigeria, Bühler reached a new level of capabilities to support our customers along complete value chains from recipe development and raw material to process and final product development and industrial scaling.

Grains & Food

Order intake	Turnover
-0.7%	-3.1%
CHF 2,357 million	CHF 2,204 million

In 2023, Bühler integrated its Consumer Foods segment into the Grains & Food segment. Building one harmonized food and feed segment will allow for more direct interfaces to customers and increase the efficiency of processes.

At year end, it was decided to streamline the Grains & Food structure further with the integration of the business area Digital Technologies into Milling Solutions and Grain Quality & Supply. Our Grains & Food segment is now comprised of the business areas Grain Quality & Supply, Milling Solutions, Value Nutrition, Chocolate & Coffee, and Consumer Foods.

Grain Quality & Supply

The Grain Quality & Supply business area enjoyed remarkable business development, both in orders and in turnover. In contrast to other businesses, China not only remained an important market but showed strong growth due to governmental efforts to improve food security for the country. This triggered the build-up of new infrastructure for grain handling and logistics, in particular along the main rivers of China. Bühler benefitted with several larger orders for ship unloaders and is now using its momentum to enter the market for grain storage facilities.

On a similar level, food security demand also led to multiple requests and orders in the Middle East and Africa. Grain Quality & Supply has built up a promising market position in this area. Its Malting & Brewing business unit won all major projects for larger malting installations, demonstrating clear market leadership. The globally low number of such projects – resulting from market consolidation – was compensated for by the new RimoMalt concept, which works as an entry plant for smaller malt processors or as a test facility for big players. Brought to market in 2022, RimoMalt gained resonance in 2023 with several orders, setting a new industry standard in the starter category and for malt production for novel food.

The Rice Solutions business unit started to rebound from a low level with its applications, notably in India and Europe. The market launch of the new modular rice milling concept, UniLine, enjoyed great market interest and a growing pipeline of orders. UniLine is a breakthrough innovation that offers fast and reliable end-to-end paddy-to-rice processing with up to 35% lower project execution time, 40% footprint reduction, and up to 15% energy savings.

Milling Solutions

Milling Solutions, the largest business area of Bühler, benefitted from a global catch-up demand for large milling projects for grain processing, including numerous greenfield installations. During the pandemic, most millers fully focused on high output ensuring that the food supply chain did not stop. This caused a two-year restraint in building new capacities, which is now ending, and millers are again investing in them. The drive for increased sustainability and the need to ensure food security has also bolstered the market.

Projects were awarded to Bühler from all over the world – United States, Saudi Arabia, Venezuela, Europe, Africa, and Southeast Asia, among others. In Hungary, Bühler commissioned a barley protein processing project for Pannonia Bio, which operates the largest biorefinery plant in Europe. Bühler provided grain storage and a barley mill – the world's first high-capacity plant for barley protein concentrate – a premium ingredient for aqua feed and pet food.

To expand its share in the entry level market specifically in Africa, Milling Solutions launched the EvoMill concept. EvoMill takes a modular, overall solution approach, starting at a capacity of 300 metric tons/day and integrates selected partners for the building and silos, and the processing is handled by Bühler. EvoMill is a concept that allows future expansion and can be extended to 600 metric tons/day. Another important milestone is the Arrakis roller mill – the successor of the world's most sold roller mill, Airtronic MDDK. Over the years, Bühler has installed over 25,000 MDDK units. The Arrakis is the result of five years of R&D and is built on the learning from the success of the MDDK.

Looking at other parts of the Milling Solutions portfolio, oats and maize processing also experienced positive development. In 2023, Bühler commissioned a high-tech oat mill on the Kazakhstan steppe for Bakha Söhne LLP where they process homegrown oats. The request for pulse processing has continued to be high but potential customers were hesitating to undertake these big investments. After a few years of rapid growth, the market is also currently undergoing a first consolidation. Taking a mid- to long-term perspective, we are convinced of the need for, and the potential of pulses solutions.

In November 2023, Bühler opened the Protein Application Center in Uzwil – a collaborative space where customers can develop and validate their ideas in the field of protein processing. Equipped with the latest wet isolation techniques for the separation of protein, starches and fibers, the Application Center is operated in collaboration with our partner company endeco.

Bühler invested in innovation even during the market slowdown, developing superior process and automation technology, including the SmartMill, a digital service to optimize yield, increase product quality, improve traceability, reduce energy consumption, and increase overall plant efficiency. The SmartMill program supports customers' operations during the whole lifecycle of their investment. In 2023, 30 new milling lines were connected. A total of 80 milling lines worldwide are currently benefitting from Bühler's smart solutions and the waiting list is growing.

Digital Technologies

After a somewhat positive course of business in 2022, the Digital Technologies business area experienced a slight decline in orders and turnover. The strong competition from Chinese vendors in the optical sorting market resulted in the continuation of the commoditization of this sophisticated technology and in a price battle in this industry.

To secure market position and future success, Digital Technologies not only initiated a consolidation of its portfolio and the ramp up of production capabilities in India and Brazil, but also introduced Merlin Ai, the new brain of Bühler's Sortex optical sorting machines, which has been rolled out across various food and non-food segments including wheat, rye, pulses, coffee, seeds, peanuts, grains, oats, and plastics.

Digital Technologies also launched new optical sorting machines. The N BioVision is designed for the nut market and the SPARK Pro and SPARK Pro+. The SPARK series marks a breakthrough for Bühler into the contested low entry and cost sensitive market. As part of its transition, Optical Sorting will become a business unit within the Grain Quality & Supply business area in January 2024.

The Digital Sense business unit completed its new weighing and dosing portfolio. Meeting strictest requirements in terms of hygiene and precision, this portfolio sets a hard to copy new standard for the milling industry. In the area of packaging, the joint venture of Bühler and PremierTech successfully launched fully automated solutions, which are already sold into rice, malting, milling and feed applications. Due to the close link to milling, the Digital Sense business unit will be integrated into the Milling Solutions business area effective January 1, 2024.

Value Nutrition

Value Nutrition experienced declines in volume due to difficult market conditions. In its feed business, China as the largest market, is facing overcapacities and very low pork prices. This has put prices under pressure and reduced the investments in new processing lines substantially.

Other feed markets such as the Philippines and other countries in South East Asia and the Middle East Africa & India region continued to develop well. With new digital services such as PelletingPro Bühler has strengthened its position in this strained market. Optimizing processes, PelletingPro increases yield by up to 1% and throughput by up to 20% and decreases energy consumption by up to 20%.

Due to the continually low demand for pasta and cereal solutions around the world, pasta, noodles, and cereals showed mixed performance. The pet food market developed well, as the demand for high-quality products continued to increase. In all areas, the demand for upgrading existing installations has increased and the retrofit business has developed into a strong business pillar for Value Nutrition.

The plant-based protein market was very complicated in 2023: market capacities were filling up, and the market consolidation continued. Bühler took this as an opportunity to invest in a unique application lab infrastructure to serve our customers even better as a full solution partner. In Uzwil, Switzerland, we opened a Protein Application Center covering all relevant processes for the extraction of proteins, fibers, and starches. How Bühler can build up fully integrated solutions can be observed at our Hungarian customer Helvét-Farm, for whom we have engineered and installed a plant covering the full value-chain from "bean to burger", meaning from the raw material processing right through to the final product. At the same time, in partnership with Cargill, Givaudan, the Institute of Food Technology (Ital), and the FoodTech HUB Latam, Bühler opened the Tropical Food Innovation Lab, for the development of sustainable food and beverages targeting the large Brazilian market

Chocolate & Coffee

Based on a strong order backlog from 2022, the Chocolate & Coffee business area performed very well in terms of turnover as well as with stable order intake volumes in 2023. The Chocolate & Coffee business area has two business units, Chocolate and Flavor Creation. The good development overall was due to an upswing in the Chocolate business unit which accounted for the bulk of new business in 2023.

The Chocolate business unit particularly benefitted from the high demand for confectionary in the United States. Success for the business unit was also driven by roll-refurbishment services, as well as significant projects won, such as Flexway in Dubai, a Middle East distributor of sweets and candies, confectionary and snacks, and the chocolate producer Neugebauer in Brazil. Innovative solutions such as autonomous refining, the predictive roll service, and the Bühler Insights platform positively impacted the business.

The Flavor Creation business unit, which combines the three market segments, Coffee, Nuts, and Cocoa, also experienced positive development. The Coffee segment benefitted from innovative solutions to win projects like Jasmin Coffee in Oman and Saudi Coffee in Saudi Arabia. In August 2023, Bühler partnered with the UK-based company IKAWA, the market and technology leader for sample roasters, to focus on the innovation gap between micro- to medium-scale coffee roasting. This partnership not only facilitates access to new markets and projects, but also provides insights into the evolving needs of the industry. In the last quarter of 2023, the Coffee segment already experienced increased interest in roasting solutions stemming from this partnership.

While the Cocoa segment was impacted by rising cocoa prices, which reached an all-time high of USD 3,800 per metric ton, it benefitted from modernization projects. The Middle East, Africa and

South America also invested in modernization projects to increase performance and output and lower energy consumption. In the Côte d'Ivoire, the world's leading cocoa producing country, Transcao invested in upgrading their existing processing facility in San Pédro. In line with Bühler's strategy of protecting the environment with energy-efficient machinery, the new RoaStar for cocoa was launched. It consumes up to 50% less energy, features a smart heat-recirculation system, as well as enhanced heat distribution.

In November 2023, the Flavor Creation Center was opened in Uzwil, Switzerland. The center, which has been processing coffee since 2013 and cocoa and nuts since 2022, was upgraded and renovated to assist customers in recipe development, performance optimization, and offer premium training courses. The opening of the Flavor Creation Center coincided with increased customer interest in exploring new product development options, such as vegan and reduced-sugar chocolates and alternative raw materials to imitate cocoa flavors.

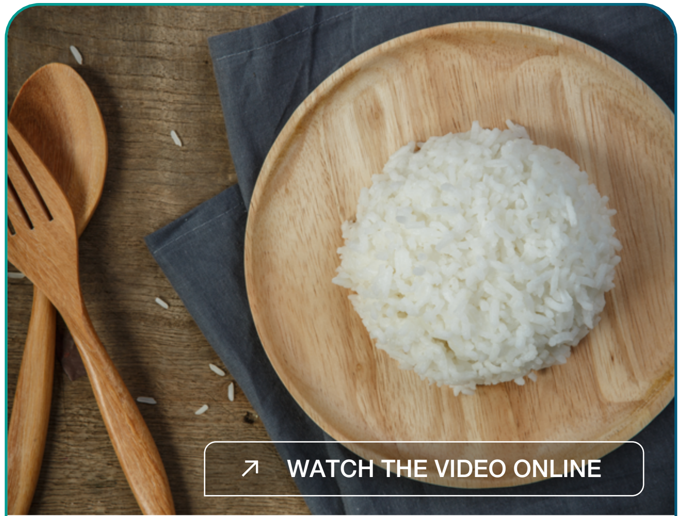
Consumer Foods

The Consumer Foods business segment was integrated into the Grains & Food business segment in January 2023, becoming a newly combined business area. The Consumer Foods business area, which provides processing solutions for biscuits, wafers, and confectionary products performed very well with strong turnover growth and a solid development on orders. The demand came from all business units: Wafer, Biscuit, and Confectionery. The regions Middle East Africa & India and Europe contributed most to new orders.

Even in fast-changing consumer markets, Bühler supported its customers with state-of-the-art solutions. In 2023, many customers requested retrofits on wafer lines to reduce energy use. Innovative solutions to improve sustainability played an important role for the business, for instance electrically heated and induction-ready ovens to allow to switch to green energy and to lower the CO_2e footprint. The SWAKT-Eco wafer oven consumes, although still gas fired, 20% to 25% less energy and hence CO_2e generation. The latest electrically heated ovens consume around 10% less energy and on top of that, the remaining 90% can be fully CO_2e neutral, depending on the way the electrical energy has been generated.

A highlight for Consumer Foods in 2023 was the opening of the Food Creation Center, which is embedded in the Application & Training Center network in Uzwil. In this unique network, all Consumer Foods industry solutions are available and can be combined to develop the confectionary products of the future.

CREATING IMPACT



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Cristal Alimentos

Shining on the plates of millions of Brazilians

Over the last 60 years, Cristal Alimentos, a family-owned business in Brazil, has won the hearts of Brazilian consumers with a key component of the country's basic food basket: rice. Now, the company, which also processes beans, sugar, and flour, has reached new heights and made its debut in the pasta market with a state-of-the-art plant in Goiás with a capacity of 10 tonnes per hour.

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La Moderna

Reaching new heights in Mexico

Grupo La Moderna is more than a food processing and production company. Over the last 100 years, the family-owned and -run enterprise has become synonymous with safe, nutritious, and affordable staple foods such as pasta, cookies, and snacks across Mexico, the United States, and Central America. Thanks to continuous upgrades of their existing equipment and recent investments in the latest cleaning and milling technology, La Moderna is perfectly positioned to cater to an ever-growing market with increasingly stringent quality requirements.

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Bakha Söhne LLP

Fields of dreams in the vastness of Kazakhstan

Kazakhstan enjoys good growing conditions for oats and a strong domestic market. Yet the country has historically relied on its neighbors for oat processing. That is until the Aripov family decided to extend their business from farming and, with Bühler's help, opened the country's first high-tech oat mill. Now they are looking to serve neighboring markets too.

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Lotte

A new lease on life for Japanese chocolate factory

When Japanese chocolate manufacturer Lotte decided to bring their production line up to date, rather than investing in new equipment, they opted for a major retrofit. This decision not only brought significant financial savings, it also led to reductions in their energy usage and in the environmental impact of their operations – major benefits in today's business climate.

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Pembe Flour Mills

Food security needs strong relationships

Pembe Flour Mills is one of Kenya's largest flour producers and plays a key role in ensuring food security for a growing population. Having relied on Bühler technologies to process maize, sorghum, wheat, and animal feed since the 1980s, Pembe decided to build a brand-new maize mill on its Nairobi site in 2019. Pembe produces 450 tons of maize per day – providing a safe, nutritious, and affordable staple to millions of people in Kenya.

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ADVANCED MATERIALS: RECORD GROWTH

In 2023, the Advanced Materials business continued its success. Whereas turnover grew strongly by 15.9% to CHF 778 million, order intake fell by 11.2% to CHF 774 million, indicating that business volumes were normalizing. In local currencies, turnover increased by 22.9%, while order intake reduced by 5.3%. With these results, the Advanced Materials business confirmed that it is in an upswing mode, driven by the transitions in its industries, particularly in automotive. This has enabled it to reach a record high turnover.

Advanced Materials

Order intake	Turnover
-11.2%	+15.9%
CHF 774 million	CHF 778 million

The boosts that the Die Casting business area and Leybold Optics business area experienced in the previous year have settled into stabilized growth in 2023, with both business areas continuing to benefit from the optimal market positioning of their innovative product portfolios. Growth in the Die Casting business area was driven by its large megacasting solutions. The Leybold Optics business area gained significantly from glass coaters for architectural applications and for car glass, from capacitors for e-mobility, grid applications, and the ongoing strong market trends in photonics and semiconductors. Rising energy prices had an impact on customers' business cases, with the need to improve energy efficiency driving demand for Bühler's sustainable solutions across the board. In the Grinding & Dispersing business area, the number of large battery projects based on Bühler's continuous mixing process decreased. The second major source of revenue in battery production, grinding of active materials, is showing increasing opportunities. Grinding & Dispersing is well positioned to gain from these with its solutions.

Die Casting

The Die Casting business area has experienced significant growth, predominantly fueled by the large Carat solutions with over 4,400 metric tons of locking force, reflecting surging demand in North America and Asia. The consistent demand for the Carat 610 and Carat 920 across Asia and the Western world underscores the burgeoning requirement for structural components for car bodies, including battery cases for electric vehicles, as well as for advanced megacasting applications. A significant milestone was reached when the first Carat 920 and Carat 840 cells were dispatched to customers. Another achievement was the casting of a rear underbody on a Bühler Carat. A major megacasting event held by the Die Casting business area attracted over 400 participants from across the industry, including representatives from 16 Original Equipment Manufacturers (OEMs), demonstrating Bühler's technology and thought leadership in this area. Bühler is distinguished in being the only entity in the world capable of assembling 6,000 metric tons die-casting solutions in each of the three key regions for car manufacturers – Europe, the US, and Asia.

Challenges remain, however. The conventional die-casting market in Europe is currently subdued. This can be attributed largely to diminished demand from OEMs. Nevertheless, this has been offset by strong interest in second-hand machines and an uptick in remanufacturing projects. The reshoring movement in the US offers a promising horizon, as well as strong potential in Mexico, even though car sales figures have not yet rebounded to pre-pandemic levels. E-mobility components persist as a central pillar in the die-casting industry, with a growing call for integrated parts necessitating machines with a locking force surpassing 2,000 metric tons.

The SmartCMS, a leading-edge cell control system tailored for complex, fully integrated megacasting cells, reinforces the company's technological edge. Customer services remained resilient, spurred mainly by robust remanufacturing initiatives, control system enhancements, and the ongoing transition from ICE to BEV drivetrains requiring cells to produce new components including structural components.

Grinding & Dispersing

The Grinding & Dispersing business area reports a challenging year both in turnover and orders. The battery cell business experienced a peak in its first wave of growth in China, culminating in a temporary slowdown in investments. In sharp contrast, in both the European Union (EU) and the United States announcements were made for expansive capacity build-up, both from local cell entities and established Asian battery producers. Renowned cell manufacturers from China have made significant inroads into the EU and North America, striving to cater to the local automotive industry's growing needs. Bühler stands poised to benefit from its longstanding customer relationships and unmatched experience with expansive production facilities for projects abroad.

A promising development is the rise of the Dry Battery Electrode (DBE) approach in the western hemisphere, which has been identified as the linchpin for the next-generation production of lithium-ion battery (LIB) electrodes. The innovative DBE method results in a staggering 30% reduction in energy expenditure and a 15% reduction in factory footprint for battery cell manufacturing. The Bühler continuous mixing solution, rooted in twin-screw extruder technology, is a promising technology for efficient processing of dry coating. Bühler's collaboration with leading research institutes, raw material producers, equipment suppliers, and cell manufacturers, underscores its commitment to pushing technological boundaries. Electrode slurry saw growing demand in Asia driven by the photovoltaic and capacitors industries.

The surge in demand for silicon, recognized as the next-generation anode active material, has the potential to elevate the energy density of LIBs by an impressive 40%, translating to an enhanced driving range for electric vehicles. Bühler's MicroMedia Invicta technology has emerged as the frontrunner for ensuring peak efficiency in silicon production.

In the inks and coatings arena, the flagship bead mill technology, MicroMedia Invicta, has received repeated orders from leading global customers. 2023 also heralded the launch of the bead mill technology Cenomic Optima 6, boasting a 25 to 50% uptick in productivity and efficiency. Overall, the inks and coatings arena saw global market consolidation. Nevertheless, in the Middle East Africa & India region, there were good growth opportunities for packaging inks and automotive coatings.

Finally, to cater to the digital age's demands, Bühler has introduced the Smart Dashboard, a state-of-the-art digital solution designed for seamless process data monitoring. Looking ahead, innovative applications necessitating cutting-edge grinding and dispersion solutions are gaining traction, for example, materials for fuel cells, or biomaterial-based leading the charge.

Leybold Optics

Leybold Optics continued its growth story with increased turnover and normalized order intake. In the optics business, Leybold Optics continued to build on its excellent reputation and achieved significant success in 2023. The flagship product HELIOS 1200 proved itself on the semiconductor market and excelled in precision optical applications due to a surge in orders, particularly in optical sensing and smart glasses. A long-term agreement was secured with a premier key account paving the way for the delivery of ECS evaporation coaters over the next four years. Notably, these machines are at the forefront of green technology, boasting a 30% reduction in electrical consumption during operation.

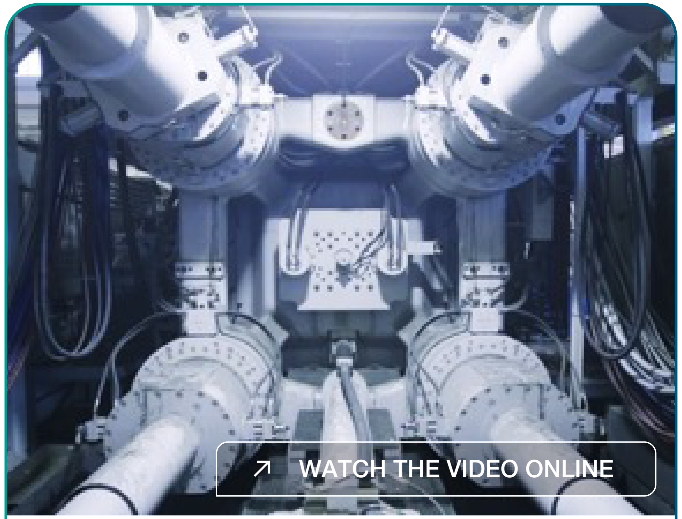
The demand for DUV (deep ultraviolet) and EUV (extreme ultraviolet) lithography has continued to grow, signaling the industry's persistent demand for advanced coating solutions. There has also been a significant increase in requests for the technology for large machines for astronomical and space mirror applications with diameters of up to four meters. These requests spanned various technologies from evaporation, such as SYRUSpro and ARES, to ion beam sputtering (IBS), and ion beam figuring (IBF). Besides existing technologies, 2023 also saw the successful market introduction of the Ion Beam Trimming technology (IBT), a game-changer in radio frequency (RF)-connectivity filter applications.

In the field of energy-related applications, Leybold Optics continued its successful course in 2023. The FLC 1600, a thin film coating system for flexible multi-layer applications with the latest sputtering technology, was installed at a customer site and is proof of Leybold Optics' commitment to delivering innovation and productivity. The evolution of the CAPone for capacitor applications, with its remarkable energy-efficient features, has been seamlessly integrated into a customer's production line. The CAPone is one of the most energy efficient roll-to-roll coating systems in the industry.

A standout milestone was the development and integration of the PlasMASTER closed-loop modules for glass coating equipment, including Leybold Optics' own in-situ and ex-situ measurement systems. It was launched in the brand-new Leipzig facility during an open house event focusing predominantly on glass coating innovations.

Branching out, the first steps in the photovoltaic sector were met with success as partners and suppliers to three leading companies in China that focus on new solar power generation technologies expressed interest in these new products. Simultaneously, the automotive glass sector drove robust demand for glass coaters, underscoring Leybold Optics' leading market position in the glass coating sector.

CREATING IMPACT



Georg Fischer Casting Solutions
Collaborating to empower sustainable mobility

Georg Fischer Casting Solutions empowers sustainable mobility. With more than 4,000 people in 13 sites around the world, Georg Fischer serves a wide range of industries, from automotive to aerospace and energy products. Georg Fischer is at the forefront when it comes to new innovations to lower CO_2e emissions, reduce waste, and increase overall sustainability of parts throughout their lifecycle. To boost its market leadership position, they count on Bühler's Die Casting business as a collaboration partner in developing state-of-the art die-casting technologies.

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Fraunhofer FFB
Ramping up energy transformation

The research organization Fraunhofer plays a leading role in the development of industrial battery production facilities in Europe. At its research and development site in Münster, Germany, Fraunhofer is building a test facility spanning over 6,000 square meters – and the ink is already dry on the construction plans for a gigafactory a few meters away. These are key benchmarks that European manufacturers of batteries for electric cars and stationary storage systems for renewable energies urgently need to keep up the pace in terms of capacities and expertise.

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Megacasting unveiled
Unveiling Bühler's colossus of die casting

Bühler presented its megacasting solution, the Carat 840, to customers and partners for the first time in Europe at the "Megacasting unveiled" event in Linz, Austria. Visitors to the megacasting unveiled event had the chance to experience the Carat 840 in person. With a height of 7.6 meters and a floor area of around 160 square meters, the Carat 840 can inject over 200 kilograms of liquid aluminum into a die within milliseconds. Megacastings reduce complexity in production by enabling between 70 to 100 parts to be replaced by a single die-cast part.

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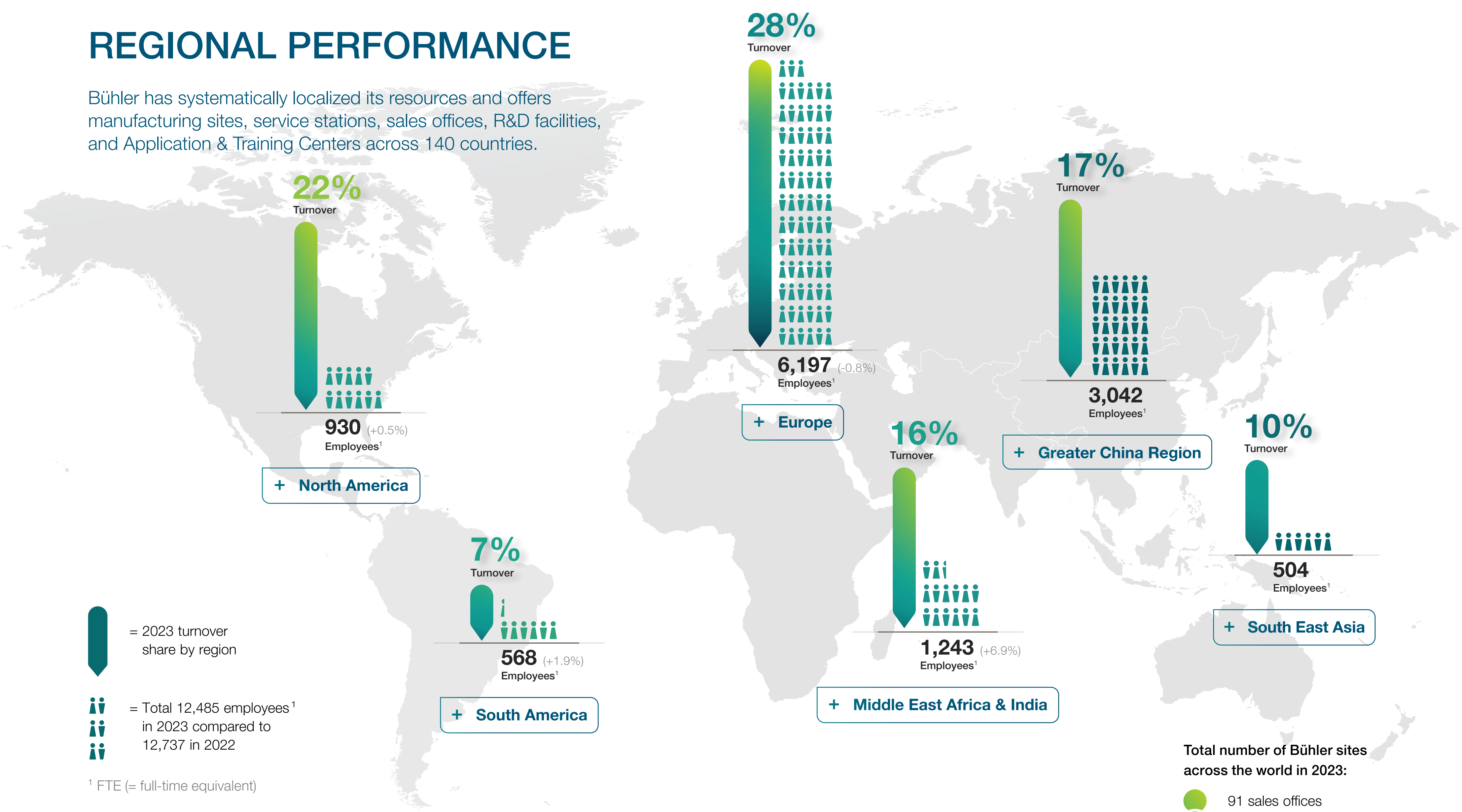
OUTLOOK:
GOOD STARTING POSITION FOR 2024

The economic climate in 2024 is still likely to be characterized by continued volatility and we expect difficult market conditions, with ongoing high interest rates and costs dampening the markets generally. Nevertheless, Bühler is well positioned to navigate through dynamic times and to benefit from new opportunities that arise, especially in view of the new innovative portfolio of products and services we are offering. A carryover of CHF 2.0 billion orders serves as a stable starting position for the business in 2024. We are very aware that efficient processes and improved productivity will be key to keeping performance high. Our innovations, with sustainability as a driver, as well as our passionate Bühler employees, will help us to generate solid results in 2024.

REGIONAL PERFORMANCE

Bühler has systematically localized its resources and offers manufacturing sites, service stations, sales offices, R&D facilities, and Application & Training Centers across 140 countries.



Total number of Bühler sites across the world in 2023:

- 91 sales offices
- 105 service stations
- 30 manufacturing sites
- 25 Application & Training Centers[2]

[1] FTE (= full-time equivalent)

[2] Bühler has Application & Training Centers in 25 locations around the world, some of which cover multiple industrial applications.

[3] Bühler adopted a new regional structure on January 1, 2023, to increase focus on markets in Asia. The Greater China region and the South East Asia region were established.

OUR STRATEGY

Our purpose: Innovations for a better world

As a Swiss family enterprise with a history of 163 years, we are driven by a strong sense of purpose, and our strategy is based on deeply held values. Our purpose is to create innovations for a better world. The charter of our owner family defines our long-term objectives and acts as our normative lighthouse. And our values of trust, ownership, and passion are the behavioral principles for all Bühler employees worldwide.

Based on this, we have set goals for the coming years to strengthen our positions in our markets globally as a technology leader, while balancing the needs of humanity, nature, and economy in all our decision-making processes. We see profitable growth as a prerequisite for creating positive impact for a better world. This conviction guides our investments in the future development of our company, into innovative products and services, as well as in the development, education, and training of our people. In this context, the safety of employees has ultimate priority.

In choosing Bühler, our customers benefit in their own business performance through innovation and productivity, through positive environmental impact, from opportunities to offer their employees training at our schools and application centers, and from better performance and efficiency of Bühler solutions. Last but not least, they benefit from the global setup of Bühler, in all major markets and continents of the planet.

Attaining our goals is only possible with a skilled, educated, and passionate workforce. Therefore, we invest in our people and in so doing, contribute to improving their skills, and their future perspectives. At Bühler, we care for each other, and safety is a top priority.

We never compromise on health and safety for 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, and our business activities are closely linked to the United Nations’ Sustainable Development Goals (SDGs).

To create and accelerate impact requires intense collaboration among market players. In addition to our industry partners and customers, other players such as universities and research partners, financial partners, start-ups, and governments as well as non-government organizations also play key roles. Therefore, we have built a strong collaboration ecosystem, which we are continuously expanding, with a special focus on innovation aspects and education. In this way, we bring together purpose, people, and performance to accelerate impact for a better world.

The key elements of our strategy are:

- **We drive customer success:** We strive to create the best technologies to make our customers more successful and more productive in their very dynamic market environments.

- **We create impact for a better world:** The demand for sustainable solutions is changing our markets in the food, feed, and mobility industries. As a leading technology provider with a clear aim to contribute to addressing the sustainability requirements of our stakeholders, we see ourselves as a driving force for the transition ahead, with innovative technologies and services.

- **We contribute to solutions towards food security and affordable and healthy food:** We do this with our processing solutions, including digital services combined with local services as well as our training, education, and application centers. Our decentralized service, supply chain, and production organizations are key success factors in this context.

- **We innovate in specific markets for processing and application of advanced materials:** These businesses target applications in the automotive sector, various technical coating fields, as well as the inks and battery sectors.

- **We offer the best training, education, and development programs for people:** Since its founding, people have been at the center of all activities at Bühler – from education and training to career development, health consulting, modern occupational health and safety training, modern work solutions, and career perspectives.

- **We remain independent and invest in our future:** The freedom, the value set, and the speed in decision-making of a family-owned company enable us to set a long-term strategy for the sustainable development of our company, and for trustful and long-term relationships with our stakeholders.

Our sustainability goals

More than ever, the world demands effective solutions to reduce CO_2e emissions, address the loss of biodiversity and the distribution of wealth. Every credible scientific study published in the reporting year, such as the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC), concluded that the condition of our planet and societies are even more challenging than we previously believed. The IPCC report also underscored that human actions still have the potential to determine the future course of the climate, primarily by reducing emissions substantially going forward.

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. The key objectives of our sustainability goals are:

- We committed to developing a pathway to achieve a 60% reduction of greenhouse gas emissions in our own operations by 2030.[1]
- 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.
- We proactively collaborate with suppliers to reduce climate impacts throughout the value chain.

As a relevant player in our industries and as a responsible family-owned company, we reinvest most of our profits in innovations for this purpose, and in scaling them as fast as possible. In this sense, sustainability is embedded in all functions, responsibilities, and activities of our company.

Solutions

At the core of Bühler's business model is the transformation of raw materials to intermediate and finished consumer products: from grains to flour, malt, baked goods, and bread; from beans to coffee,

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

chocolate mass, pralines, and bars; from proteins to meat or dairy substitutes; from aluminum to structural car parts; from substrates to coated glass; from pigments to printing inks. The offering to our customers consists of complete value-chain solutions with lines, plants and complete industrial parks, services, and components. Core technologies within our solutions include drying, cleaning, grading, optical sorting, grinding, dispersing, extrusion, roasting, mixing, dosing, thin-film vacuum coating, casting, and many more.

With our technologies, we aim to contribute to effective improvements in the value chains of our industries. Major opportunities, among many others, lie in enabling a sustainable protein supply by reducing the CO_2e footprint in livestock and the related feed solutions, for instance with feed based on upcycling of side streams. Interesting opportunities for the mobility industries lie in ultra-large structural aluminum parts, improved battery components as well as optical systems to allow for autonomous and safe transportation.

An important core competence of Bühler is its highly specified process know-how. This is the essence of Bühler: understanding, shaping, and controlling material-transformation processes. This enables us to support our customers on all levels, starting from the evaluation of new finished products and recipe developments, to trials, and on to scaling to industrial levels, and full operational production support in industrial production plants.

By continuing to spend up to 5% of our turnover on research and development (R&D) annually, we develop innovative technologies, machines, and services, which differentiate in the market through high performance, productivity, reliability, and improved sustainability Key Performance Indicators (KPIs).

Services

Fast, professional, and reliable services for our customers represent a major differentiator for Bühler. Services improve the performance and productivity of our customers' existing installed assets by optimizing yield, minimizing energy consumption, reducing waste and water, and by maximizing the valorization of side streams and the overall productivity of their operations. Through all of this, services have become key enablers to making our customers' plants more efficient and sustainable at the same time.

Bühler has developed a comprehensive services portfolio from process optimization and maintenance to hardware and spare parts, as well as knowledge transfer and upgrading packages. Key elements of our services are digital platforms such as myBühler and Bühler Insights, and the applications running on them, for example, to calculate, monitor, and report on CO_2e-impact along complete value chains. Our monitoring services ensure the optimal operation of process technologies to save energy and water and to reduce waste at any point in time. Retrofit services to renovate our customers' production assets allow us to realize step changes in sustainability and productivity. The current share of the services and components business is 32% of the total Bühler turnover.

People

All progress depends on people and their skills, behavior, passion, resilience, and collaboration. On the individual level, it is about awareness and the right skills to take necessary decisions and actions. This applies to all levels: from a leader who might decide to deploy a carbon-neutral company strategy, to an operator who

Learn more about our values on our website.
READ ONLINE

Find the section about our strategy also on our website.
READ ONLINE

is keen on saving CO_2e and improving downtimes by running a production line as efficiently as possible. On a company level, it is important that sustainability is not seen as an add-on but is fully embedded in all facets of the enterprise. On an industry level, it is all about collaboration and building ecosystems, as no individual or company alone has the intellectual or financial power to create the impact needed to ensure a high standard of living within the boundaries of our planet. All of this and much more is only achieved with the right people, at the right time, and in the right functions.

Our values

The normative guidelines, as set out in the charter of our owner family, commit us to upholding the long-standing Bühler family tradition of respect, integrity, fairness, appreciation of employees, customer proximity, a strong spirit of innovation, future orientation, and honest and open communication.

We act with social, cultural, and ecological responsibility towards employees, business partners, and customers, and exercise ethical corporate governance, respecting local roots, while taking a global perspective.

Employees have a very important place in the company. The family and the management are aware that they represent our greatest potential. To give orientation to our employees and lay the foundation for a corporate culture that supports our endeavors, we established our our values of trust, ownership, and passion (TOP). These are behavioral principles for all Bühler employees. Trust relates to integrity, partnership skills, and the credibility required for Bühler to form collaborative networks with customers, start-ups, academia, and non-governmental organizations (NGOs) to address global challenges.

Ownership is about taking responsibility for decisions taken in the interest of our customers, and passion drives people at Bühler to live their intentions, to learn each day, to support others, and to drive success.

Education and training

Our strategy and targeted programs for people are deeply rooted at Bühler. Our key factors are the support, training, and development of people, starting from our lighthouse program – apprenticeship education – to further-development programs for experienced people and experts. In parallel to this, we continue to invest in schools and Application & Training Centers for our customers' employees. We run schools for milling, grain, rice, and cocoa processing all over the world and also offer dedicated courses for experts in our various training centers.

Bühler was one of the first companies to systematically start vocational training, back in 1915. Since then, we have continued to develop and expand our programs. Bühler provides apprenticeships for over 500 apprentices globally and has trained 8,333 apprentices in Switzerland since the foundation of the program.

Customer proximity

Our customers are key to our success, and we strive to be a trusted and reliable partner. Our objective is to optimize business outcomes for customers, with innovative technologies, processes, services, trainings, and innovation partnerships. Our extensive global setup continues to prove its value to our customers. With our 105 service stations, 30 manufacturing sites, 91 sales offices, and Application & Training Centers in 25 locations around the globe, we are close to our customers and support them locally, quickly, and professionally. This customer proximity enables Bühler to support its customers and deliver on promises, even when situations become critical.

Ecosystem of collaboration and innovation

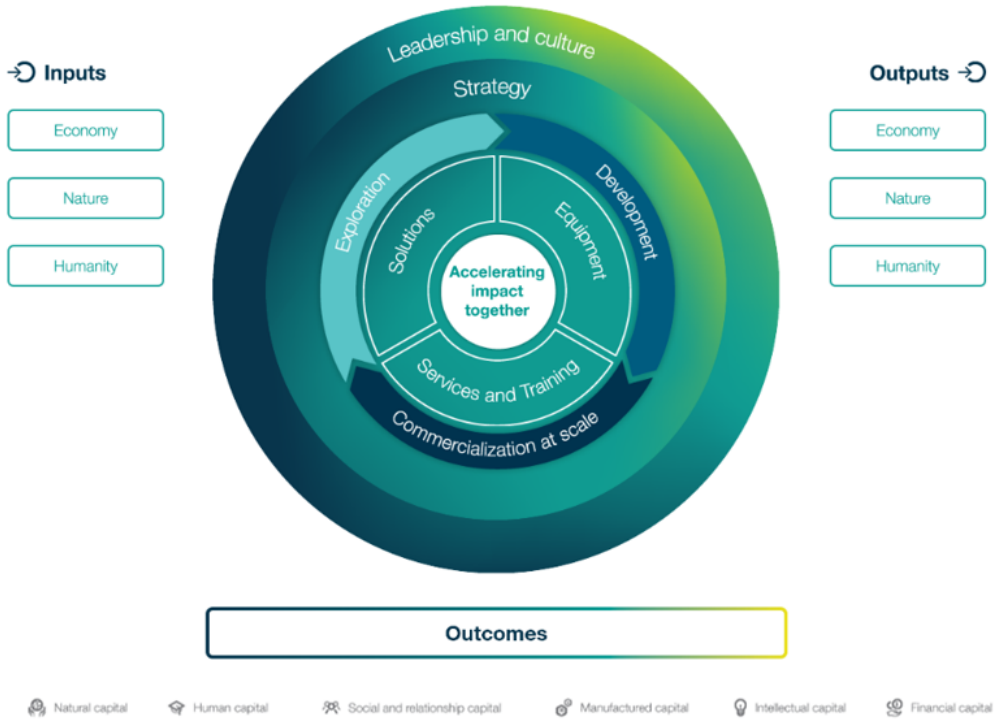
We believe that collaboration between industry players, academia, start-ups, and NGOs is essential to develop the solutions required to meet the needs of a growing global population sustainably. We have therefore established an ecosystem of collaboration and innovation. We connect our ecosystem partners with the process and technology know-how and experience of Bühler employees, and with other participants in our network. The key to unlocking the value of the ecosystem is the openness and capability of our employees. To give this ecosystem a regular focal point, we have established the Bühler Networking Days, which we host every three years in Uzwil, Switzerland.

Sustainable family ownership

Bühler is an independent, family-owned enterprise in the fifth generation. Our strategy is founded in this set-up and the premise of its continuation.

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 automotive 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.

SEE ONLINE

2023: PEOPLE FACTS

241
Diversity Equity & Inclusion trainings given

770
people participated in sustainability training

students completed African Milling School courses
230

52
Bühler apprentices qualified for IndustrySkills 2023

Master in Bühler Management graduates
30

65
employees volunteered for Partners in Food Solutions

3
students sponsored for Master in Mechatronics studies

53%
employees participated in the 2023 Innovation Challenge

25
miller apprentices graduated from the African Milling School

apprentices were trained globally
544

12
customer food safety events held

employees involved in Generation B
18%

82%
of apprentices choose employment with Bühler

apprentices trained in Switzerland since 1915
8,333

692
employees received food safety training

OUR PEOPLE

TOP Values

The safety, health, and well-being of Bühler employees is our top priority. Aligned with our corporate values of Trust, Ownership, and Passion (TOP), we all take responsibility for ensuring each other's safety. Rules and procedures are essential to any safe workplace, but it is only by developing and nurturing the right mindset within every employee that we can achieve true impact. It means not just seeing our employees as a resource but considering the mental and physical well-being of each individual within the Bühler family.

This requires a range of approaches. Providing lifelong learning to employees allows people to adapt and develop the skills needed to keep pace with a quickly evolving and challenging work environment. Emphasizing inclusivity in the workplace allows employees to feel valued and appreciated. Upholding our TOP values provides the basis for how we work and collaborate. Every employee demands a degree of workplace flexibility. With 12,485 employees fulfilling thousands of different tasks, we have adopted a role-specific approach to meeting this need rather than attempting to impose a one-size-fits-all approach. It is within the responsibility of our people leaders who know their teams best.

Our on-boarding programs ensure that each new employee cohort is introduced to our corporate culture within the first few months of joining us, on a local as well as on a global level.

Our recruitment processes aim to recognize early those who will flourish best at Bühler while we also develop programs that focus on the changing needs of our existing employees as they mature through the various phases of their careers.

TOP culture of inclusive diversity

Building a culture of inclusion, with the TOP values as a compass, continues to be core to Bühler's people and talent management strategy.

The first step to inclusion, is awareness about one's own blind spots. Therefore, we continued our core training "Beyond Bias". In 2023, over 200 colleagues participated in workshops to understand their individual biases and how they influence their judgement.

In building a culture of inclusive diversity to drive performance and innovation, an overarching theme in 2023 was the concept of leaders as allies. It is only when team members feel they can bring their full selves to the workplace that they can truly deliver and perform. This can only happen in work environments where an alliance exists between team leaders and team members to encourage the principles of inclusivity and psychological safety. The 2023 People

Innovation Challenge 2023

Leadership Series therefore focused on leaders as allies. Over 500 people leaders from across the Bühler world participated in this learning journey, which was run in cooperation with Edit Development.

In 2023, Bühler rolled out TOP Interview Training, a standardized way of conducting interviews and carrying out recruitment to ensure that potential candidates align with Bühler's values. Bühler also recognizes that the faster new employees can familiarize themselves with the organization, the quicker they can become effective. To help with onboarding, quarterly virtual global onboarding sessions were launched to support new recruits. They meet an Executive Board member, learn about the company, and have the chance to network with each other.

As part of its TOP culture of inclusive diversity, in 2023 Bühler established a new movement called Generation Experience, or Generation E. It is employee led and targeted at colleagues who are transitioning into the later phases of their career and so may be looking for a new work/life balance, want to work part time, or feel they could mentor younger generations. The program also offers a health perspective for those who are part of the baby boomer generation. Generation E is part of a range of programs aimed at the more experienced employee.

Harnessing the power of our people to drive innovation is key to our Diversity, Equity & Inclusion (DE&I) commitment. A key lever to put this into action is the global Innovation Challenge that was held again in 2023. The theme in 2023 was "harvest the fruits", focusing on how we can better utilize the technologies we already have and improve market absorption. All employees globally were invited to present their ideas, which were then voted for by all colleagues globally. The top 10 teams chosen out of a total of 425 ideas were invited to Uzwil, where they were provided feedback and support to perfect their pitches before presenting to the Executive Board. The winning team's idea around automated carbon tracking was chosen for its maturity, feasibility, and strategic fit.

In 2023, Bühler formalized its commitment to building and strengthening an inclusive culture of diversity and equity by publishing a formal DE&I statement.

Learn more about the Diversity, Equity, and Inclusion Annual Report on our website.

READ ONLINE

Food safety 60 second spotlight with Edyta Margas, Global Head of Food Safety.

Culture of lifelong learning

In 2023, we focused on developing the agility of our employees to help each individual develop the skills that enable them to remain efficient and employable throughout their careers. In addition to developing technical skills, we want colleagues to have the soft skills to face the changing and sometimes unpredictable demands of the workplace with confidence. To help develop resilience Bühler has introduced an employee agility concept, which takes the individual through a five-step program starting with self-reflection, moving to a period of peer-to-peer exchange, and concluding with the setting of personal development objectives.

Bühler continues to develop the B-Learning platform, which delivers a broad range of learning opportunities through videos, e-learnings, classroom trainings, webinars, and mobile apps. We also continue to develop our Employee Performance Management (EPM) system to ensure employees receive the right career support and help when establishing targets and developing training plans.

Training offering for our customers

We extend our culture of lifelong learning to our customers, as well with our Application & Training Centers and specialist schools around the world.

Bühler has Application & Training Centers in 25 locations, some of which cover multiple industrial applications located around the globe where we offer dedicated trainings for our customers and provide them with a platform to test new product ideas and experiment with product innovations. Bühler's Application & Training Centers also provide the opportunity to share knowledge and learn from specialists while providing access to the latest generation of Bühler technologies and so support customers in providing learning to their employees.

We continue to offer lifelong learning to our customers through our different specialist schools around the globe, including the Milling Academy in Uzwil, Switzerland, the African Milling School in Nairobi, Kenya, the Cocoa Competence Center CFIA, Abidjan, Côte d'Ivoire, and the International Rice Milling Academy in Bengaluru, India. For example, at our African Milling school in Nairobi, Kenya, 25 Apprentice Millers graduated in 2023 and over 230 students have completed courses. Since its opening in 2015, over 1,300 students have trained at the African Milling School. Students come from over 25 countries including Nigeria, Egypt, Algeria, Azerbaijan, Pakistan, Oman, Sudan, Burundi, Rwanda, Ghana, Cameroun, Guinea, Senegal, Lebanon, and Jordan. Courses are offered in English and French, and include Wheat Milling, Feed Milling, Maize Milling, Baking Technology and Flour Lab, Electrical and Mechanical Maintenance, Optical Sorting. Over 80 Bühler employees also participated in courses at the African Milling School in 2023.

In 2023, Bühler joined forces with Aiducation International, Syngenta, and Swiss Study Foundation to launch a Kenyan summer school initiative exploring how to sustainably develop Africa's contribution to the global food ecosystem. Over ten days 36 students engaged in insightful sessions, thought-provoking discussions, and exciting field trips, including visits to Bühler customers to learn about the diversity and richness of the food system and its opportunities. Each student completed the course by presenting their innovative solution to an expert jury.

Jasmin and Alina take us on a tour through their place of apprenticeship, Bühler Appenzell.

Food safety and sustainability training for customers and employees

Food safety training plays a vital role in our business, for our customers and employees. In 2023, 692 employees received food safety training, of whom 37 attended intensive workshops (more than 1 day). Since we began the food safety training in 2010, in total 6,903 colleagues have been trained, of whom 1,319 have attended intensive workshops. For our customers, we have held 12 customer events in 2023 with food safety on the agenda, in Switzerland, China, India, US, Canada, and Mexico, as well as global online webinars.

In 2023, we provided sustainability training for 770 people including external trainings for customers and technical schools, as well as internal training programs for Bühler sales, R&D, and management. We ran 39 webinars, conferences, and workshops on the topic. The external trainings, which reached approximately 403 people, included conferences, events, courses, and tailored 1:1 knowledge transfer workshop with Bühler environmental impact services. In all trainings (external and internal), Bühler embedded sustainability knowledge as a key element to promote awareness on the topic and support enabling our people, customers, and ecosystems to implement effective strategies and solutions to reach impact reduction targets.

Vocational training: skilling up the next generation

In 2023, Bühler trained 544 apprentices globally, 293 of whom were trained in Switzerland. Apprenticeship programs are run in 23 locations across Europe, North and South America, Middle East and Africa, and South Asia. These apprenticeships are based on the Swiss dual-vocational model, a global benchmark that has been adapted by other countries, where students receive a mix of practical and academic training. These three-and-four-year courses cover nine different vocational fields with courses continually evolving to meet the changing skill sets required by companies. Of those completing their apprenticeships in August 2023, 82% of them chose employment with Bühler. A new cohort of 85 apprentices, of whom 20% were women, joined the new intake 2023. Since the foundation of the program in 1915, 8,333 apprentices have trained at Bühler in Switzerland.

Thirteen of the 52 apprentices who qualified for IndustrySkills 2023, held in Bern and Uzwil, came from the Bühler talent pool, six of whom won awards. In the discipline Industry 4.0, Maurin Schickli won gold. The second gold medal was awarded to Florentin Kaufmann, who took first place as an automation technician. Both have the chance to represent Bühler at the WorldSkills 2024 in Lyon and earn medals by winning the SwissSkills Championships. IndustrySkills 2023 was partially hosted in the new Bühler Energy Center. We are proud to announce that Bühler apprentice Noel Rhyner qualified for the national Schweizer Jugend forscht competition, which is a first for Bühler.

As part of the vocational learning program, Bühler is also focusing on upskilling the trainers who deliver the learning programs at our training centers around the globe. The program aims to help trainers better blend online and face-to-face training, plan effective learning paths, make online training more interactive, and provide coaching skills for learning facilitators.

To help our apprentices familiarize themselves with Bühler's culture and learn virtually about the Bühler campus in Uzwil, the TOP Trail app was launched. Plans are in place to role this out globally.

Caring about the person not just the employee

The June 2023 opening of the Bühler Energy Center at our headquarters in Uzwil, Switzerland, is a manifestation of our holistic approach to the health and wellbeing of our employees. The Bühler Energy Center has three pillars of focus.

Watch the video of the opening of the Bühler Energy Center.

The first is Health & Lifestyle, with a focus on health management, where employees of all ages are able to enhance their individual health skills and stay fit. Information is also given on nutrition, exercise, recreation, and stress management while health consultations on travel and fitness, along with lifestyle checkups are available.

The second pillar is Lifelong Learning, with a focus on vocational and adult education, offering state-of-the-art training opportunities for automation technicians, plant and apparatus engineers, polymechanics, design engineers, commercial apprentices, computer scientists and more. It is setting a new milestone for lifelong learning providing colleagues with the tools for long-term and sustainable success. New didactic methods developed with the University of Applied Sciences in St. Gallen take into account individual learning needs and interests.

Finally, there is the Prototyping & Production pillar with a focus on new manufacturing technologies. This is where prototypes and functional models as well as series parts for our products are produced enabling professional cooperation between the research and development departments of the business units.

These three pillars form the basis for well-being, performance, and resilience while having a significant impact on creativity and innovative strength. They are also important for maintaining business continuity, especially under difficult or changing conditions.

High performance leadership

Creating a caring culture across the company also requires skilled and empathetic leadership. Throughout 2023 Bühler has continued to strengthen its leadership capability by running targeted programs suitable for employees at different points of experience and seniority.

Over recent years Bühler has developed its TOP leadership program, which took the hundred most senior leaders and provided them with the tools to drive culture transformation through high performance teams. These principles continue to be rolled out throughout the organization to ensure that all our team leaders have the skills to create a culture of inclusion, psychological safety, and trust while providing the sort of effective feedback that helps drive performance. In 2023 we have run over 100 workshops for leaders and their teams, in total for over 1,000 participants to help embed this methodology throughout the organization so that our teams can perform at their best to help Bühler deliver on our purpose of innovations for a better world.

In the course of 2023 Bühler has expanded its local flagship Basics in Bühler Management (BBM) program beyond Switzerland to a European regional level to enable a far wider networking community from a diverse group of managers from across Europe. These pan-European networks will become the bedrock for the future exchange of ideas and support.

60 second spotlight videos: Female Leaders.

In 2023, we ran our global Masters in Bühler Management (MBM), where we take around 30 mid-level leaders from across the globe with high potential on a year-long journey to further develop their abilities to lead and manage teams and strengthen their business acumen and innovation capabilities. Participants are challenged to balance short-term operational thinking with a longer-term strategic view. The program is run in cooperation with HULT/EF Corporate Education and run in a hybrid format with two face-to-face training weeks and all other relevant content taught in online sessions. During the closing week, participants have the opportunity to visit the École Polytechnique Fédérale de Lausanne (EPFL) and exchange with and learn from startups from the MassChallenge network. To enhance their understanding of business innovation these

Watch the video of the visit by Bühler North America President & CEO Andy Sharpe and other members of the PFS Board to Zambia.

future leaders also work on their own business projects, each one being sponsored by the Executive Board, and present their findings to Bühler business leaders.

In 2023 we were pleased to see colleagues from China participate again in person in development programs. They participated both in the Advanced Leadership Program (ALP), our global leadership development program for experienced leaders, as well as in the Excelerator Developmental Assessment Centers, where we recognize high potential talents, develop their specific needs, and then develop them to greatest effect from within the company.

Sales and service engineer academies

Bühler's Sales Academy and Service Academy focus on upskilling the global salesforce and field engineers with dedicated onboarding and training programs. This ensures that frontline staff are highly adaptable and able to react quickly to dynamic market changes. Up to the end August, the Service Academy in collaboration with other academies delivered 34 courses through the B-Learning platform with a total of 7,995 hours and 346 attendees. It also achieved 91% completion on LOTO (Lock-Out Tag-Out) safety training in Field Service and Workshops. Together the Service Academy and the Sales Academy developed a global Sales Skills Matrix template and ran a pilot with two regions. Together they also developed a soft-skills training on communication basics for field service engineers.

Bühler is also dedicating resources and time to developing sales and field service engineer skills. In 2023, Bühler launched its "Financial and Commercial for Sales – Level 1" pilot in Europe and India with more than 40 sales colleagues trained to date and a full rollout expected in 2024. An "Effective Communication for Sales" pilot module was launched with 12 participants, with full roll out expected throughout 2024. Over the past 2.5 years, 405 sales colleagues have received training through the existing "Transitional Sales Workshop".

Educational partnerships

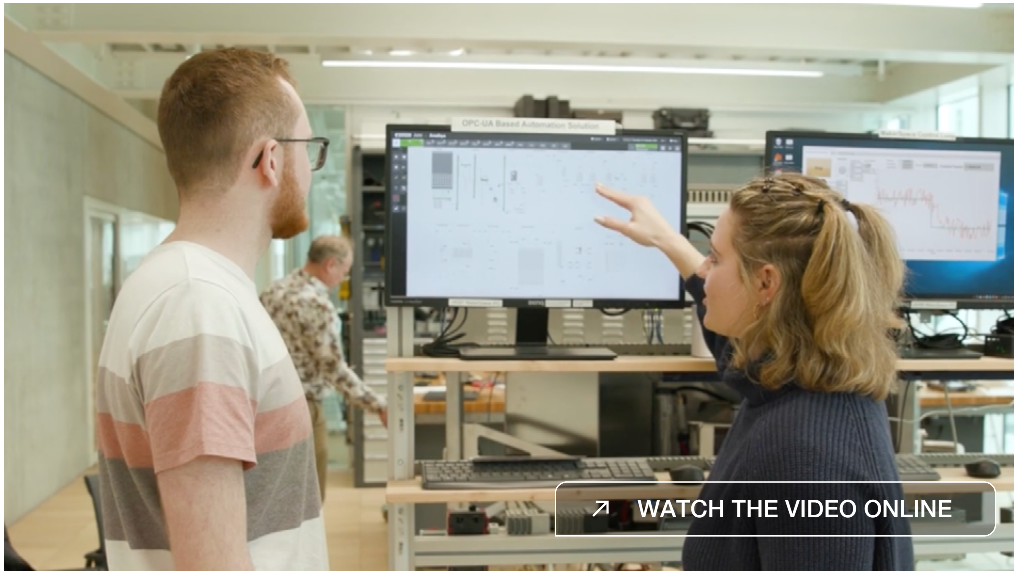
Partnership is fundamental to Bühler's working practices, a principle that extends to helping develop the next generation of business talent. We continue to support Partners in Food Solutions (PFS), an independent nonprofit organization, to help strengthen food security, nutrition, and economic development in Africa by providing volunteer consultation to African entrepreneurs in the food sector. Over the year 68 Bühler employees engaged in 71 different activities contributing more than 870 hours while working with 60 customers across ten countries. PFS estimates that by sharing Bühler expertise it has helped a supplier base of more than 171,000 farmers and helped produce nearly 6.2 billion nutritious meal servings.

In partnership with ETH Zurich in Switzerland and Ashesi University in Ghana, Bühler offers a Masters in Mechatronic Engineering to develop young talents in Africa and bridge the gap between academia and the professional world.

Every year interviews are held for industry partners to evaluate and sponsor students for the program. Once enrolled, the students begin their academic course in the university and visit the Bühler offices twice every year to undergo training. In 2023, Bühler sponsored three students to the Masters in Mechatronics studies. Currently we have nine students under our sponsorship.

Bühler also works in partnership with UNITECH International, a leadership development program for talented STEM students comprised of eight distinguished technical universities and 14 multinational companies. Throughout their UNITECH year, students undergo a coaching and training program to build the required skills to interact optimally in the corporate world. Bühler has participated in a variety of UNITECH events, including the Mid-term Week, Fireside Chat, General Assembly, and Career Interviews while providing two coaches to support students through their program development and assignments. Bühler has also hosted nine interns in a Germany and Switzerland.

Working in collaboration with Leeds University in the UK and ZHAW School of Management and Law in Switzerland, in 2023 Bühler hosted two groups of students – 30 MSc Human Resources Management and Management students in April, and 20 MSc International Business students in June. The visits included a presentation on Bühler and HR topics, an insight into Generation B and sustainability at Bühler, and tours of the Application & Training Centers and the CUBIC Innovation Campus to help them gain insight into Bühler's business.



Watch the video to find out how Bühler Generation B celebrated International Day of Women and Girls in Science.

OUR COLLABORATIVE ECOSYSTEM

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

02
SUSTAINABILITY

You can find the full Sustainability section of the Annual Report 2023 and more information on our website.

↗ READ ONLINE

2023: SUSTAINABILITY AT A GLANCE

Addressing the environmental impact of our own operations

19%

reduction in Scope 1 emissions and Scope 2 emissions (market-based) compared to 2019 baseline.

692

employees received food safety training

92%

of suppliers signed Bühler's Supplier Code of Conduct

370

employees received sustainability training

33%

less water consumption at our manufacturing sites and offices compared to 2019 baseline

12%

reduction of waste generated in our operations and offices compared with 2019 baseline

Our solutions and services for impact – Bühler's biggest lever

459,643 m³

of water per year saved in installed base in malting process

30% less fresh water in processing per tonne of malt

77

Bühler solutions quantified for CO_2e impact in operations

8,070

tonnes – newly built annual production capacity for processing plant-based meat analogues

With potential of 90% lower emissions by shifting from beef to plant-based

470,740

tonnes of CO_2e/year – saved in installed base in wheat milling process

10% energy reduction in milling

12,900

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

46% less energy use in buildings

1,333

tonnes of CO_2e/year – emissions saved due to material circularity in re-manufacturing of die-casting machines

67% lower emissions and 33% less waste per machine

12

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

OUR SUSTAINABILITY STRATEGY

Our goals

We have made the following commitments:

- 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 & 2, 2019 baseline).
- 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 proactively collaborate with suppliers to reduce climate impacts throughout the value chain.

We continue to improve the robustness of our company CO_2e footprint and have updated the baseline figures. Our Scope 3 use of sold goods is orders of magnitude higher than the remainder of our footprint and this is where, through our products and services, we can bring the greatest absolute reduction.

Reducing the CO_2e footprint of our use of sold goods is the focus of our product and service development and underpins our business strategy. This addresses not only new products, but also the global installed base of our customers. With our investments in new application centers, partnerships, and companies in the sustainable protein and side stream utilization space, we aim to enable waste elimination and dietary change thereby accelerating the development of a more sustainable food industry.

Transition plans to meet our goals

Reducing the impact of our own operations

Our transition plan towards a low-carbon economy includes our 2030 target of a 60% reduction in Greenhouse Gas Protocol Scopes 1 & 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 have not only set an interim target of reducing Scopes 1 & 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 the energy consumption in heating and manufacturing processes in our manufacturing sites and sales offices.
- Taking up opportunities to switch energy sources to greener alternatives (e.g., on-site electricity generation, alternative fuels, etc.).

[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.

- 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 46.5% reduction. Nevertheless, we believe that with our pathway, which we revise continuously and implement, we will be able to achieve our goal.

Our 50/50/50 goal

As a company, we strongly believe that we can achieve a greater impact by enabling our customers across the value chain in transitioning to a low-carbon economy. Our 50/50/50 goal encapsulates this ambition. We have set up a clear governance structure and lines of responsibility for achieving these targets.

Collaborating with suppliers

We have set priorities on engaging with suppliers who have already established targets and those with heavy emitting processes.

MATERIALITY ASSESSMENT: A STAKEHOLDER PERSPECTIVE

To see the detailed results of this analysis, please refer to the full materiality assessment.

↗ DOWNLOAD PDF

Providing the overall guidance of Bühler's sustainability strategy, the materiality assessment was conducted in 2020 by bringing together key stakeholders of the company. For the 2020 materiality assessment, Bühler sustainability team asked internal and external stakeholders to share their perspective on the company's biggest impact areas. Balancing the needs of economy, humanity, and nature, 48 topics were predefined, using the materiality assessment topics based on the GRI standard and as well strongly individualizing them to fit Bühler's business. The goal was to lower the risks of blind spots and increase global reach, therefore customers, various business areas and functions, partners from NGOs, and academia were all considered.

These three questions guided through each topic:

1. How significant is the impact of Bühler in these topics?
2. How significant is the impact of these topics on Bühler?
3. How important is it for you that Bühler targets these topics?

The highest ranked topics in the areas of economy, humanity, and nature.

The top four for economy:

1. Assessment of corruption risks and incidents in operations
2. Designing sustainable solutions
3. Ethical non-compliance reporting
4. Addressing customers' concerns related to sustainability

The top three for humanity:

1. Zero tolerance towards discrimination
2. Zero tolerance towards human rights violations
3. Ensuring equal and fair payment

The top four for nature:

1. Energy consumption reduction within the value chain
2. Reducing greenhouse gas emissions in the value chain
3. Waste reduction within the value chain
4. Water usage reduction within the value chain

Based on these priorities, we are readjusting our KPIs and are steering our actions for the next five years.

Find more information about the materiality assessment on our website.

↗ READ ONLINE

Impacts of Bühler and perception of all stakeholders

REPORTING OF TRACKED INDICATORS

2023 was the third year of our 5-year reporting cycle for the period 2021-2025. In total, 56 KPIs have been disclosed this year, with the intention to increase this over the course of the coming reporting cycles.

In 2023 we continued improving our reporting methodology across all categories relevant to our company footprint, in particular all 30 manufacturing sites.

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

Bühler's focus on employee occupational health and safety

In 2023, the success curve we have established in recent years in reducing occupational accidents remained at the same level. The establishment of the 10 Lifesaving Rules and the Factory Safety Standards have clearly contributed to our journey to "Zero harm". However, the fact that our progress in reducing occupational accidents has stagnated in 2023 demonstrates to us that we need to put renewed emphasis on safety awareness and safety culture. Bühler's entire management team is committed to this goal and has taken up this challenge.

Furthermore, a maturity assessment was carried out with Environment, Health, and Safety (EHS) leaders across the Group in 2023 and revealed, among other issues, the need for a global harmonization of health and safety including standards, processes, rules, and management systems. The results were analyzed and, on this basis, the future EHS strategy of the Group will be defined.

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 is in preparation for external users.

More information about Bühler's commitment to compliance can be found in the Governance section.

Measuring and managing Bühler's impact on nature

Understanding and reducing the environmental impact of our own operations and business is integral to our work on sustainability at Bühler.

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. This is in comparison to a baseline year 2019. To reach this target, our priority is currently on reducing energy consumption in our manufacturing processes and buildings. Therefore, we also measure energy consumption relative to various indicators such as 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. We are also working to introduce metrics to measure and improve biodiversity at our sites.

In purchased goods and services, we continue to measure our emissions and work to introduce a hybrid measurement system combining primary data from suppliers and global averages. In logistics, we also continue to improve our quantification methodology, and in 2023 gained external verification of our reporting from Systain.

By far the largest potential climate impact that Bühler can have is in enabling emissions reductions for 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 has set goals to have solutions ready to multiply by 2025 that reduce energy, waste, and water by 50% in the value chains of our customers (the 50/50/50 goal). Find more information on how we plan to achieve this in Our solutions and services for impact section.

Bühler is committed to protecting and restoring biodiversity and is collaborating with Prof. Tom Crowther (ETH Zurich) and Restor to set up a science-informed program to identify suitable projects, which we can work with directly, that protect and restore nature. In 2023 we have identified a number of initial projects and continue to learn more about our potential contribution. We expect to be able to report more in 2024.

Partnering to accelerate impact

In the new reporting period, Bühler benefited from existing partnerships 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, Ownership, 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 includes the focus on fostering a fair and equal workplace for all through the Bühler Diversity, Equity & Inclusion program. With programs such as Allyship for Leaders, the Beyond Bias workshop series, and the Women in STEM initiative and Employee Resource Groups, we aim to nurture an inclusive diverse work culture for all employees, partners, and customers. Learning and development remains core and receives continued focus at Bühler. Bühler executes on its lifelong learning commitment through apprenticeship programs, leadership development programs at all levels, and technical training offerings for employees at all stages of their career through a global network of Application & Training Centers and training schools complemented by learning and development modules on our global B-Learning portal. Training is available for employees, customers, and partners.

The Bühler Destination 25 strategy includes the defined targets for HR, and these are reflected in the tracked KPIs.

This year, Bühler reported a defined set of HR KPIs as "where we stand" and will further elaborate on refining these KPIs as "where we want to be", with the setting of annual targets, actions to reach them, and support for the business with data which helps to drive profitability. The focus this year was to continue to improve data quality and establish key dashboards to provide leaders with direct access to the KPIs.

Bühler continues to track its efforts through a set of standard HR KPIs to facilitate business strategy execution and help leaders make informed decisions and take corrective actions to drive performance and profitability.

More information on how Bühler fosters a TOP culture of inclusive diversity, health, safety, and wellbeing, as well as lifelong learning and actions towards it can be found in Our people.

Commitment to transparency

Recognizing the importance of best industry practices and the need to undergo Corporate Social Responsibility (CSR) rating exercises, Bühler has continued to 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.

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	2023
Direct economic value generated: revenue		201-1	mCHF	N/A	3,009
Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital and payments to government		201-1		N/A	
	Total		mCHF		2,775
	Operating costs		mCHF		1,692
	Employee wages and benefits		mCHF		1,005
	Payments to providers of capital		mCHF		27
	Payments to government		mCHF		51
Economic value retained: 'direct economic value generated' less 'economic value distributed'		201-1	mCHF	N/A	1,486
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
Total percentage of employees who finalized the compliance training broken down by region:		205-2	%	100	
	North America		%		99.6
	South America		%		99.7
	Europe		%		98.9
	Middle East Africa & India		%		99.5
	Asia		%		99.8

NATURE KPIs

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019[1]	2023
Number of Bühler solutions quantified for CO_2e impact in operations		#	N/A		77
Amount of estimated avoided emissions from selected services and technologies installed in 2022		t CO_2e/year	N/A		47,631
Employees involved in the Innovation Challenge		%	50		53
Employees involved in Generation B		%	20		18
Significant partnerships reducing atmospheric CO_2e levels		#	N/A		3
Significant partnerships improving access to nutrition		#	N/A		2
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	674,280	581,760
Total water withdrawal from all areas	303-3	m^3	Best practice based on operational and environmental risk	373,950	252,423
Total water withdrawal from areas with water stress[2]	303-3	m^3	Best practice based on operational and environmental risk	68,724	121,425

[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] 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. More areas have been classified as having water stress in 2023 compared to 2019.

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019[1]	2023
Gross direct (Scope 1) GHG emissions	305-1	t CO_2e	Scope 1 & 2 (together) -60% by 2030	18,029	16,663
Gross indirect (Scope 2) GHG emissions – location based	305-2	t CO_2e	Target refers to market based	49,887	40,846
Gross indirect (Scope 2) GHG emissions – market based	305-2	t CO_2e	Scope 1 & 2 (together) -60% by 2030	40,651	30,562
Gross indirect (Scope 3) GHG emissions	305-3	t CO_2e	See individual subcategories	771,458	715,880
Gross indirect (Scope 3) GHG emissions – purchased goods and services	305-3	t CO_2e	Best practice based on operational and environmental risk	528,000	500,000
Gross indirect (Scope 3) GHG emissions – capital goods	305-3	t CO_2e	Best practice based on operational and environmental risk	0	26,967
Gross indirect (Scope 3) GHG emissions – fuel and energy related activities	305-3	t CO_2e	Best practice based on operational and environmental risk	1,514	1,870
Gross indirect (Scope 3) GHG emissions – upstream transportation & distribution	305-3	t CO_2e	Best practice based on operational and environmental risk	41,000	28,000
Gross indirect (Scope 3) GHG emissions – waste generated from operations	305-3	t CO_2e	Best practice based on operational and environmental risk	5,934	4,760
Gross indirect (Scope 3) GHG emissions – business travel	305-3	t CO_2e	N/A	Not reported this year	28,700
Gross indirect (Scope 3) GHG emissions – employee commuting	305-3	t CO_2e	N/A	Not reported this year	Not reported this year

[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.

Key performance indicator (KPI)	Reference to GRI Standards	Unit/Metric	Target 2025	Baseline year 2019[1]	2023
Gross indirect (Scope 3) GHG emissions – upstream leased assets	305-3	t CO_2e	Best practice based on operational and environmental risk	133	110
Gross indirect (Scope 3) GHG emissions – downstream transportation & distribution	305-3	t CO_2e	Best practice based on operational and environmental risk	195,000	125,473
Gross indirect (Scope 3) GHG emissions – use of sold products	305-3	t CO_2e	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_2e	N/A	Not reported this year	Not reported this year
GHG emissions intensity ratio for the organization	305-4	t CO_2e/1000h	N/A	11.7	11.4[2]
Total weight of waste generated	306-3	t	Best practice based on operational and environmental risk	17,283	15,381
Total weight of waste generated – non-hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	13,967	12,363
Total weight of waste generated – hazardous waste diverted from disposal	306-4	t	Best practice based on operational and environmental risk	0	207
Total weight of waste generated – non-hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	2,427	2,057
Total weight of waste generated – hazardous waste directed to disposal	306-5	t	Best practice based on operational and environmental risk	889	754
Percentage of top suppliers who have signed the Bühler supplier code of conduct or have an equivalent code	308-1	%	N/A	50	92

[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] 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	2023
Total leavers as a percentage of workforce		401-1	%	N/A	11.6
Rate of attrition		401-1	%	N/A	6.0
Percentage of apprentices who are hired subsequently to their apprenticeship (Uzwil)		401-1	%	N/A	81.97
Percentage of workers trained on occupational health and safety		403-4	%	N/A	90.55
Work-related injuries (TRI rate)[1]		403-9	#	0	0.94[1]
Percentage of training costs per total personnel costs		404-1	%	Best practice in definition with peers	0.75
Number of training days per full-time employee per year		404-1	#	Best practice in definition with peers	1.81
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		#		1,264
	Global		#		289 | 975
	North America		#		29 | 124
	South America		#		24 | 61
	Europe		#		165 | 521
	Middle East Africa & India		#		40 | 183
	Asia		#		31 | 86

[1] 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	2023
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		#		396
	North America		#		52
	South America		#		29
	Europe		#		221
	Middle East Africa & India		#		65
	Asia		#		29
Region and born 1981 – 1995	Global		#		617
	North America		#		64
	South America		#		48
	Europe		#		303
	Middle East Africa & India		#		131
	Asia		#		71
Region and born 1965 – 1980	Global		#		222
	North America		#		32
	South America		#		8
	Europe		#		140
	Middle East Africa & India		#		27
	Asia		#		15

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023
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 1964 and earlier	Global		#		29
	North America		#		5
	South America		#		0
	Europe		#		22
	Middle East Africa & India		#		0
	Asia		#		2
Total number of employee turnover during the reporting period globally and by region split by:		401-1		Best practice in definition with peers	
	Total		#		1,496
Region and gender (female | male)	Global		#		293 | 1,203
	North America		#		25 | 130
	South America		#		19 | 51
	Europe		#		153 | 568
	Middle East Africa & India		#		29 | 111
	Asia		#		67 | 343

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023
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		#		155
	North America		#		32
	South America		#		13
	Europe		#		78
	Middle East Africa & India		#		6
	Asia		#		26
Region and born 1981 – 1995	Global		#		689
	North America		#		52
	South America		#		36
	Europe		#		310
	Middle East Africa & India		#		97
	Asia		#		194
Region and born 1965 – 1980	Global		#		400
	North America		#		43
	South America		#		16
	Europe		#		189
	Middle East Africa & India		#		25
	Asia		#		127

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023
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 1964 and earlier	Global		#		252
	North America		#		28
	South America		#		5
	Europe		#		144
	Middle East Africa & India		#		12
	Asia		#		63
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		%		11 | 89
	Asia		%		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)		%		19 | 81
	Born 1981 – 1995 (female | male)		%		20 | 80
	Born 1965 – 1980 (female | male)		%		16 | 84
	Born 1964 and earlier (female | male)		%		12 | 88

Key performance indicator (KPI)		Reference to GRI Standards	Unit/Metric	Target 2025	2023
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		%		13 | 87
	Middle East Africa & India		%		9 | 91
	Asia		%		19 | 81
Percentage of employees by gender of supervisors for the following categories:		405-1		Best practice in definition with peers	
	Born today – 1996 (female | male)		%		0 | 100
	Born 1981 – 1995 (female | male)		%		17 | 83
	Born 1965 – 1980 (female | male)		%		14 | 86
	Born 1964 and earlier (female | male)		%		9 | 91
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

ADDRESSING THE ENVIRONMENTAL IMPACT OF OUR OPERATIONS

We 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.

Emissions, energy, waste, and water

Why it matters and our approach	+ GRI disclosure 302, 303, 305 and 306
What we achieved	+ Emissions
	+ Energy
	+ Waste
	+ Water
	+ Impact on the SDGs

Find full information about emissions, energy, waste, and water on our website.

↗ READ ONLINE

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

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. With this global reach comes responsibility. This is why Bühler has set goals to have 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” goals). Bühler has also expanded its service portfolio to improve the performance and productivity of the existing installed base of our customers as services are key enablers to making assets more efficient and sustainable. With an installed base of 1 million machines and 30,000 customers, our services have the potential to drive significant positive impact. Our environmental quantification program provides the foundation for this. Read about our methodology and examples here.

In doing so, we support our customers in reaching their sustainability targets, minimizing their greenhouse gas emissions, and mitigating the impacts of climate change. We believe it is only through ambitious targets that we will be able to sustainably feed and transport a growing global population by 2050. Read about our Environmental Impact Services for customers here and how we can support them in their sustainability journey.

Quantification of our CO_2e impact

+ Approach and methodology

+ GRI disclosure 103-1 and 103-2

+ Impact on the SDGs

Find full information about our environmental quantification program on our website.

READ ONLINE

Our environmental quantification program

To achieve these goals and to better understand our impact, Bühler launched its environmental quantification program in February 2020, to quantify the CO_2e footprint of the products processed through our technology, and the impact of our solutions and services on the CO_2e footprint of our customers' finished products.

Mitigating climate change is complex and will not be achieved if we are unable to measure the impact of our actions. The purpose of Bühler's environmental quantification program is to achieve just that. Measuring emissions is the priority in the emissions hierarchy. We have placed a major focus on quantifying the emissions occurring in the entire value chain and identifying the carbon hotspots and then taking appropriate action to maximize avoidance and reduction of CO_2e through services for more efficient processing, new solutions, and renewable energy sources. For this, Bühler quantifies the impact of our new solutions compared to previous solutions in order to track our progress toward our 50/50/50 goals as well as the corresponding CO_2e reduction potential.

Since 2022, we have included land use and water as important indicators in our environmental quantification program to understand the impact on biodiversity. Using insects to produce animal feed is an example of a solution that has the potential to contribute to saving land and, in turn, to creating a positive impact on biodiversity. We have also quantified our high impact solutions and services that increase circularity. The circular economy, or circularity, aims to extend the lifespan of products through repair and maintenance, reusing, remanufacturing, or upcycling, focusing on maintaining value and not generating waste in the process. In terms of biomass, this includes the use of protein-rich side streams for plant-based meat analogues, and, in terms of technical materials, it includes the service for remanufacturing die-casting solutions.

To raise awareness of this topic and identify gaps in the quantifications, quarterly trainings and meetings take place with ambassadors, sales, and management in the regions and in the businesses. During these meetings, participants are encouraged to understand how we can further embed this in daily business activities to support our customers in reducing their carbon footprint.

Learn more about our Environmental Impact Services on our website.

READ ONLINE

Our Environmental Impact Services

Since 2020 Bühler's Environmental Impact Services have supported companies to quantify, understand, report, and reduce their environmental footprint.

As more companies set ambitious climate 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. 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 2023, Bühler worked closely with Mass Challenge Switzerland to develop a carbon calculator for the organization's start-ups. We supported the Good Food Institute with life-cycle assessments in the plant-based meat industry. In addition, we worked with many companies in the cereals and grains industry offering new insights such as benchmarking, goal setting, and reduction strategies.

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 focusses 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 sustainability within Bühler reflects and ensures the close involvement of the Board of Directors and the highest management levels.

The responsibility for sustainability lies within the Board of Directors, which has direct overview 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.

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. 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. 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 2023 the Sustainability Committee met four times. Among the key topics discussed were:

- quantification of the environmental impact of Bühler solutions;
- review of strategy and action plan to reduce Bühler's Scope 1 and 2 emissions;
- review of Bühler's opportunities to support customers in their sustainability journeys;
- review of investments in nature-based solutions.

Executive Board-level governance

Members of the Executive Board have defined roles relating to Bühler's sustainability strategy.

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. 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 2023, we provided sustainability training for 770 people including external trainings for customers and technical schools, as well as internal training programs for Bühler sales, R&D, and management. We ran 39 webinars, conferences, and workshops on the topic. The external trainings, which reached approximately 403 people, included conferences, events, courses, and tailored 1:1 knowledge transfer workshops with Bühler environmental impact services.

In 2023, two trainings were offered to management-level positions. A total of 30 managers took part. The trainings focused on the sustainability challenges that Bühler as a company faces and on possible emissions reduction initiatives as a first step in tackling those challenges.

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 as well as internal experts. It focuses on the delivery of environmental targets for climate with Greenhouse Gas Protocol Scopes 1, 2, and 3, on 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

GRI CONTENT INDEX

Bühler Group has reported the information cited in this GRI content index for the period from January 1, 2023 to December 31, 2023 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 77–78
		2-3 Reporting period, frequency and contact point	on page 50
		2-6 Activities, value chain and other business relationships	on pages 15–26, 28–33
		2-7 Employees	on pages 35–42, 57–62
		2-9 Governance structure and composition	on pages 69–72, 77–78
		2-10 Nomination and selection of the highest governance body	on pages 77–89
		2-11 Chair of the highest governance body	on pages 77–89
		2-12 Role of the highest governance body in overseeing the management of impacts	on pages 77–89
		2-13 Delegation of responsibility for managing impacts	on pages 69–72
		2-14 Role of the highest governance body in sustainability reporting	on pages 69–72
		2-16 Communication of critical concerns	on pages 90–91
		2-17 Collective knowledge of the highest governance body	on pages 69–72

GRI CONTENT INDEX

	GRI Standard	Disclosure	More information
General	GRI 2: General Disclosures 2021	2-19 Remuneration policies	on pages 93–98
		2-20 Process to determine remuneration	on pages 93–98
		2-22 Statement on sustainable development strategy	on pages 9–14, 45–47, 63–67
		2-23 Policy commitments	on page 90
		2-26 Mechanisms for seeking advice and raising concerns	on page 90
		2-27 Compliance with laws and regulations	on page 62
		2-28 Membership associations	on page 43
		2-29 Approach to stakeholder engagement	on pages 11–13, 20–21, 25, 28–33
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	on pages 48–49
		3-2 List of material topics	on pages 48–49
Economy	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	on page 53
	GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	on page 53
		205-2 Communication and training about anti-corruption policies and procedures	on page 53
Nature	GRI 302: Energy 2016	302-1 Energy consumption within the organization	on pages 54, 63
	GRI 303: Water and Effluents 2018	303-3 Water withdrawal	on pages 54, 63

GRI CONTENT INDEX

	GRI Standard	Disclosure	More information
General	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	on pages 55, 63
		305-2 Energy indirect (Scope 2) GHG emissions	on pages 55, 63
		305-3 Other indirect (Scope 3) GHG emissions	on pages 55–56, 63
		305-4 GHG emissions intensity	on pages 56, 63
	GRI 306: Waste 2020	306-3 Waste generated	on pages 56, 63
		306-4 Waste diverted from disposal	on pages 56, 63
		306-5 Waste directed to disposal	on pages 56, 63
	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	on page 56
Humanity	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	on pages 57–61
	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	on page 92
		403-3 Occupational health services	on pages 28–29, 38–39, 50
		403-5 Worker training on occupational health and safety	on page 57
		403-6 Promotion of worker health	on page 39
		403-9 Work-related injuries	on page 57
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	on page 57
		404-2 Programs for upgrading employee skills and transition assistance programs	on pages 28–29, 31, 35–42
	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	on pages 61–62, 79–84

03 GOVERNANCE

You can find the full Governance section of the Annual Report 2023 and more information on our website.

READ ONLINE

GROUP STRUCTURE 2023

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 remains a family-owned company

In 2014, Urs Bühler transferred his shares in Bühler to his three daughters, Karin, Dr. Maya, and Jeannine Bühler, each of whom owns a third of the company. For the three sisters, continuity is the top priority, as they want to build on the strengths and values of Bühler. They continue to maintain optimal general conditions for the company to operate in: a stable shareholder structure, a long-term orientation, steady company management that is not subject to the constraints of quarterly reporting – but nevertheless a management style pursuing business success. The three owners are represented on the Board of Directors and act in one unified voice in relation to company issues and decisions.

GROUP STRUCTURE 2023

BUSINESSES

Grains & Food

Milling Solutions
Value Nutrition
Digital Technologies
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
South East Asia
Greater China Region

Bühler is based in 140 countries.
Click here to find out more.

↗ READ ONLINE

BOARD OF DIRECTORS

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

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

BOARD MEMBERS

CEO
Stefan Scheiber

CFO
Dr. Mark Macus

CTO
Dr. Ian Roberts

Grains & Food
Johannes Wick

Advanced Materials
Marcel Natterer

Human Resources
Irene Mark-Eisenring

Manufacturing, Logistics & Supply Chain
Dr. Holger Feldhege

Services & Sales
Samuel Schär

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.

ADVISORY BOARD UBIF

Chairman
Dr. Ian Roberts

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

Founder and Honorary Member
Urs Bühler[1]

[1] Honorary member, stepped down Jan. 2021

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 80–81. 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, 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 parameters of the agreed policy the Nomination and Compensation Committee determines the total individual compensation package for each Member of the Board of Directors as well as of the Executive Board and prepares the remuneration report.

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, provided that 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 by 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, under 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 to 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. 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 principles (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 ongoing as 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 (Web Based Training, WBT) 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.

Compliance organizational structure proves its effectiveness

Bühler further decentralized the organizational structure of its compliance function. 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 has greatly streamlined and accelerated the related processes. This is also because linguistic barriers have been eliminated, and the regional compliance officers are 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

The trade compliance program addresses customs, sanctions, and export controls. Such formal regulatory conditions for international trade are further evolving and are impacted by global political and economic trends. The Russian war on Ukraine has increased the relevance and workload of the Trade Compliance Team permanently, with the establishing of the "Ukraine/Russia Desk" and with full compliance checks of all remaining activities going into the countries concerned. Trade Compliance is supported by the Export Compliance Program and trainings for management and employees. Furthermore, since 2020 it is mandatory for all new relevant employees to undergo the state-of-the-art online training program (Web Based Training, WBT) and to pass a final test.

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 was 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 2023, eight worldwide audits were carried out including two cross-sectional audits 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

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. The results are mapped and discussed with the management. The risk management system covers all measures in a systematic and transparent approach towards risks. It aims to identify, evaluate, mitigate, or avoid risks using suitable measures. Transferable risks are insured under the global insurance program of the Group.

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

Bühler Group ISO certification for quality and environmental management

In 2023, we achieved successful re-certification of our ISO 9001:2015 and ISO 14001:2015 Group certifications. We were very pleased that SGS renewed our certificates, extending their validity until November 2026. This remarkable accomplishment stems from a rigorous random sample check conducted across various Bühler locations, namely, Bühler AG (BUZ) in Uzwil, Switzerland; Bühler Alzenau GmbH (BLOA/BLOM) in Alzenau/Hasselroth, Germany; FHW Franz Haas Waffelmaschinen GmbH (BHWL) in Leobendorf, Austria; Haas do Brasil Industria de Maquinas Ltda. (BHDB) in Curitiba, Brazil; Bühler Curitiba (BCTB) in Curitiba, 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; and Bühler (Wuxi) Commercial Co., Ltd. (BCOM) in China. These locations have all successfully passed the comprehensive SGS onsite 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 re-certified the Bühler AG sites in Uzwil and Appenzell, Switzerland, aligning with the ISO 45001:2018 standard. Consequently, SGS has extended the validity of the current certificate for a further three years, now valid until December 2026.

SEDEX / SMETA 4-pillar certification

Bühler AG (BUZ) in Uzwil, Switzerland, Buhler Machinery Manufacturing Co. Ltd. (BWUX) and Buhler (Changzhou) Machinery Co., Ltd. (BCHA), China, FHW Franz Haas Waffelmaschinen GmbH (BHWL), Austria, Buhler Aeroglide Corporation (BRAL), USA and Buhler (India) Pvt. Ltd. (BBAN), Bangalore, India are audited according to SEDEX/SMETA-4 requirements. The aim is to use the SMETA audit (Sedex Members' Ethical Trade Audit) procedure to ensure greater transparency and security across the entire supply chain. Issues such as employee rights (e.g., wages, benefits, working hours, etc.), business ethics, health and safety, and environmental management were in the scope of the audit scheme.

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. A high employee engagement and a focus on people development paired with leadership excellence are required for Bühler to play to win. 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 success and performance-related remuneration, and then defines the circle of potential recipients of this success- and performance-related remuneration.

Nomination and Compensation Committee

For the year under review, the Members of the Nomination and Compensation Committee (NCC) were Dr. Konrad Hummler and as of June 2023 Christoph Goppelsroeder (Chairman), Frank N. J. Braeken, Karin Bühler and Jeannine Bühler. Permanent invitees were Calvin Grieder, Chairman of the Board of Directors; 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., 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. Success because of sound individual performance plus the success of the organization impacts the remuneration. All employees, including the Executive Board, shall undergo a formalized annual performance appraisal process (Employee Performance Management, EPM). The Individual Performance Goals are defined and agreed upon jointly with each employee at the start of the fiscal year. The financial success of the organization, measured on selected KPIs (EBIT, Contribution to EBIT (CTE), DB1, Net Working Capital), is a key part of performance-related remuneration.

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 tied to the success of Bühler (EBIT), to business performance (CTE [Contribution to EBIT]), DB1, and CD (Coverage Difference), to cash development (NWC [Net Working Capital]), and to individual performance (EPM).
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 portion	Annual cash remuneration	Remuneration for performance	Success of the organization (EBIT), success of the business (CTE, DB1, CD), to cash development (NWC), and to 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

The 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 three to 10 years. In addition, the lump-sum expenses allowance regulations apply.

04

FINANCIAL REPORT

FINANCIAL REPORT

Financial Report
Bühler Group

Consolidated income statement

	Notes	2023 CHF m	2022 CHF m
Revenue	3.1	3,009.4	2,980.5
Other operating income	3.2	32.1	41.0
Total operating income		**3,041.5**	**3,021.5**
Cost of materials		–1,257.5	–1,347.4
Changes in inventories of finished goods and work in progress		–54.5	4.8
Employee benefit expenses	3.3	–1,005.2	–978.9
Other operating expenses	3.4	–439.6	–427.6
Net result from associates	4.4	2.4	1.9
Operating result before interest, taxes, depreciation and amortization (EBITDA)		**287.1**	**274.3**
Depreciation and amortization	4.1/4.2/4.3	–70.9	–75.7
Operating result before interest and taxes (EBIT)		**216.2**	**198.6**
Interest income and expenses	3.5	5.3	1.8
Other financial income	3.5	10.9	1.7
Financial result		**16.2**	**3.5**
Profit before taxes		**232.4**	**202.1**
Income taxes	3.6	–53.7	–48.5
Net profit		**178.7**	**153.6**
Attributable to:			
– Owners of the parent		174.9	146.9
– Non-controlling interests		3.8	6.7

Consolidated statement of comprehensive income

	Notes	2023 CHF m	2022 CHF m
Net profit		**178.7**	**153.6**
Other comprehensive income			
Translation differences of foreign operations		–111.4	–74.3
– Realized through income statement		0.6	0.0
Net gain (loss) on hedge of net investment		–15.0	–11.7
– Tax effect		1.7	1.1
Cash flow hedges			
– Changes recycled in the income statement		–19.3	–8.2
– Changes recognized in OCI		19.5	21.1
– Tax effect		0.0	–1.8
Other comprehensive income to be reclassified to profit or loss in subsequent periods		**–123.9**	**–73.8**
Remeasurements of defined benefit plans	4.12.3	–9.9	12.6
– Tax effect		1.8	–4.1
Financial assets at fair value through OCI		–1.8	6.5
– Tax effect		0.2	–0.7
Other comprehensive income not to be reclassified to profit or loss in subsequent periods		**–9.7**	**14.3**
Total other comprehensive income		**–133.6**	**–59.5**
Total comprehensive income		**45.1**	**94.1**
Attributable to:			
– Owners of the parent		45.1	90.1
– Non-controlling interests		0.0	4.0

Consolidated balance sheet

Assets	Notes	Dec. 31, 2023 CHF m	Dec. 31, 2022 CHF m
Property, plant and equipment	4.1	620.6	637.3
Right-of-use assets	4.2	42.0	56.4
Intangible assets and goodwill	4.3	596.7	635.5
Investments in associates	4.4	41.8	38.4
Non-current financial and other assets	4.5	170.6	163.1
Deferred tax assets	3.6.4	47.7	47.1
Non-current assets		**1,519.4**	**1,577.8**
Inventories	4.6	516.0	577.7
Contract assets relating to production orders in progress	3.1	470.8	309.6
Trade accounts receivable	4.7	559.7	550.5
Other receivables	4.7	121.0	150.7
Current income tax assets		14.3	16.7
Marketable securities and time deposits	2.3.2	107.2	94.3
Cash and cash equivalents	4.8	515.0	617.9
Current assets		**2,304.0**	**2,317.4**
Total assets		**3,823.4**	**3,895.2**
Equity and liabilities			
Share capital	4.13	15.0	15.0
Capital reserves		185.1	185.1
Other reserves / retained earnings		1,723.4	1,705.3
Equity attributable to the owners of the parent		**1,923.5**	**1,905.4**
Non-controlling interests		**30.5**	**35.6**
Total equity		**1,954.0**	**1,941.0**
Non-current financial liabilities	2.2	297.0	319.0
Non-current lease liabilities	4.2	29.2	40.3
Deferred tax liabilities	3.6.4	102.7	115.8
Defined benefit obligations	4.12.4	56.7	51.7
Non-current provisions	4.10	41.7	34.2
Non-current liabilities		**527.3**	**561.0**
Current financial liabilities	2.2	51.4	48.9
Current lease liabilities	4.2	12.6	15.6
Trade accounts payable	4.9	290.4	294.2
Contract liabilities relating to production orders in progress	3.1	598.2	665.1
Current provisions	4.10	52.9	47.7
Other current liabilities	4.11	287.8	281.4
Current income tax liabilities		48.8	40.3
Current liabilities		**1,342.1**	**1,393.2**
Total liabilities		**1,869.4**	**1,954.2**
Total equity and liabilities		**3,823.4**	**3,895.2**

Consolidated statement of changes in equity

	Notes	Share capital CHF m	Capital reserve CHF m	Retained earnings CHF m
January 1, 2022		15.0	185.1	1,987.7
Dividends paid	6.5			–27.0
Changes in non-controlling interests				0.0
Net profit				146.8
Other comprehensive income				8.5
December 31, 2022		**15.0**	**185.1**	**2,116.0**
January 1, 2023		15.0	185.1	2,116.0
Dividends paid	6.5			–27.0
Changes in non-controlling interests				0.0
Net profit				174.9
Other comprehensive income				–8.1
December 31, 2023		**15.0**	**185.1**	**2,255.8**

Hedge reserve CHF m	Financial assets at fair value through OCI CHF m	Foreign currency translation reserves CHF m	Total other reserves and retained earnings CHF m	Equity attributable to the owners of the parent CHF m	Non-controlling interests CHF m	Total equity CHF m
8.2	5.2	–358.9	1,642.2	1,842.3	35.2	1,877.5
			–27.0	–27.0	–3.6	–30.6
			0.0	0.0	0.0	0.0
			146.8	146.8	6.8	153.6
11.1	5.8	–82.1	–56.7	–56.7	–2.8	–59.5
19.3	**11.0**	**–441.0**	**1,705.3**	**1,905.4**	**35.6**	**1,941.0**
19.3	11.0	–441.0	1,705.3	1,905.4	35.6	1,941.0
			–27.0	–27.0	–5.1	–32.1
			0.0	0.0	0.0	0.0
			174.9	174.9	3.8	178.7
0.2	–1.6	–120.3	–129.8	–129.8	–3.8	–133.6
19.5	**9.4**	**–561.3**	**1,723.4**	**1,923.5**	**30.5**	**1,954.0**

Consolidated statement of cash flows

	Notes	2023 CHF m	2022 CHF m
Profit before taxes		232.4	202.1
Financial result	3.5	–16.2	–3.5
Operating result before interest and taxes (EBIT)		**216.2**	**198.6**
Depreciation and amortization	4.1/4.2/4.3	70.9	75.7
Other items not affecting cash flow		–0.4	–2.1
Changes in provisions		10.6	–14.3
Changes in trade accounts receivable		–50.6	–18.9
Changes in inventories		29.9	–103.8
Changes in trade accounts payable		19.3	7.0
Changes in contract assets/liabilities relating to production orders in progress		–234.7	–9.0
Changes in other net operating assets		54.2	18.3
Gains/losses on disposal of fixed assets		–2.0	0.0
Interest received		11.9	7.8
Interest paid		–5.1	–4.5
Income taxes paid		–51.2	–45.1
Cash flow from operating activities		**69.0**	**109.7**
Purchase of property, plant and equipment		–75.0	–52.8
Disposal of property, plant and equipment		17.6	7.1
Purchase of intangible assets		–2.1	–6.5
Cash flow from acquisition of Group companies, net of cash acquired		0.0	0.0
Purchase of marketable securities and time deposits		–8.8	–6.9
Disposal of marketable securities and time deposits		2.7	5.6
Purchase of current and non-current financial assets		–12.4	–15.3
Disposal of current and non-current financial assets		10.2	9.4
Dividends received		1.2	0.2
Cash flow from investing activities		**–66.6**	**–59.2**
Proceeds from financial liabilities	2.2	0.0	0.0
Repayment of financial liabilities	2.2	–27.7	–173.5
Cash outflow for leases	4.2	–16.6	–17.9
Dividends paid of Bühler Holding AG	6.5	–27.0	–27.0
Dividends paid to non-controlling interests		–5.1	–3.6
Cash flow from financing activities		**–76.4**	**–222.0**
Translation differences		–28.9	–18.8
Changes in cash and cash equivalents		**–102.9**	**–190.3**
Cash and cash equivalents at the beginning of period		617.9	808.2
Cash and cash equivalents at the end of period		515.0	617.9

Notes to the financial statements

1. Group information

1.1 General information

The consolidated financial statements of the Bühler Group and its subsidiaries (collectively, the Group) for the year ended December 31, 2023, were authorized for issue in accordance with a resolution of the Board of Directors on February 13, 2024. Bühler Holding AG (the Company or the parent) is a company incorporated and domiciled in Switzerland whose shares are privately held. The registered office is located in Uzwil, Switzerland.

The Group is a globally active solutions provider for the industrial manufacturing of food and advanced materials. The worldwide solutions portfolio contains engineering, application development, manufacturing, services, and training.

These financial statements are the consolidated financial statements of Bühler Holding AG and its subsidiaries. The list of significant Group companies can be found on pages 13 to 15.

The consolidated financial statements of the Bühler Group have been prepared in accordance with IFRS® Accounting Standards and comply with Swiss law. IFRS Accounting Standards comprise the following authoritative literature:

- IFRS Accounting Standards
- IAS® Standards
- Interpretations developed by the IFRS Interpretations Committee (IFRIC® Interpretations) or its predecessor body, the Standing Interpretations Committee (SIC® Interpretations).

The consolidated financial statements are based on the single-entity financial statements of the Group companies, which are prepared in accordance with consistent accounting principles. The consolidated financial statements are prepared under the historical cost convention. Any exceptions to this general rule are outlined in the respective note. The overall accounting principles applied to the Annual Report as a whole are described below. The accounting policies related to specific line items are described in the notes to which they relate.

Due to rounding, the numbers do not necessarily correspond exactly with the totals.

1.2 Use of estimates

The preparation of the consolidated financial statements in accordance with IFRS requires management to make estimates and assumptions that affect the reported amounts of revenue, expenses, assets, and liabilities and the related disclosures at the date of the financial statements. These estimates are based on management's best knowledge of current events and possible future measures. However, actual results could differ from those estimates.

If in the future such estimates and assumptions, which are based on management's best knowledge at the date of the financial statements, deviate from the actual circumstances, the original estimates and assumptions will be modified as appropriate in the year in which the circumstances change.

The estimates and assumptions that may have a higher degree of uncertainty to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial periods relate primarily to goodwill and intangible assets with an indefinite useful life (Note 4.3) and, to a lesser extent, revenue (Note 3.1), defined benefit obligations (Note 4.12) and Level 3 financial assets (Note 2.4).

Estimates related to specific line items are described in the notes to which they relate.

1.3 Foreign currency translation

The individual financial statements of the Group companies are measured using the currency of the primary economic environment in which the entity operates ("the functional currency") and are translated into Swiss francs for consolidation purposes. Year-end exchange rates are used for the balance sheet and the average exchange rates for the income statement, statement of other comprehensive income, and statement of cash flows.

Differences resulting from the application of these different exchange rates for the balance sheet and the income statement and from equity transactions are recognized directly in the consolidated statement of other comprehensive income.

Goodwill arising on the acquisition of a foreign entity is expressed in the functional currency of the foreign operation and is translated at the closing rate.

Foreign currency transactions translated into the functional currency are accounted for at the exchange rates prevailing at the date of the transactions; gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognized in the income statement, except when they are deferred outside the income statement as qualifying cash flow hedges.

Foreign exchange differences arising on monetary items that form part of a company's net investment in a foreign operation are reclassified to equity (currency translation adjustment) in the consolidated financial statements and are only fully recycled to the income statement when the Group loses control of a subsidiary or loses significant influence in an associate.

For foreign currency translation, the Bühler Group used the following exchange rates:

	Average exchange rates		Closing rates 31.12.	
	2023 CHF	2022 CHF	2023 CHF	2022 CHF
BRL	0.1800	0.1855	0.1740	0.1760
CAD	0.6660	0.7341	0.6360	0.6810
CNY	0.1270	0.1421	0.1180	0.1330
CZK	0.0405	0.0409	0.0378	0.0407
DKK	0.1304	0.1351	0.1250	0.1320
EUR	0.9719	1.0049	0.9340	0.9850
GBP	1.1174	1.1796	1.0760	1.1150
INR	0.0109	0.0122	0.0101	0.0112
JPY	0.0064	0.0073	0.0060	0.0069
MXN	0.0507	0.0475	0.0496	0.0477
SGD	0.6693	0.6925	0.6378	0.6862
THB	0.0258	0.0273	0.0245	0.0265
USD	0.8987	0.9551	0.8400	0.9260
ZAR	0.0488	0.0585	0.0458	0.0544

1.4 Principles of consolidation

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. The cost of an acquisition is measured at the fair value of the consideration transferred at the date of exchange. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed in the income statement. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at fair value at the date of acquisition, irrespective of the extent of any non-controlling interest assumed. When the Bühler Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances, and pertinent conditions as at the acquisition date.

If the business combination is achieved in stages, the acquisition date fair value of the Group's previously held equity interest in the acquiree is remeasured to fair value at the date control is obtained. Any gain or loss arising from such remeasurement is recognized in the income statement.

Any contingent consideration to be transferred by the Group is recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration are recognized in the income statement.

Subsidiaries are consolidated from the date on which control is transferred to the Group and are no longer consolidated from the date that control ceases.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

All intercompany transactions and balances between Group companies are eliminated in full.

Investments in associated companies are accounted for using the equity method of accounting. These are companies over which the Group generally holds between 20% and 50% of the voting rights and has significant influence but does not exercise control. Goodwill arising on the acquisition is included in the carrying amount of the investment in associated companies. The Group does not recognize further losses when the carrying amount of the investment together with any long-term interest in an associated company reaches zero, unless the Group has in addition either incurred or guaranteed additional obligations in respect to the associated company.

Investments below 20% are recognized at fair value and classified as financial assets at fair value through profit or loss. Changes in fair value are recognized in the income statement.

Any non-current assets held for sale and discontinued operations are presented separately on the face of the balance sheet. This includes all those assets associated with the discontinuation of entire lines of business or geographical areas of operation, which are to be realized through a sale transaction rather than through continued use. Reclassifications are only made if management is committed to the sale and has started seeking buyers. In addition, the asset or disposal group must be available for sale in its current condition and its sale must be highly probable within one year. Non-current assets or disposal groups classified as held for sale are no longer depreciated. If necessary, they are written down for impairment.

The income and expenses of discontinued operations are separated from ordinary income and expenses in the income statement for both the reporting period and the prior year down to the "profit after tax" level. The resulting gain or loss (after taxes) is presented separately in the income statement.

1.5 Additions and disposals of Group companies

Additions

2023
There was no significant addition in 2023.

2022
There was no significant addition in 2022.

Disposals

2023
There was no significant disposal in 2023.

2022
There was no significant disposal in 2022.

1.6 Significant Group companies

Name of company	Country	Share capital in millions of local currency	Participation rate	Holding / financing company	Held by
Switzerland					
Bühler Holding AG, Uzwil	CH	CHF 15.00		o	
Bühler AG, Uzwil	CH	CHF 30.00	100.0%		Bühler Holding AG, Uzwil
Bühler-Immo Betriebs AG, Uzwil	CH	CHF 0.10	100.0%		Bühler Holding AG, Uzwil
Benlink AG, Zurich	CH	CHF 0.10	100.0%		Bühler Holding AG, Uzwil
Bühler + Scherler AG, St. Gallen	CH	CHF 0.80	60.0%		Bühler Holding AG, Uzwil
Europe					
FHW Franz Haas Waffelmaschinen GmbH, Leobendorf	AT	EUR 0.04	100.0%		Bühler Food Equipment GmbH, Leobendorf
Bühler Food Equipment GmbH, Leobendorf	AT	EUR 4.40	100.0%	o	Bühler AG, Uzwil
Metall- und Kunststoffwaren Erzeugungs-ges.m.b.H, Heidenreichstein	AT	EUR 2.91	100.0%		Bühler Food Equipment GmbH, Leobendorf
Bühler CZ s.r.o., Zamberk	CZ	CZK 265.20	100.0%		Bühler Holding AG, Uzwil
Bühler Deutschland GmbH, Beilngries	DE	EUR 0.03	100.0%		Bühler AG, Uzwil
Bühler GmbH, Beilngries	DE	EUR 16.00	100.0%		Bühler Deutschland GmbH, Beilngries
Bühler Deutschland Holding GmbH, Braunschweig	DE	EUR 0.03	100.0%	o	Bühler AG, Uzwil
Bühler GmbH, Reichshof	DE	EUR 1.14	100.0%		Bühler Deutschland Holding GmbH, Braunschweig
Bühler GmbH, Braunschweig	DE	EUR 12.63	100.0%		Bühler Deutschland Holding GmbH, Braunschweig
Leybold Optics Verwaltungs GmbH, Alzenau	DE	EUR 0.44	100.0%	o	Bühler Deutschland Holding GmbH, Braunschweig
Bühler Alzenau GmbH, Alzenau	DE	EUR 0.05	100.0%		Leybold Optics Verwaltungs GmbH, Alzenau
Haas-Meincke A/S, Ballerup	DK	DKK 5.00	100.0%		Bühler Food Equipment GmbH, Leobendorf
Buhler S.A., Madrid	ES	EUR 0.06	100.0%		Bühler Holding AG, Uzwil
Bühler SAS, Haguenau	FR	EUR 0.20	100.0%		Bühler Holding AG, Uzwil
Buhler UK Holdings Ltd., London	GB	GBP 3.60	100.0%	o	Bühler Holding AG, Uzwil
Buhler UK Ltd., London	GB	GBP 1.25	100.0%		Buhler UK Holdings Ltd., London
CDD Automation Solutions Limited, Peter-borough	GB	GBP 0.01	100.0%		Buhler UK Holdings Ltd., London
Buhler S.p.A., Milano	IT	EUR 2.67	100.0%		Bühler Holding AG, Uzwil
Haas-Mondomix B.V., Almere	NL	EUR 0.50	100.0%		Bühler Food Equipment GmbH, Leobendorf

Name of company	Country	Share capital in millions of local currency	Participation rate	Holding / financing company	Held by
North America					
Buhler US Holding Inc., Minneapolis	**US**	USD 0.05	100.0%	O	Bühler Holding AG, Uzwil
Buhler Inc., Minneapolis	**US**	USD 3.20	100.0%		Buhler US Holding Inc., Minneapolis
BuhlerPrince Inc., Holland	**US**	USD 0.38	100.0%		Buhler US Holding Inc., Minneapolis
Buhler Sputtering Components Inc., Owatonna	**US**	USD 0.02	100.0%		Buhler US Holding Inc., Minneapolis
Latin America					
Buhler S.A., Buenos Aires	**AR**	ARS 2.10	100.0%		Bühler Holding AG, Uzwil
Buhler Indústria e Comércio de Equipamentos Industriais Ltda, Curitiba	**BR**	BRL 20.69	100.0%		Bühler Holding AG, Uzwil
Buhler Sanmak Industria de Maquinas Ltda., Blumenau	**BR**	BRL 10.00	100.0%		Bühler Holding AG, Uzwil
Haas do Brasil Industria de Maquinas Ltda., Curitiba	**BR**	BRL 3.04	100.0%		Bühler Food Equipment GmbH, Leobendorf
Buhler S.A. de C.V., Toluca	**MX**	MXN 50.00	100.0%		Bühler Holding AG, Uzwil
Buhler S.A.S., Bogota	**CO**	COP 291.49	100.0%		Bühler AG, Uzwil
Middle East and Africa					
Buhler Limited, Nairobi	**KE**	KES 900.00	100.0%		Bühler Holding AG, Uzwil
Buhler (Pty) Ltd., Johannesburg	**ZA**	ZAR 141.62	90.0%		Bühler Holding AG, Uzwil

Name of company	Country	Share capital in millions of local currency	Participation rate	Holding / financing company	Held by
Asia					
Buhler (Changzhou) Machinery Co. Ltd., Liyang City	CN	CNY 320.00	100.0%		Buhler (China) Holding Co. Ltd., Wuxi
Buhler (China) Holding Co. Ltd., Wuxi	CN	USD 123.60	100.0%	O	Bühler Holding AG, Uzwil
Buhler (China) Machinery Manufacturing Co. Ltd., Wuxi	CN	CNY 150.00	100.0%		Buhler (China) Holding Co. Ltd., Wuxi
Buhler (Wuxi) Commercial Co. Ltd., Wuxi	CN	USD 5.50	100.0%		Buhler (China) Holding Co. Ltd., Wuxi
Buhler (Changzhou) Insect Technologies Co. Ltd., Changzhou	CN	CNY 10.00	100.0%		Bühler AG, Uzwil
Buhler Equipment (Xian) Co. Ltd., Xi'an	CN	CNY 28.00	100.0%		Bühler Holding AG, Uzwil
Wuxi Buhler Machinery Manufacturing Co. Ltd., Wuxi	CN	USD 23.00	51.0%		Bühler Holding AG, Uzwil
Buhler Leybold Optics Equipment (Beijing) Co. Ltd., Beijing	CN	CNY 10.10	100.0%		Bühler Alzenau GmbH, Alzenau
Buhler (India) Private Ltd., Bangalore	IN	INR 100.00	100.0%		Bühler Holding AG, Uzwil
Buhler K.K., Yokohama	JP	JPY 250.00	100.0%		Bühler Holding AG, Uzwil
Buhler Ltd., Seoul	KR	KRW 250.00	100.0%		Bühler Holding AG, Uzwil
Buhler Asia Private Limited, Singapore	SG	USD 14.38	100.0%	O	Bühler Holding AG, Uzwil
Buhler Asia Vietnam Limited, Long An	VN	VND 502,873	100.0%		Buhler Asia Private Limited, Singapore
Buhler (Thailand) Limited, Bangkok	TH	THB 110.00	100.0%		Buhler Asia Private Limited, Singapore
PT Buhler Indonesia, Jakarta	ID	IDR 68,500.00	100.0%		Buhler Asia Private Limited, Singapore

No significant change to prior year.

2. Financial risk management

The Group is exposed to financial market risks (foreign exchange risk, interest rate risk, and price risk), credit risks, and liquidity risks as a result of its global activities. Financial risk management focuses on the management of foreign exchange risk, credit risk, and liquidity risk. The Group's risk management aims to minimize the potential adverse impact of developments on the financial markets on the Group's financial conditions and secure its financial stability.

The corporate treasury executes the risk management function in accordance with the directives issued by the Board of Directors. Financial risks are identified, evaluated, and mitigated in close cooperation with the Group's business units and subsidiaries.

Foreign exchange risk. Due to the nature of a global business, the Group is exposed to future business transactions or assets and liabilities recognized on the balance sheet denominated in another currency than the functional currency (transaction risk). The objective is to minimize transaction risks arising from sales contracts and purchase commitments in non-functional currencies. In order to hedge such transaction risks, subsidiaries use foreign currency contracts with the corporate treasury as counterparty, if permitted by local legislation. The corporate treasury manages these positions by entering into foreign currency spot, forward, swap, and derivative contracts with financial institutions.

The Group's main business is project-based with an execution over a longer period of time. Small projects and customer service transactions are continuously monitored and hedged based on the expected sales volume. Hedge accounting is applied.

Foreign exchange risks also arise from net investments in foreign Group companies (translation risk). Net investments in foreign Group companies are long term in nature. Their fair value changes with exchange rates. However, in the long run the spread in the inflation rate should match the corresponding exchange-rate movements, so that changes in the fair value of foreign net investments will offset the exchange-rate related changes in value. For this reason, the Group currently does not hedge its net investments in foreign Group companies.

The table below shows the changes in the key currency pairs on profit after taxes and equity, based on the assumption that all other variables remained constant. The volatility value used in the calculation is that of one-year historical volatility as per December 31.

2023	Currency pair	EUR/CHF	USD/CHF	CNY/CHF	GBP/CHF
Volatility		5.9%	7.7%	6.9%	7.4%
Effect on profit after taxes (rate increase) CHF m		1.1	2.2	4.0	0.2
Effect on profit after taxes (rate decrease) CHF m		–1.1	–2.2	–4.0	–0.2
Effect on equity (rate increase) CHF m		11.3	–15.9	6.3	–0.4
Effect on equity (rate decrease) CHF m		–11.3	15.9	–6.3	0.4

2022	Currency pair	EUR/CHF	USD/CHF	CNY/CHF	GBP/CHF
Volatility		6.1%	8.1%	7.6%	8.7%
Effect on profit after taxes (rate increase) CHF m		0.2	1.1	6.1	0.7
Effect on profit after taxes (rate decrease) CHF m		–0.2	–1.1	–6.1	–0.7
Effect on equity (rate increase) CHF m		8.1	–13.7	4.6	–1.4
Effect on equity (rate decrease) CHF m		–8.1	13.7	–4.6	1.4

Interest rate risk. The Group held, with the exception of cash and time deposits, no material interest-bearing assets during the reporting and the prior-year period. Both income and cash flow from operations are therefore unaffected by the market interest rates. The liabilities contain mainly one corporate bond with a fixed interest rate, which is measured at amortized costs. Hence, the Group is not exposed to a fair value risk.

Price risk. Holding marketable securities exposes the Group to a risk of price fluctuation that can result in proportional changes in the carrying amount.

Credit risk. Credit risks arise in connection with investments of liquid funds, derivative financial instruments, and receivables from customers. The Group does not expect to incur any material loss as a result of its counterparties being unable to meet their contractual obligations, nor does it have any cluster risks with respect to individual sectors or countries.

Financial institutions: The default risk on investments, derivative financial instruments, money market funds, deposits, and cash is minimized by selecting different counterparties with at least an investment-grade rating. The risks are monitored and kept within periodically reviewed and approved limits.

Receivables from customers: In order to minimize potential losses on customers' receivables, an Operational Risk Management (ORM) guideline has been implemented. The evaluation of our customers' financial reliability and/or the terms of payment and hedging on our deliveries are key concerns in this respect. In addition, it can be stated that none of our customers has outstanding payments accounting for more than 5% of total sales revenue. The nominal value of the trade accounts receivable less valuation allowances is considered an approximation of the receivables' fair value. The book value stated represents the maximum credit risk. Information on the analysis of outstanding receivables and allowance for bad debts is disclosed in Note 4.7.

Liquidity risk. Liquidity risk refers to the risk of the Group being unable to fulfill its obligations when due or at a reasonable price. The Group's liquidity management includes holding adequate reserves of cash and committed credit lines with different banks to ensure financial stability and to use free cash flows as a source of financing. Group management monitors the Group's net liquidity position by means of ongoing forecasts based on expected cash flows.

Maturity analysis

2023	Book value Dec. 31, 2023 CHF m	Cash outflow Total CHF m	< 1 year CHF m	1–5 years CHF m	> 5 years CHF m
Trade accounts payable to third parties	289.1	289.1	289.1		
Liabilities to associates and related parties	91.3	91.3	30.3	61.0	0.0
Other liabilities (incl. derivative financial instruments through profit or loss)	72.7	72.7	72.7	0.0	0.0
Corporate bond	232.9	236.8	1.4	235.4	0.0
Derivative financial instruments held for hedging	14.0	14.0	11.3	2.7	
Total	**700.0**	**703.9**	**404.8**	**299.1**	**0.0**

2022	Book value Dec. 31, 2022 CHF m	Cash outflow Total CHF m	< 1 year CHF m	1–5 years CHF m	> 5 years CHF m
Trade accounts payable to third parties	291.4	291.4	291.4		
Liabilities to associates and related parties	114.5	114.5	32.5	82.0	0.0
Other liabilities (incl. derivative financial instruments through profit or loss)	66.5	66.5	66.5	0.0	0.0
Corporate bonds	236.2	241.4	1.4	240.0	0.0
Derivative financial instruments held for hedging	8.1	8.1	7.6	0.5	
Total	**716.7**	**721.9**	**399.4**	**322.5**	**0.0**

Capital management. The Group's objectives in relation to capital management are to safeguard the Group's financial stability, its financial independence, and its ability to continue as a going concern in order to generate returns for shareholders and benefits for all other stakeholders. In addition, capital management aims to maintain an optimal capital structure. As at December 31, 2023, the equity ratio amounts to 51.1% (prior year: 49.8%).

2.1 Financial assets

Financial assets are initially recognized at fair value plus transaction costs that are directly attributable to the acquisition of the asset, except for financial assets held at fair value through profit or loss where the transaction costs are expensed immediately to the income statement.

The subsequent valuation depends on the Group's business model for managing the respective asset and the cash flow characteristics of the assets:

- Cash, time deposits, receivables, non-current interest-bearing receivables, and other financial assets are valued at amortized costs.
- Equity instruments acquired with the intention of generating a profit or compensatory effect from short-term price fluctuations are considered operational investments and are valued at fair value through profit or loss.
- Equity instruments acquired for long-term strategic reasons are considered strategic investments and are valued at fair value through other comprehensive income with no future recycling to the income statement. As of December 31, 2023, all non-current private equity investments were considered strategic investments and their fair value amounted to CHF 41.0 million (prior year: 40.6 million).

Credit risks relating to debt instruments valued at amortized cost are considered to be low. The Group therefore determines the impairment allowance as the credit losses expected in the next 12 months. Lifetime expected credit losses would be recognized when the credit risk is no longer regarded as low risk.

For trade receivables and contract assets, allowances are calculated in the amount of the expected credit losses over the term. The Group analyses the credit losses incurred in the past and also estimates anticipated credit losses based on the economic conditions.

As at December 31, 2023, capital commitments of CHF 10.6 million (prior year: 4.4 million) had not yet been drawn.

Information on derivative financial instruments is disclosed in Note 2.3.

2023	Cash and cash equivalents CHF m	Marketable securities* CHF m	Non-current financial assets CHF m	Receivables CHF m	Total book value CHF m	Total market value CHF m
Financial assets at amortized costs	515.0		33.4	610.7	1,159.1	1,159.3
Financial assets at fair value through profit or loss		89.2	24.3		113.5	113.5
Financial assets held for hedging		18.0	2.6		20.6	20.6
Financial assets at fair value through OCI			41.0		41.0	41.0
Total financial assets	**515.0**	**107.2**	**101.3**	**610.7**	**1,334.2**	**1,334.4**

2022	Cash and cash equivalents CHF m	Marketable securities* CHF m	Non-current financial assets CHF m	Receivables CHF m	Total book value CHF m	Total market value CHF m
Financial assets at amortized costs	617.9		24.8	599.1	1,241.8	1,241.8
Financial assets at fair value through profit or loss		80.0	28.0		108.0	108.0
Financial assets held for hedging		14.3	2.7		17.0	17.0
Financial assets at fair value through OCI			40.6		40.6	40.6
Total financial assets	**617.9**	**94.3**	**96.1**	**599.1**	**1,407.4**	**1,407.4**

*and time deposits

2.2 Financial liabilities

Financial liabilities are initially recognized at fair value, net of transaction cost incurred. Subsequently, financial liabilities are measured at amortized cost using the effective interest method with any difference between net proceeds and the principal value due on redemption being recognized in the income statement over the term of the borrowings. Financial liabilities are de-recognized when the contractual obligations are discharged, cancelled, or expired. In total the Group has bought back CHF 7.4 million (prior year: CHF 4.2 million) of its own corporate bond obligations.

2023	Current financial liabilities CHF m	Non-current financial liabilities CHF m	Payables CHF m	Total book value CHF m	Total market value CHF m
Financial liabilities at amortized costs	27.6	294.3	351.6	673.5	667.2
Financial liabilities at fair value through profit or loss	12.5			12.5	12.5
Financial liabilities held for hedging	11.3	2.7		14.0	14.0
Total financial liabilities	**51.4**	**297.0**	**351.6**	**700.0**	**693.7**

2022	Current financial liabilities CHF m	Non-current financial liabilities CHF m	Payables CHF m	Total book value CHF m	Total market value CHF m
Financial liabilities at amortized costs	30.8	318.5	348.8	698.1	682.6
Financial liabilities at fair value through profit or loss	10.5			10.5	10.5
Financial liabilities held for hedging	7.6	0.5		8.1	8.1
Total financial liabilities	**48.9**	**319.0**	**348.8**	**716.7**	**701.2**

Corporate bonds

Corporate bonds	Company	Term	Currency	Effective interest rate	Nominal value CHF m	Book value CHF m	Buy-backs CHF m	2023 CHF m	2022 CHF m
Bond, Switzerland 0.6%	Bühler Holding AG	12/2017 – 12/2026	CHF	0.55%	240.0	240.3	–7.4	232.9	236.2
Total corporate bonds					**240.0**	**240.3**	**–7.4**	**232.9**	**236.2**

The corporate bond is listed on the SIX Swiss Exchange.

Reconciliation of liabilities arising from financing activities

	2022 CHF m	Cash flows CHF m	Non-cash changes Others CHF m	FX movement CHF m	Reclassification CHF m	2023 CHF m
Current financial liabilities	48.9	–24.6	8.0	0.0	19.0	51.3
Non-current financial liabilities	319.0	–3.1	0.1	0.0	–19.0	297.0
Lease liabilities	55.9	–16.6	5.4	–3.0	0.0	41.7
Total liabilities from financing activities	**423.8**	**–44.3**	**13.5**	**–3.0**	**0.0**	**390.0**

	2021 CHF m	Cash flows CHF m	Non-cash changes Others CHF m	FX movement CHF m	Reclassification CHF m	2022 CHF m
Current financial liabilities	191.1	–172.2	10.1	0.0	19.9	48.9
Non-current financial liabilities	340.3	–1.3	–0.1	0.0	–19.9	319.0
Lease liabilities	54.8	–17.9	21.4	–2.4	0.0	55.9
Total liabilities from financing activities	**586.2**	**–191.4**	**31.4**	**–2.4**	**0.0**	**423.8**

2.3 Marketable securities and derivative financial instruments

Derivative financial instruments and hedge accounting. Derivative financial instruments with banks are mainly concluded to hedge foreign exchange risks. They are initially recognized at fair value and are subsequently measured at fair value (replacement cost). The method applied for recognizing the resulting profits or losses depends on whether a derivative was designated for hedging, and if so, on the type of position being hedged. Certain derivatives may be used to hedge foreign exchange risks in connection with a transaction that is highly likely to take place in future, or to hedge a fixed commitment (hedging of cash flows). When the hedge is implemented, the Group documents the relationship between the hedging instrument and the risk being hedged, as well as setting out risk management objectives and strategies. Furthermore, the Group records its assessment of the effectiveness of the hedging instrument with respect to the hedged cash flows, both when the hedging transaction is concluded and on an ongoing basis.

The fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are classified as a current asset or liability.

The hedging of cash flows is undertaken for certain anticipated Group-internal transactions as well as for the foreign exchange risk of firm commitments. For hedges with designated hedging relationships that meet the qualifying criteria, the effective portion of the change in fair value of derivatives used for the hedging of cash flows is recognized in other comprehensive income. The ineffective portion of the hedging instrument is immediately recognized in the income statement.

Amounts accumulated in other comprehensive income are recycled in the income statement in the periods when the hedged item affects profit or loss. When a forecasted transaction is no longer expected to occur, the cumulative gain or loss that was recorded in other comprehensive income is immediately transferred to the income statement.

Derivatives not designated as hedge accounting instruments are accounted for at fair value through profit or loss. Changes in the fair value of these derivative instruments are recognized immediately in the income statement.

Futures and options were entered into with banks mainly to hedge foreign exchange risks. The following positions were open as of December 31, 2023:

	Contract or underlying principal amount		Positive fair values		Negative fair values	
2.3.1 Derivative financial instruments	**2023 CHF m**	**2022 CHF m**	**2023 CHF m**	**2022 CHF m**	**2023 CHF m**	**2022 CHF m**
Currency-related instruments						
Forward foreign exchange rate contracts	1,549.9	1,449.9	34.4	25.4	26.5	18.6
– held for trading	660.0	648.3	13.8	8.4	12.5	10.5
– cash flow hedges (effective part)	889.9	801.6	20.6	17.0	14.0	8.1
Total of currency-related instruments	**1,549.9**	**1,449.9**	**34.4**	**25.4**	**26.5**	**18.6**
Futures	1,549.9	1,449.9	34.4	25.4	26.5	18.6
Sum of derivative financial instruments	**1,549.9**	**1,449.9**	**34.4**	**25.4**	**26.5**	**18.6**
Thereof included in securities and in current financial liabilities	1,375.7	1,357.2	31.8	22.7	23.8	18.1
Thereof included in other non-current financial assets and financial liabilities	174.2	92.7	2.6	2.7	2.7	0.5

	USD CHF m	EUR CHF m	Other currencies CHF m	Total 2023 CHF m	Total 2022 CHF m
Currency-related instruments					
Forward foreign exchange rate contracts	556.2	528.2	465.5	1,549.9	1,449.9
– held for trading	252.0	155.2	252.8	660.0	648.3
– cash flow hedges	304.2	373.0	212.7	889.9	801.6
Total of currency-related instruments	**556.2**	**528.2**	**465.5**	**1,549.9**	**1,449.9**
Futures	556.2	528.2	465.5	1,549.9	1,449.9
Sum of derivative financial instruments	**556.2**	**528.2**	**465.5**	**1,549.9**	**1,449.9**

Positive replacement values are included in marketable securities or non-current financial assets and negative replacement values are included in current and non-current financial liabilities.

Time deposits refer to fixed-term deposits with an original maturity term between 4 and 12 months.

2.3.2 Marketable securities and time deposits	2023 CHF m	2022 CHF m
Equity securities	1.1	1.3
Derivative financial instruments	31.7	22.7
Other securities	74.4	70.3
Total marketable securities and time deposits	**107.2**	**94.3**

2.4 Estimation of fair values

The fair values of financial instruments that are actively traded on markets are based on the relevant trading exchange prices (offer prices) on the balance sheet reference date. Instruments of this nature are classified as Level 1. The fair values of financial instruments that are not actively traded on markets (e.g. derivative OTC instruments) are determined using valuation models. If all the parameters required for the valuation are based on observable market data, the instrument in question is classified as Level 2. If one or more parameters are based on unobservable market data, the instrument is classified as Level 3. For Level 3 financial instruments valuation is determined based on management's judgment about the assumptions that market participants would use in pricing assets.

2023	CHF m	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit or loss		75.4	13.8	24.3	113.5
Derivative financial assets held for hedging			20.6		20.6
Financial assets at fair value through OCI				41.0	41.0
Total financial assets		**75.4**	**34.4**	**65.3**	**175.1**
Financial liabilities at fair value through profit or loss			12.5		12.5
Financial liabilities held for hedging			14.0		14.0
Total financial liabilities		**0.0**	**26.5**	**0.0**	**26.5**

2022	CHF m	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit or loss		74.0	8.4	25.6	108.0
Derivative financial assets held for hedging			17.0		17.0
Financial assets at fair value through OCI				40.6	40.6
Total financial assets		**74.0**	**25.4**	**66.2**	**165.6**
Financial liabilities at fair value through profit or loss			10.5		10.5
Financial liabilities held for hedging			8.1		8.1
Total financial liabilities		**0.0**	**18.6**	**0.0**	**18.6**

3. Detailed information on consolidated income statement

3.1 Revenue

Revenue is measured based on the consideration specified in the contract with a customer and excludes amounts collected on behalf of third parties. Depending on the specific contractual circumstances, the Group recognizes revenue over time or when it transfers control over a product or service to a customer, at a point in time.

The input method is used to measure progress for each performance obligation satisfied over time. Revenue recognition over time requires the use of estimates and forecasts concerning future costs that affects the stage of completion. Thus, there is a higher degree of uncertainty that actual costs in the next financial periods may differ from these estimates. The forecasts are reviewed on a regular basis and adjusted if necessary.

These adjustments affect costs, the stage of completion, and both realized and anticipated profits. Any changes in estimates are recognized in the period in which they occur. Losses can occur when the expected contract costs exceed the expected revenue. Losses are recognized as an expense immediately when identified.

Revenue recognized at a point in time also requires the use of estimates regarding the exact time when control transfers to a customer. Thus, there is an uncertainty that the point in time when control actually transfers deviates from these estimates.

The following is a description of the principal activities of the Group, segregated by business type:

Business type	Nature, timing of satisfaction of performance obligations, and significant payment terms
Project/Plant	Projects with a higher degree of complexity or customization usually have no alternative use. The general contract terms do not include a right of return and require a down payment upon contract signing with a letter of credit covering the remaining amount. This constitutes a right to payment. Revenue for these projects is recognized over time. Revenue for all other projects is recognized at a point in time.
Single Machines	The Group recognizes revenue when the customer takes possession of the goods. This is usually when the goods arrive at the customer site. The general contract terms do not include a right of return and require a down payment upon contract signing with a letter of credit covering the remaining amount in some cases.
Customer Service	The Group recognizes revenue for spare parts when the customer takes possession of the goods. This is usually when the goods are shipped. The general contract terms do not include a right of return. Revenue for service contracts is recognized over time.

In the following table, revenue is disaggregated by primary geographical market, major products / service lines, and timing of revenue recognition. The table also includes a reconciliation of the disaggregated revenue with the Group's three businesses, which are its reportable segments (see Note 5).

Disaggregation of revenue 2023	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
North America	481.3	168.0	0.2	649.5
South America	197.2	9.7	0.1	207.0
Europe	579.5	246.0	19.6	845.1
Middle East, Africa and India	460.3	33.0	1.0	494.3
Greater China Region	256.8	260.7	6.1	523.6
South East Asia	228.9	61.0	0.0	289.9
Total revenue by geography	**2,204.0**	**778.4**	**27.0**	**3,009.4**
Revenue recognized at a point in time	686.5	480.5	27.0	1,194.0
Revenue recognized over time	1,517.5	297.9	0.0	1,815.4
Total revenue by timing of revenue recognition	**2,204.0**	**778.4**	**27.0**	**3,009.4**
Revenue Project/Plant	1,429.9	590.2	22.9	2,043.0
Revenue Single Machines	167.5	13.1	1.7	182.3
Revenue Customer Service	606.6	175.1	2.4	784.1
Total revenue by product	**2,204.0**	**778.4**	**27.0**	**3,009.4**

Disaggregation of revenue 2022	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
North America	395.8	126.8	0.5	523.1
South America	147.5	8.7	0.1	156.3
Europe	671.0	193.7	34.2	898.9
Middle East, Africa and India	434.0	31.8	0.3	466.1
Greater China Region	390.0	277.8	0.0	667.8
South East Asia	235.7	32.6	0.0	268.3
Total revenue by geography	**2,274.0**	**671.4**	**35.1**	**2,980.5**
Revenue recognized at a point in time	902.4	459.4	35.1	1,396.9
Revenue recognized over time	1,371.6	212.0	0.0	1,583.6
Total revenue by timing of revenue recognition	**2,274.0**	**671.4**	**35.1**	**2,980.5**
Revenue Project/Plant	1,504.7	491.9	28.5	2,025.1
Revenue Single Machines	205.6	12.7	4.8	223.1
Revenue Customer Service	563.7	166.8	1.8	732.3
Total revenue by product	**2,274.0**	**671.4**	**35.1**	**2,980.5**

The following table provides the information about receivables, contract assets, and contract liabilities from contracts with customers.

Contract balances	2023 CHF m	2022 CHF m
Trade accounts receivable	**559.7**	**550.5**
Production orders in progress	836.7	605.2
Advance payments from customers	–365.9	–295.6
Contract assets relating to production orders in progress	**470.8**	**309.6**
Production orders in progress	48.3	109.5
Advance payments from customers	–646.5	–774.6
Contract liabilities relating to production orders in progress	**–598.2**	**–665.1**
Accumulated costs and recognized profits	2,613.1	2,338.5

The contract assets primarily relate to the Group's rights to consideration for work completed but not invoiced at the reporting date. The contract assets are transferred to receivables when the rights become unconditional. The contract liabilities primarily relate to the advanced consideration received from customers, for which revenue is recognized on completion or if the advanced consideration received exceeds the work completed. The complete prior-year contract liability balance of CHF 665.1 million was recognized in the income statement in the current year (prior year: CHF 623.5 million).

The following table includes revenue expected to be recognized in the future related to performance obligations that are unsatisfied (or partially unsatisfied) at the reporting date.

Performance obligation	2024 CHF m	2025 CHF m	2026 CHF m	2027 CHF m
Project/Plant	1,394.4	225.2	53.0	7.0
Single Machines	75.2	0.3	0.0	0.0
Customer Service	263.8	8.6	0.3	0.3

The Group incurs commission fees for intermediaries to enter into contracts. These fees are considered non-recoverable at the time of occurrence and are therefore recognized as expenses.

3.2 Other operating income

	2023 CHF m	2022 CHF m
Dividend income	0.0	0.1
Earnings from coordination of consortium business	2.7	0.9
Gains from sale of fixed assets	2.7	3.0
Gains from sale of scrap materials	3.1	5.2
Government grants	2.2	6.2
Interest income from trade finance	1.5	2.0
License revenue	3.4	3.5
Rental income	1.0	1.8
Supplier discounts	1.6	1.7
Other operating income related parties	0.6	0.4
Others	13.3	16.2
Total	**32.1**	**41.0**

Others comprises a number of individually immaterial items.

3.3 Employee benefit expenses

	2023 CHF m	2022 CHF m
Wages and salaries	781.2	751.8
Social security and employee benefit expenses	152.5	158.8
Other personnel expenses	71.5	68.3
Total	**1,005.2**	**978.9**

3.4 Other operating expenses

	2023 CHF m	2022 CHF m
Administration expenses	86.8	100.5
Rental and leasing expenses	23.1	20.7
Energy, maintenance and repairs	40.7	39.4
Travel expenses	82.1	74.1
Outbound freight costs	87.8	106.5
Consultancy fees	19.8	20.6
Marketing costs	12.8	15.9
Agency fees	27.9	23.4
Warranty costs, loss orders	7.7	0.0
Contributions and memberships	4.5	3.9
Fixed assets < 10 kCHF	4.6	3.9
Losses on accounts receivable	7.1	4.4
Losses on sales of fixed assets	0.7	3.0
Other operating expenses related parties (Note 6.2, Related parties)	14.3	11.2
Others	19.7	0.1
Total	**439.6**	**427.6**

3.5 Financial result

	2023 CHF m	2022 CHF m
Interest income	13.6	8.3
Interest income from related parties	0.6	0.1
Interest expenses	–6.3	–5.0
Interest expenses from related parties	–2.6	–1.6
Total interest income and expenses	**5.3**	**1.8**
Total other financial income	**10.9**	**1.7**
Total financial result	**16.2**	**3.5**

The interest expenses of CHF –6.3 million (prior year: CHF –5.0 million) include the interest payments to bond holders and interest components from leasing and pension fund obligations in accordance with IFRS 16 and IAS 19. Other financial income mainly includes gains from financial investments and foreign currency management.

3.6 Taxes

Income taxes comprise the tax expense in respect of all recognized profits for the reporting period. They include current and deferred income taxes. Current income taxes are calculated on taxable profit. Provisions for deferred taxes are calculated according to the liability method. Deferred taxes are recognized for temporary differences between the carrying amounts of assets and liabilities in the balance sheet and their tax base, taking into account actual or substantively enacted tax rates. Changes in deferred tax balances are recognized in the income statement, except when they relate to items recognized outside the income statement, in which case the deferred tax is treated accordingly.

Current income tax relating to items recognized directly in equity is recognized in equity.

Deferred tax assets are only recognized for temporary differences and unused tax loss carry-forwards to the extent that it is probable that future taxable profit will be available, against which temporary differences or unused tax losses can be utilized. This assessment is based on estimates, which could differ from actual results and require a valuation allowance.

3.6.1 Income taxes	**2023 CHF m**	**2022 CHF m**
Income taxes relating to the reporting period	–58.8	–49.3
Income taxes relating to prior periods	–3.3	–0.6
Deferred taxes due to temporary differences	1.8	–1.2
Deferred taxes due to recognition of tax loss carry-forwards	–0.3	0.6
Deferred taxes due to changes in tax rates	7.0	2.0
Total	**–53.7**	**–48.5**
Deferred taxes recognized in other comprehensive income	3.7	–5.5

3.6.2 Reconciliation of income taxes	**2023 CHF m**	**2022 CHF m**
Profit before taxes	232.4	202.1
Components of tax expenses:		
Income taxes at anticipated tax rate	–51.2	–39.7
Income and expenses not subject to tax	0.2	–4.9
Income taxes relating to prior periods	–3.3	–0.6
Deferred taxes due to changes in tax rates	7.0	2.0
Effect of tax loss carry-forwards	0.6	2.6
Effect of losses without recognition of deferred tax assets	–0.9	–0.5
Other impacts	–6.1	–7.4
Income taxes disclosed (current and deferred)	–53.7	–48.5
Total income taxes in % of profit before taxes	23.1%	24.0%

The anticipated tax rate was 22.0% (prior year: 19.6%) and consisted of the weighted average of the applicable local tax rates for income taxes. The effective tax rate decreased to 23.1% in 2023 from 24.0% in 2022. The main contributory factors for the resulting tax rate were the geographic allocation of taxable profits and the sustainable tax management. The revaluation of deferred tax assets and liabilities had an impact on the income statement and on other comprehensive income.

3.6.3 Tax loss carry-forwards	2023 CHF m	2022 CHF m
Expiry		
Unlimited	107.1	102.7
In more than five years	12.0	15.7
In two to five years	15.4	14.1
Within one year	5.7	7.9
Total	**140.2**	**140.4**
Tax loss carry-forwards accounted for in deferred taxes	132.3	130.4
Tax loss carry-forwards not accounted for in deferred taxes	7.9	10.0
Tax effect on tax loss carry-forwards unaccounted for	2.0	2.4

The change in tax loss carry-forwards results from the use of tax losses in particular in Germany and China as well as from the impact of additional tax loss carry-forwards in particular in Germany and Denmark.

3.6.4 Breakdown of deferred taxes per line item	2023 CHF m Assets	2023 CHF m Liabilities	2022 CHF m Assets	2022 CHF m Liabilities
Property, plant and equipment	3.7	26.3	4.1	28.3
Post-employment benefits	9.4	10.8	8.8	13.3
Provisions	4.2	3.0	5.4	2.1
Other items (mainly inventory, construction contracts and other current liabilities)	103.6	168.1	101.6	177.5
Tax loss carry-forwards	32.3	0.0	32.6	0.0
Total deferred taxes gross	**153.2**	**208.2**	**152.5**	**221.2**
Offset	–105.5	–105.5	–105.4	–105.4
Total deferred taxes net	**47.7**	**102.7**	**47.1**	**115.8**

Deferred tax assets and liabilities are offset if there is a legally enforceable right to set them off and if the calculations of income taxes relate to the same taxation authority.

3.7 Research and development costs

Research costs are recognized in the income statement in the period in which they are incurred. Development costs are capitalized only if, and to the extent that, the IFRS criteria are met and it is probable that the present value of the expected returns will exceed the development costs. Capitalized development costs are amortized on a systematic basis over the period in which the returns are expected to flow to the Group.

Research and development costs directly charged to the income statement in the reporting period amounted to CHF 140.5 million (prior year: CHF 140.8 million).

4. Detailed information on consolidated balance sheet

4.1 Property, plant and equipment

Property, plant, and equipment is valued at acquisition or construction cost less depreciation and write-downs for impairment. Items of property, plant, and equipment are depreciated on a straight-line basis over their estimated useful life, except for land, which is not depreciated. Estimated useful lives of major classes of depreciable assets are as follows:

→ Building shell: 40–80 years
→ Installations/extensions: 20–25 years
→ Machinery and technical equipment: 10 years
→ Other tangible fixed assets: 3–10 years

The estimated useful life of the assets is regularly reviewed and, if necessary, the future depreciation charge is accelerated.

Costs are only included in the asset's carrying amount when it is probable that economic benefits associated with the item will flow to the Group in future periods and the cost of the item can be measured reliably.

Borrowing costs. Borrowing costs that are directly attributable to the acquisition, construction, or production of a qualified asset are capitalized as part of the cost of that asset.

Impairment of assets. At each reporting date, the Group assesses whether there is any indication that an asset may be impaired. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the smallest cash-generating unit to which the asset belongs. The recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use. If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. Impairment losses are recognized immediately in the income statement.

Where an impairment loss is subsequently reversed, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount. However, this increased amount cannot exceed the carrying amount that would have been determined had no impairment loss been recognized for that asset or cash-generating unit in prior periods. A reversal of an impairment loss is recognized immediately in the income statement.

Acquisition cost	Land and buildings CHF m	Machinery and technical equipment CHF m	Other tangible assets CHF m	Assets under construction CHF m	Total CHF m
January 1, 2022	624.2	342.4	139.0	13.1	1,118.7
Additions	3.6	6.6	8.9	35.4	54.5
Disposals	–0.2	–10.4	–6.6	–2.1	–19.3
Changes in the scope of consolidation	0.0	0.0	0.0	0.0	0.0
Reclassifications	1.3	3.1	1.0	–5.4	0.0
Translation differences	–20.1	–13.3	–5.0	–0.7	–39.1
December 31, 2022	**608.8**	**328.4**	**137.3**	**40.3**	**1,114.8**
Additions	7.8	16.4	8.6	44.6	77.4
Disposals	–3.3	–11.0	–10.1	–6.3	–30.7
Changes in the scope of consolidation	0.0	0.0	0.0	0.0	0.0
Reclassifications	22.1	10.5	0.7	–33.3	0.0
Translation differences	–29.5	–22.3	–6.8	–0.7	–59.3
December 31, 2023	**605.9**	**322.0**	**129.7**	**44.6**	**1,102.2**
Depreciation					
January 1, 2022	–145.9	–214.1	–99.4	0.0	–459.4
Additions	–18.1	–23.3	–11.0	0.0	–52.4
Disposals	0.1	8.4	6.0	0.0	14.5
Changes in the scope of consolidation	0.0	0.0	0.0	0.0	0.0
Impairment	0.0	0.0	0.0	0.0	0.0
Reclassifications	0.0	0.0	0.0	0.0	0.0
Translation differences	6.8	9.3	3.7	0.0	19.8
December 31, 2022	**–157.1**	**–219.7**	**–100.7**	**0.0**	**–477.5**
Additions	–18.0	–21.5	–10.3	0.0	–49.8
Disposals	0.3	9.4	5.2	0.0	14.9
Changes in the scope of consolidation	0.0	0.0	0.0	0.0	0.0
Impairment	0.0	0.0	0.0	0.0	0.0
Reclassifications	0.0	0.0	0.0	0.0	0.0
Translation differences	10.0	15.6	5.2	0.0	30.8
December 31, 2023	**–164.8**	**–216.2**	**–100.6**	**0.0**	**–481.6**
Net book values					
January 1, 2023	451.7	108.7	36.6	40.3	637.3
December 31, 2023	441.1	105.8	29.1	44.6	620.6

Net gain on disposal of tangible fixed assets amounted to CHF 2.0 million (prior year: net gain CHF 0.0 million). Commitments relating to property, plant, and equipment, which are not shown in the balance sheet, amounted to CHF 11.1 million (prior year: CHF 7.1 million) and are mainly related to new logistics facilities in Czech Republic and to machinery in Switzerland, Czech Republic, China, Singapore and Brazil.

4.2 Leases

General accounting policies. At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains a lease, if the contract conveys the right to use an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether it:

→ obtains substantially all of the economic benefits from the use of the asset; and
→ directs the use of the asset.

The Group leases various real estate buildings, vehicles, machinery, and other assets. Rental contracts typically run for a period of two to six years. Some leases include an option to renew, extend, and terminate the lease. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets are capitalized at the date of the commencement of the lease term at the present value of the minimum future lease payment or, if lower, at the amount equal to the fair value of the leased asset as determined at the inception of the lease. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. The associated liabilities are recognized as either current or non-current lease liabilities, depending on their due dates. Lease liabilities include the net present value of the following lease payments:

→ fixed payments, less any lease incentives receivable
→ variable lease payments that are based on an index or a rate
→ the exercise price of a purchase option if the lessee is reasonably certain to exercise that option.

The present value calculation uses the countries and maturity range incremental borrowing rate. This rate is calculated based on the risk-free rate of the country plus a risk premium.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

In accordance with IFRS 16.5 the Group makes use of the recognition exemption for short-term leases and leases for which the underlying asset is of low value. Payments associated with short-term leases and leases of low-value assets are recognized on a straight-line basis as an expense in profit or loss in accordance with IFRS 16.6. Short-term leases are leases with a lease term of 12 months or less.

Leases where substantially all the risks and rewards of ownership are not transferred to the Group are classified as operating leases. Payments under operating leases are charged to the income statement on a straight-line basis over the period of the lease.

Acquisition cost	**Real estate leasing CHF m**	**Vehicle leasing CHF m**	**Other assets CHF m**	**Total CHF m**
January 1, 2022	86.4	10.9	3.0	100.3
Additions	16.7	3.7	1.8	22.2
Disposals	–6.8	–3.4	–0.7	–10.9
Translation differences	–3.8	–0.6	–0.2	–4.6
December 31, 2022	**92.5**	**10.6**	**3.9**	**107.0**
Additions	5.7	4.6	0.6	10.9
Disposals	–13.6	–2.3	–0.4	–16.3
Translation differences	–5.6	–0.8	–0.3	–6.7
December 31, 2023	**79.0**	**12.1**	**3.8**	**94.9**
Depreciation				
January 1, 2022	–37.0	–6.2	–1.5	–44.7
Additions	–13.3	–3.0	–0.9	–17.2
Disposals	5.3	3.2	0.6	9.1
Translation differences	1.8	0.3	0.1	2.2
December 31, 2022	**–43.2**	**–5.7**	**–1.7**	**–50.6**
Additions	–11.7	–3.2	–0.8	–15.7
Disposals	7.2	2.3	0.4	9.9
Translation differences	3.0	0.4	0.1	3.5
December 31, 2023	**–44.7**	**–6.2**	**–2.0**	**–52.9**
Net book values				
January 1, 2023	49.3	4.9	2.2	56.4
December 31, 2023	34.3	5.9	1.8	42.0

Lease liabilities

Maturity analysis	Real estate leasing CHF m	Vehicle leasing CHF m	Other assets CHF m	2023 CHF m
Less than one year	9.3	2.7	0.6	12.6
One to five years	18.9	3.1	1.2	23.2
More than five years	5.9	0.1	0.0	6.0
December 31, 2023	**34.1**	**5.9**	**1.8**	**41.8**

Maturity analysis	Real estate leasing CHF m	Vehicle leasing CHF m	Other assets CHF m	2022 CHF m
Less than one year	12.4	2.5	0.7	15.6
One to five years	27.4	2.6	1.4	31.4
More than five years	8.8	0.0	0.1	8.9
December 31, 2022	**48.6**	**5.1**	**2.2**	**55.9**

Amounts recognized in profit and loss	2023 CHF m	2022 CHF m
Depreciation expense on right-of-use assets	15.7	17.2
Interest expenses (included in finance costs)	0.9	0.8
Rental and leasing expenses including related parties		
Expense relating to short-term leases	8.2	6.0
Expense relating to low-value leases	1.2	1.1
Expense relating to service expenses	5.7	1.1
Expense relating to insurance	7.6	11.1
Expense relating to other	2.2	1.4
Total recognized in profit and loss	**41.5**	**38.7**

Amounts recognized in the statement of cash flows	2023 CHF m	2022 CHF m
Cash outflow for leases	**16.6**	**17.9**

4.3 Intangible assets and goodwill

Goodwill represents the excess of the aggregate of the consideration transferred and the amount recognized for the non-controlling interest over the fair value of the net identifiable assets acquired and liabilities assumed. Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill on acquisitions of associates is included in investments in associates.

Goodwill and intangible assets with indefinite useful life are tested annually for impairment or whenever there are impairment indicators, and is carried at cost less accumulated impairment losses.

If the consideration transferred is less than the fair value of the net assets of the subsidiary acquired, the difference is recognized directly in the income statement.

On disposal of a subsidiary, associate, or joint venture, the related goodwill is included in the determination of profit or loss on disposal.

Goodwill on acquisitions of subsidiaries and interests in joint ventures is allocated to cash-generating units for the purpose of impairment testing. Impairment losses relating to goodwill cannot be reversed in future periods.

Acquired patents, licenses, and similar rights are initially recorded at cost and amortized on a straight-line basis over their estimated useful life or a period not exceeding 15 years. Acquired trademarks with a Group-wide purpose, well established umbrella trademarks, can have an indefinite useful life. All other trademarks are amortized as described above. Intangible assets acquired through business combinations are carried in the balance sheet at the fair value allocated in the acquisition accounting and amortized over their estimated useful life.

Other intangible assets mainly comprise customer relationships, technologies, patents, and software.

Acquisition cost	Goodwill CHF m	Trademarks CHF m	Other intangible assets CHF m	Total CHF m
January 1, 2022	564.8	101.7	140.1	806.6
Additions	0.0	0.0	6.5	6.5
Disposals	0.0	0.0	–1.7	–1.7
Changes in the scope of consolidation	0.0	0.0	0.0	0.0
Translation differences	–22.4	–4.9	–4.0	–31.3
December 31, 2022	**542.4**	**96.8**	**140.9**	**780.1**
Additions	0.0	0.0	1.5	1.5
Disposals	0.0	0.0	–0.4	–0.4
Changes in the scope of consolidation	0.0	0.0	0.0	0.0
Translation differences	–31.5	–5.1	–9.0	–45.6
December 31, 2023	**510.9**	**91.7**	**133.0**	**735.6**
Amortization				
January 1, 2022	–25.2	0.0	–119.6	–144.8
Additions	0.0	0.0	–6.1	–6.1
Disposals	0.0	0.0	1.7	1.7
Changes in the scope of consolidation	0.0	0.0	0.0	0.0
Translation differences	0.6	0.0	4.0	4.6
December 31, 2022	**–24.6**	**0.0**	**–120.0**	**–144.6**
Additions	0.0	0.0	–5.4	–5.4
Disposals	0.0	0.0	0.3	0.3
Changes in the scope of consolidation	0.0	0.0	0.0	0.0
Translation differences	1.7	0.0	9.1	10.8
December 31, 2023	**–22.9**	**0.0**	**–116.0**	**–138.9**
Net book values				
January 1, 2023	517.8	96.8	20.9	635.5
December 31, 2023	488.0	91.7	17.0	596.7

Impairment test

Goodwill and other intangible assets with an indefinite useful life are allocated to the identifiable cash-generating units of the Group, which were defined based on a business perspective.

As of 2023 the Consumer Food business was split into the two business areas Consumer Food and Chocolate & Coffee, which represent the lowest level at which goodwill is monitored for internal management purposes. In line with IAS 36.87, the goodwill was reallocated to the two business areas using a relative value approach.

The recoverable amounts have been determined based on a value-in-use calculation per cash-generating unit. This calculation uses cash flow projections based on financial budgets approved by management covering a five-year period.

Key assumptions used in value-in-use calculations. The calculations of values in use are most sensitive to the following assumptions:

→ Discount rate
→ Growth rate
→ Revenue growth
→ EBIT margin growth

Discount rate – The discount rates that are used to calculate the discounted present value of the future cash flows are derived from a capital asset pricing model using market data such as the yield on a 10-year government bond of the respective country or specific country risk premiums. The review of our peer group and other parameters resulted in overall higher discount rates in the reporting period.

Growth rate – The assumptions used in the calculation reflect the long-term expected growth rate of the operational business and are based on the growth strategy of the Group.

Revenue growth – The assumptions used in the calculation reflect the expected order backlog at year-end as well as the expected market development based on the strategic priorities set by the Group.

EBIT margin growth – The EBIT margin growth used in the calculation reflects the margin goal as defined in the Group's vision and is based on the margin improvement projects initiated.

Result of the impairment test. The impairment tests performed on a annual basis support the value of the carrying amount. No impairment arose on December 31, 2023 and on December 31, 2022.

Sensitivity to changes in assumptions. For all cash-generating units, no reasonably possible changes in key assumptions would neutralize the headroom.

Goodwill and trademarks 2023	Goodwill CHF m	Trademarks CHF m	Base data used (goodwill / trademarks) Discount rate	Long-term growth rate	Revenue growth	EBIT margin growth
Milling Solutions	17.3	0.0	7.2%	2.3%	6.2%	0.7%
Grain Quality & Supply	32.0	0.0	7.6%	2.7%	4.7%	0.5%
Digital Technologies	5.6	0.0	8.5%	2.6%	5.6%	0.4%
Value Nutrition	61.6	0.0	7.2%	2.4%	6.1%	0.7%
Die Casting	1.5	0.0	8.9%	2.0%	5.0%	0.6%
Grinding & Dispersing	0.6	0.0	8.6%	2.1%	4.5%	0.6%
Leybold Optics	82.8	3.0	8.2% / 9.7%	2.2% / 2.4%	3.0% / 4.3%	0.4% / -
Chocolate & Coffee	123.9	0.0	6.3%	1.9%	3.7%	0.3%
Consumer Foods	162.7	9.8	6.3% / 6.2%	2.3% / 2.2%	6.6% / 5.6%	1.8% / -
Haas	0.0	78.9	6.4%	2.4%	6.5%	-
December 31, 2023	**488.0**	**91.7**				

Goodwill and trademarks 2022	Goodwill CHF m	Trademarks CHF m	Base data used (goodwill / trademarks) Discount rate	Long-term growth rate	Revenue growth	EBIT margin growth
Milling Solutions	18.2	0.0	6.7%	2.1%	6.0%	0.4%
Grain Quality & Supply	33.7	0.0	6.9%	2.5%	6.6%	0.7%
Digital Technologies	6.4	0.0	7.8%	2.6%	8.7%	1.7%
Value Nutrition	67.9	0.0	6.8%	2.3%	5.5%	0.4%
Die Casting	1.5	0.0	8.5%	1.9%	8.2%	1.2%
Grinding & Dispersing	0.7	0.0	8.2%	1.8%	8.4%	0.5%
Leybold Optics	88.0	3.2	8.6% / 9.2%	2.1% / 2.4%	4.7% / 10.8%	0.9% / -
Consumer Foods	301.4	10.4	5.7% / 6.1%	2.1% / 2.1%	5.6% / 3.7%	1.1% / -
Haas	0.0	83.2	5.9%	2.5%	4.4%	-
December 31, 2022	**517.8**	**96.8**				

4.4 Investments in associates

Net book values	Share in equity CHF m	Goodwill CHF m	2023 CHF m	2022 CHF m
January 1	31.0	7.4	38.4	28.6
Additions	2.7	1.8	4.5	9.8
Share of net profit	2.4	0.0	2.4	1.9
Dividends received	–1.2	0.0	–1.2	–0.2
Translation differences	–1.8	–0.4	–2.3	–1.7
December 31	**33.0**	**8.8**	**41.8**	**38.4**

Translation differences are recognized in other comprehensive income. The Group purchased goods in the amount of CHF 15.0 million (prior year: CHF 11.7 million) and sold goods in the amounts of CHF 0.9 million (prior year: CHF 2.8 million) to associated companies. Cumulative values of the associated companies are disclosed as only one of the associated companies is material to the Group.

Cumulative values of the associated companies	2023 CHF m	2022 CHF m
Share of revenue	45.5	26.0
Share of net profit	2.4	2.2
Balance sheet values:		
Non-current assets	14.3	14.0
Current assets	33.8	31.6
Non-current liabilities	1.1	1.2
Current liabilities	16.6	16.5
Shareholders' equity	30.4	27.9

The associated companies comprise two companies located in Southern Europe (with a shareholding of 26% and 49%), two in Central Europe (33% and 50%), two in East Asia (44% and 50%) and one in Central America (49%). In 2023, Bühler invested in two additional associated companies, one in Northern Europe and one in Central Eurpoe, with 30% shareholding each. The figures are based on available preview closing data as of December 31, 2023.

4.5 Non-current financial and other assets

December 31, 2023	Due 1–5 years CHF m	> 5 years CHF m	Total CHF m
Securities	20.7	44.6	65.3
Loans to associated companies	0.5	0.0	0.5
Other non-current financial assets	32.8	2.7	35.5
Overfunding of post-employment benefit plans	0.0	69.3	69.3
Total	**54.0**	**116.6**	**170.6**

December 31, 2022	Due 1–5 years CHF m	> 5 years CHF m	Total CHF m
Securities	18.9	49.7	68.6
Loans to associated companies	0.0	0.0	0.0
Other non-current financial assets	20.8	6.7	27.5
Overfunding of post-employment benefit plans	0.0	67.0	67.0
Total	**39.7**	**123.4**	**163.1**

4.6 Inventories

Inventories are carried at the lower of cost or net realizable value. The cost of finished goods, semi-finished goods, and work in progress includes raw materials, direct labor, and other directly attributable costs and overheads based on the normal capacity of production facilities, excluding borrowing costs. Cost is determined using the standard cost method. Standard costs are regularly reviewed and, if necessary, revised in light of current conditions. Net realizable value is the estimated selling price less cost to completion and selling expenses. Obsolete inventories and goods with a low rate of inventory turnover are written down.

In the prior year, value adjustments deducted from inventories amounted to CHF –59.6 million. No material reversals of value adjustments of the prior year were recognized in the reporting year.

Advance payments to suppliers are also included in inventories.

	Gross value CHF m	Value adjustments CHF m	2023 CHF m	2022 CHF m
Raw materials and supplies	302.3	–41.0	261.3	268.1
Unfinished goods	58.6	–11.5	47.1	50.3
Finished goods and merchandise	49.5	–10.1	39.4	46.0
Work in progress	97.9	0.0	97.9	145.8
Advance payments to suppliers	70.3	0.0	70.3	67.5
Total	**578.6**	**–62.6**	**516.0**	**577.7**

4.7 Trade accounts and other receivables

Trade accounts and other receivables are carried at the original invoice amount less allowances made for doubtful accounts, trade discounts, volume rebates, and similar items. Financing of customer orders using the Group's own funds as part of its treasury strategy is included in this item.

Trade accounts receivable include supplier credits of CHF 62.1 million (prior year: CHF 56.6 million), which are financed in accordance with the treasury strategy.

Receivables outstanding analysis. On an annual basis an expected credit loss evaluation is performed. The analysis covers financial assets and includes contract assets. The result did not show any material deviation from what was recorded as an allowance for bad debts neither in the current nor the prior year.

	2023 CHF m	2022 CHF m
– from third parties	569.3	560.9
Allowance for bad debts	–9.6	–10.4
Total trade accounts receivable	**559.7**	**550.5**

	2023 CHF m	2022 CHF m
Value added tax credits	37.2	56.4
Other receivables		
– from third parties	50.7	47.6
– from associates	0.8	1.5
– from related parties	0.0	0.1
Prepayments	32.8	45.7
Allowance for bad debts	–0.5	–0.6
Total other receivables	**121.0**	**150.7**

Receivables outstanding analysis

2023	Total book value Dec. 31, 2023 CHF m	Not due CHF m	Overdue ≤ 3 months CHF m	4–6 months CHF m	7–9 months CHF m	10–12 months CHF m	> 12 months CHF m
Accounts receivable trade and other	689.9	598.3	55.0	13.1	6.7	5.4	11.4
Allowance for bad debts	–10.1	–0.1	–1.0	–0.3	–0.1	–0.4	–8.2
Associated companies and other related parties	0.9	0.9					
Total accounts receivable, net	**680.7**	**599.1**	**54.0**	**12.8**	**6.6**	**5.0**	**3.2**

2022	Total book value Dec. 31, 2022 CHF m	Not due CHF m	Overdue ≤ 3 months CHF m	4–6 months CHF m	7–9 months CHF m	10–12 months CHF m	> 12 months CHF m
Accounts receivable trade and other	710.6	612.5	61.7	11.0	6.4	3.7	15.3
Allowance for bad debts	–11.0	–0.1	–1.2	–0.2	–0.3	0.0	–9.2
Associated companies and other related parties	1.6	1.6					
Total accounts receivable, net	**701.2**	**614.0**	**60.5**	**10.8**	**6.1**	**3.7**	**6.1**

Allowance for bad debts

	2023 CHF m	2022 CHF m
January 1	–11.0	–16.1
Additions	–3.4	–3.5
Consumption	1.6	5.1
Release	1.7	3.0
Translation differences	1.0	0.5
December 31	**–10.1**	**–11.0**

4.8 Cash and cash equivalents

In the consolidated cash flow statement, cash and cash equivalents includes cash in hand, deposits held at call with banks, other current highly liquid investments with original maturities of three months or less, and bank overdrafts. In the consolidated balance sheet, bank overdrafts are shown within current financial liabilities.

Cash and cash equivalents include bank accounts and time deposits with an original maturity of a maximum of three months.

4.9 Trade accounts payable

	2023 CHF m	2022 CHF m
– to third parties	289.1	291.5
– to associates	1.1	1.9
– to related parties	0.2	0.8
Total	**290.4**	**294.2**

4.10 Provisions and contingent liabilities

Provisions are recognized when the Group has a legal or constructive obligation arising from past events, an outflow of resources embodying economic benefits to settle the obligation is probable, and a reliable estimate can be made of this amount. Actual expenses may differ from the accrued amounts.

A contingent liability is disclosed when there is a possible obligation that arises from a past event and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. A contingent liability is also disclosed when there is a present obligation that arises from past events but is not recognized, because an outflow of resources embodying economic benefits to settle the obligation is not probable, or the respective amount of the obligation cannot be measured with sufficient reliability.

When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the income statement net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance expense.

Warranty provisions are created with a view to meet potential guarantee obligations arising from the sale of machinery and technical equipment. The calculation is based on historic values, recognized claims as well as a forward looking element.

The Group recognizes a collective valuation allowance based on its past experience of warranty costs on projects with similar conditions. Other known risks and risks related to projects with special conditions are estimated on a case-by-case basis and measured individually. The actual warranty costs incurred may differ from the costs provided for.

Provisions for personnel expenses mainly include long-term employee benefits, such as long-service benefits, partial retirement, jubilee benefits, and deferred compensation plans.

Among other things, the other provisions include provisions for pending legal cases, other project risks, as well as for restructuring.

Approximately 47% (prior year: 53%) of the cash outflows of the non-current provisions are expected to materialize within the next three years.

	Provisions for warranties CHF m	Provisions for personnel expenses CHF m	Other provisions CHF m	2023 CHF m	2022 CHF m
January 1	29.2	40.6	12.1	81.9	98.2
Additions	10.7	12.6	5.3	28.6	18.7
Utilization	–1.2	–3.2	–4.5	–8.9	–9.9
Release	–3.1	–0.9	–0.3	–4.3	–23.3
Translation differences	–1.4	–0.9	–0.4	–2.7	–1.8
December 31	**34.2**	**48.2**	**12.2**	**94.6**	**81.9**
Thereof current	31.8	9.6	11.5	52.9	47.7
Thereof non-current	2.4	38.6	0.7	41.7	34.2

Contingent liabilities

	2023 CHF m	2022 CHF m
Guarantees and other obligations	17.1	12.1
Total	**17.1**	**12.1**

4.11 Other current liabilities

	2023 CHF m	2022 CHF m
Value added tax owed	16.6	18.4
Other liabilities		
– to third parties	59.6	54.6
– to related parties	1.6	0.0
Personnel-related accruals	91.9	85.0
Other accruals	118.1	123.4
Total	**287.8**	**281.4**

4.12 Defined benefit obligations

The Group's main defined benefit pension plans are in Switzerland, Austria, and Germany. The defined benefit plans in Switzerland are funded through legally separate trustee-administered funds. The cash funding of these plans, which may from time to time involve special payments, is designed to ensure that present and future contributions should be sufficient to meet future liabilities. The defined benefit plans in Germany and Austria are partially unfunded.

Pension plans in Switzerland. The Group's Swiss pension plans contain a cash balance benefit formula, accounted for as a defined benefit plan. Employer and employee contributions are defined in the pension fund rules in terms of an age-related sliding scale of percentages of salary. Under Swiss law the pension fund guarantees the vested benefit amount as confirmed annually to members. Interest may be added to member balances at the discretion of the Board of Trustees. At retirement date members have the right to take their retirement benefit as a lump sum, an annuity, or part as a lump sum with the balance converted to a fixed annuity at the rates defined in the fund rules. The Board of Trustees may change the annuity at their discretion subject to the plan's funded status, including sufficient free funds as determined according to Swiss statutory valuation rules.

Swiss pension law requires the Board of Trustees to take measures to resolve a statutory underfunding. The possible measures affect both employers and employees (risk sharing).

Pension plans in Austria. The Group's Austrian pension plans are based on individual pension commitments starting upon leaving the company or reaching a certain age. The employer promises to pay out lifelong pensions as contractually agreed that are adjusted annually based on changes in the consumer price index. The Group is furthermore required by Austrian law to pay a lump sum amount to its employees upon retirement or for other important reasons (e.g. invalidity). The lump sum amount increases with the length of service. All pension promises are funded via book reserve accruals.

Pension plans in Germany. The Group's German pension plans have defined benefit rights based on their length of service and/or final pensionable pay. The employer gives a direct promise to the employee to pay him a certain amount once he retires. At retirement date the value of the employee's benefits is paid as an annuity. The Group is required by German law to increase pensions all three years according to price inflation, as measured by the Consumer Price Index or according to comparable pay grades. Direct pension promises are usually funded via book reserve accruals. In 2008, the Group set up a trust fund to fund their pension liabilities for Bühler GmbH, Braunschweig. No material business combinations/curtailments/settlements occurred during the reported financial period.

Status of the Group's defined benefit plans. The status of the Group's defined benefit plans using actuarial assumptions determined in accordance with IAS 19 is summarized below.

Employee benefits – defined benefit plans. These plans are generally funded through payments to legally independent pension or insurance funds.

The aggregate of the present value of the defined benefit obligation and the fair value of plan assets for each plan is recorded in the balance sheet as net defined benefit liability or net defined benefit asset under non-current financial and other assets. The defined benefit obligation is determined annually by independent actuaries using the projected unit credit method. If the fair value of the plan assets exceeds the present value of the defined benefit obligation, only a net pension asset is recorded, taking account of the asset ceiling.

Pension costs consist of three elements: service costs, net interest, and remeasurements of employee benefits.

Service costs are part of personnel expenses and consist of current service costs, past service costs (including gains/losses from plan amendments or curtailments) and gains/losses from plan settlements.

Net interest is recorded as part of financial expenses and is determined by applying the discount rate to the net defined liability or net defined asset that exists at the beginning of the year.

The gains and losses resulting from the actuarial valuation are immediately recorded in other comprehensive income as remeasurements of employee benefits. The return on plan assets (excluding interest based on the discount rate) and any change in the effect of an asset ceiling are also recorded in this item. Remeasurements of employee benefits are not recycled through the income statement at any later point in time.

Pension assets and pension liabilities in different defined benefit plans are not offset unless the Group has a legally enforceable right to use the surplus in one plan to settle obligations in the other plan.

Employee benefits – defined contribution plans. In addition to the defined benefit plans described above, some Group companies sponsor defined contribution plans based on local practices and regulations. The Group's contributions to defined contribution plans are charged to the income statement to which the contributions relate.

Employee benefits – other long-term employment benefits. Other long-term employment benefits include jubilee, early retirement, or other long-term service benefits, as well as deferred compensation, if not due to be settled within 12 months after the year-end.

The obligations for other long-term employment benefits are disclosed as provisions for personnel expenses. The measurement of these obligations differs from defined benefit plans in that all actuarial gains and losses are recognized immediately in the income statement.

4.12.1 Actuarial assumptions	2023	2022
Discount rate (weighted)	1.7%	2.4%
Future salary increases	1.5%	1.5%
Future pension increases	0.1%	0.1%

The discount rates are determined by referencing market yields at the end of the reporting period on AA- and AAA-rated corporate bonds. In recent years, longevity has increased in all major countries in which the Group sponsors pension plans. The Group sets mortality assumptions after considering the most recent statistics available and uses generational mortality tables to estimate probable future mortality improvements.

Sensitivities of significant actuarial assumptions. The discount rate and the future increase in salaries were identified as significant actuarial assumptions. The following impacts on the defined benefit obligation are to be expected:

- → 0.25% increase/decrease in the discount rate would lead to a decrease of 2.7% (prior year: 2.0%) / an increase of 2.8% (prior year: 2.1%) in the defined benefit obligation.
- → 0.25% increase/decrease in the expected increase in salaries would lead to a decrease of 0.2% (prior year: 0.2%) / increase of 0.2% (prior year: 0.2%) in the defined benefit obligation.

The sensitivity analysis is based on realistically possible changes as of the end of the reporting year.

The average duration of the defined benefit plan obligation at the end of the reporting period is 11.1 years (prior year: 8.4 years).

The cost of defined benefit pension plans and other long-term employee benefits is determined using actuarial valuations. Actuarial valuations involve making assumptions about discount rates, future salary increases, mortality rates, and future pension increases. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.

4.12.2 Reconciliation of defined benefit obligation and fair value of plan assets	**2023 CHF m**	**2022 CHF m**
Defined benefit obligation at January 1	1,163.7	1,393.5
Interest costs	27.3	5.5
Current service costs (employer)	23.6	27.9
Contributions by plan participants	19.5	18.7
Benefits (paid) / deposited	–69.5	–65.5
Other effects	1.3	1.3
Remeasurements on obligations	44.7	–211.0
Currency translation adjustments	–4.6	–6.8
Defined benefit obligation at December 31	**1,206.0**	**1,163.7**
Reconciliation of the fair value of plan assets		
Fair value of plan assets at January 1	1,328.7	1,478.9
Interest	27.3	4.8
Contributions by the employer	25.1	24.5
Contributions by plan participants	19.5	18.7
Benefits (paid) / deposited	–64.9	–60.6
Return on plan assets (excluding interest)	36.2	–133.4
Currency translation adjustments	–2.3	–4.2
Fair value of plan assets at December 31	**1,369.6**	**1,328.7**
Actual return on plan assets	63.4	–128.6

4.12.3 Remeasurements of defined benefit plans	2023 CHF m	2022 CHF m
Return on plan assets excluding interest income	–36.2	133.4
Current-year actuarial loss (gain) on benefit obligation:		
– change in demographic assumptions	–0.5	–0.1
– change in financial assumptions	65.5	–201.5
– experience adjustments	–20.3	–9.4
Change in effect of asset ceiling	1.4	65.0
Remeasurements recognized in other comprehensive income	**9.9**	**–12.6**
Cumulative amount recognized in other comprehensive income	**128.3**	**118.4**

4.12.4 Reconciliation of the amount recognized in the balance sheet at year-end	2023 CHF m	2022 CHF m
Present value of funded defined benefit obligation	1,206.0	1,163.7
Fair value of plan assets	1,369.6	1,328.7
Deficit/(surplus)	–163.6	–165.0
Adjustment to asset ceiling	151.0	149.7
Liability (asset) recognized in the balance sheet	**–12.6**	**–15.3**
Thereof recognized as separate asset	–69.3	–67.0
Thereof recognized as separate liability	56.7	51.7

4.12.5 Pension expenses recognized in the income statement	2023 CHF m	2022 CHF m
Current service costs (employer)	23.6	27.9
Net interest employee benefit	0.0	0.7
Other effects	1.3	1.3
Expenses recognized in the income statement	**24.9**	**29.9**
Thereof service costs and administration costs	24.9	29.2
Thereof net interest on the net defined benefit liability (asset)	0.0	0.7

4.12.6 Best estimate of contributions	2024 CHF m
Contributions by the employer	**26.5**

4.12.7 Plan assets at fair value consist of	2023 CHF m	2022 CHF m
Equity instruments third parties	438.6	413.4
Debt instruments third parties	322.4	316.0
Real estate	495.3	512.7
Cash and cash equivalents	43.9	25.9
Others	69.4	60.7
Total plan assets at fair value	**1,369.6**	**1,328.7**
Thereof quoted	810.8	778.8
Thereof unquoted	558.8	549.9

4.12.8 Information about significant plans	2023 Switzerland	2023 Austria	2023 Germany	2022 Switzerland	2022 Austria	2022 Germany
Discount rate	1.5%	3.5%	3.7%	2.3%	4.0%	4.1%
Future salary increases	1.5%	3.3%	1.5%	1.5%	3.3%	1.5%
Costs of defined benefit plans	20.2	1.0	1.0	27.0	0.7	0.9
Remeasurements employee benefits	4.9	2.0	1.5	3.9	–5.1	–14.6

4.12.9 Defined contribution plan	2023 CHF m	2022 CHF m
Expenses for defined contribution plan	**8.1**	**8.1**

4.13 Share capital

As of December 31, 2023, share capital amounted to CHF 15.0 million (prior year: CHF 15.0 million) and consisted of 105,000 (prior year: 105,000) registered shares with nominal value of CHF 100 each and 112,500 (prior year: 112,500) with nominal value of CHF 40 each.

5. Segment reporting

Segment information. In 2022 Bühler made significant structural adjustments to its organization to address the global food and feed market. The structural changes became effective on January 1, 2023 and had the following effect:

The previously existing Consumer Food segment was moved under the Grains & Food segment, while being split into the two business areas Consumer Food and Chocolate & Coffee. Due to this change Consumer Food is no longer a segment of its own in line with IFRS 8. In accordance with IFRS 8.29 the segment information for the comparative period has been restated for Grains & Food and Consumer Food. Hence, the Group consists of two reportable segments which are identified on the basis of internal business updates that are regularly reviewed by the Chief Executive Officer (CEO). The CEO, being the Chief Operating Decision Maker, regularly reviews the allocation of resources to the two reportable segments. The Group is managed under its businesses Grains & Food and Advanced Materials.

Grains & Food: Engineering and sale of industrial process technologies and solutions for the food and feed industry, cocoa processing, chocolate mass production, moulding, and wafer equipment. Its portfolio ranging from processing of grains, rice, coffee, and other raw materials for intermediate and finished products, as well as from weighing and mixing of raw materials to cooking and aerating of masses through extrusion, depositing, and forming up to baking and enrobing.

Advanced Materials: Engineering and sale of solutions for die-casting, grinding and dispersion, and surface-coating technologies in high-volume application areas such as automotive, optics, inks, and batteries.

5.1 Segment reporting

Segment reporting 2023	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
Segment revenue	2,204.6	778.9	27.0	3,010.5
Less intersegment revenue	–0.6	–0.5	0.0	–1.1
Total segment revenue third parties	**2,204.0**	**778.4**	**27.0**	**3,009.4**
EBIT	162.8	67.9	–14.5	216.2
in % of revenue	7.4%	8.7%	–53.7%	7.2%
Non-current assets	**865.3**	**180.3**	**255.6**	**1,301.2**

Segment reporting 2022	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
Segment revenue	2,284.5	671.6	35.1	2,991.2
Less intersegment revenue	–10.5	–0.2	0.0	–10.7
Total segment revenue third parties	**2,274.0**	**671.4**	**35.1**	**2,980.5**
EBIT	145.7	52.0	0.9	198.6
in % of revenue	6.4%	7.7%	2.6%	6.7%
Non-current assets	**924.4**	**190.7**	**252.5**	**1,367.6**

Internal and external reporting are both based on the same valuation and accounting principles, and there is therefore no need to provide a reconciliation.

The business results are carried over to the Group's consolidated figures by including the results of units with no market operations as well as consolidation effects.

5.2 Geographical information

Segment revenue	2023 CHF m	2022 CHF m
North America	649.5	523.1
South America	207.0	156.3
Europe	845.1	898.9
Middle East, Africa and India	494.3	466.1
Great China Region	523.6	667.9
South East Asia	289.9	268.2
Total	**3,009.4**	**2,980.5**
- thereof Switzerland	46.4	83.3
- thereof US	437.9	369.5
- thereof China	510.7	662.4

Segment non-current assets	2023 CHF m	2022 CHF m
North America	119.0	131.1
South America	10.3	8.4
Europe	1,025.6	1,051.7
Middle East, Africa and India	15.3	18.0
Great China Region	121.1	145.3
South East Asia	9.9	13.1
Total	**1,301.2**	**1,367.6**
- thereof Switzerland	397.4	375.8
- thereof US	117.8	130.3
- thereof China	121.1	145.4

The information about geographical areas is determined based on the Group's operations. The Group operates in six geographical areas: North America, South America, Europe, Middle East, Africa and India, Greater China and South East Asia. Revenues are shown based on the physical location of the equipment.

6. Other disclosures

6.1 Assets pledged or assigned to secure own liabilities

Assets of CHF 45.7 million (prior year: CHF 45.7 million) serve as collateral for own liabilities where the right of disposal is limited.

6.2 Related parties

Related-party transactions. Total loans from the shareholders of CHF 61.0 million (prior year: CHF 82.0 million) are disclosed under non-current financial liabilities and of CHF 27.2 million (prior year: CHF 29.7 million) under current financial liabilities. A loan toward the shareholders in the amount of CHF 22.1 million (prior year: CHF 19.5 million) is disclosed under other non-current financial assets.

Expenses for rental, energy, and maintenance to related parties amounted to CHF 14.3 million (prior year: 11.2 million) and are included in other operating expenses. Other related-party positions are disclosed separately in the notes.

Liabilities to pension plans amounted to CHF 0.1 million as per 2023 (prior year: CHF 0.2 million). This amount is included in other current liabilities.

Key management compensation. Key management (defined as Group Management and Board of Directors) received a total current paid out compensation of CHF 9.6 million (prior year: CHF 9.3 million). In addition, pension and social security contributions of CHF 1.4 million (prior year: CHF 1.4 million) are recorded as expenses. The provisions and liabilities for other long-term benefits amount to CHF 21.2 million (prior year: CHF 10.3 million).

The Bühler Group operates deferred compensation plans for members of the management. The deferred compensation plans comprise a vesting period of three years and an execution period of 10 years from the grant date. The amounts are charged to the income statement over the relevant vesting periods and are adjusted to reflect actual and expected levels of vesting. The value of the deferred compensation is determined annually based on the Group's net profit for the three preceding years and equity at year-end.

6.3 Government grants

Government grants are offset with the items of expense which they finance. Government grants related to assets are deducted from the assets in deriving the carrying amount of the asset. In 2023 the Group received government grants of CHF 2.2 million (prior year: CHF 6.2 million).

6.4 Tax OECD Inclusive Framework

Under an OECD Inclusive Framework, more than 140 countries agreed to enact and to introduce a global minimum tax rate, where multinational groups with a consolidated revenue over EUR 750 million are subject to a minimum tax rate of 15%. In the meantime, various countries (in particular within the EU) have made progress on amending their local tax laws in view of implementing these new rules as per January 1, 2024. According to the current state of knowledge, Bühler is expecting only a minor impact on the tax burden group wide based on the global minimum tax rate legislations. Due to the high level of uncertainty and unclarity of the new rules and the implementation progress, a more detailed statement is not possible at this stage.

6.5 Proposal of the Board of Directors

At the General Meeting, the Board of Directors proposes a dividend of CHF 27.0 million (prior year: CHF 27.0 million) or CHF 180.00 (prior year: CHF 180.00) per registered share with a nominal value of CHF 100 and CHF 72.00 (prior year: CHF 72.00) per registered share with a nominal value of CHF 40. The dividend payment to the shareholders of Bühler Holding AG amounted to CHF 27.0 million in the financial year 2023 (prior year: CHF 27.0 million).

6.6 Release for publication of the consolidated financial statement

The consolidated financial statements were released for publication by the Board of Directors of Bühler Holding AG on February 13, 2024.

6.7 Subsequent events

No material events have occurred after the balance sheet date.

Report of the statutory auditor

to the General Meeting of Bühler Holding AG

Uzwil

Report on the audit of the Financial Report Bühler Group (consolidated financial statements)

Opinion

We have audited the consolidated financial statements of Bühler Holding AG and its subsidiaries (the Group), which comprise the consolidated income statement and consolidated statement of comprehensive income for the year ended 31 December 2023, the consolidated balance sheet as at 31 December 2023, the consolidated statement of changes in equity, the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 3 to 55) give a true and fair view of the consolidated financial position of the Group as at 31 December 2023 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

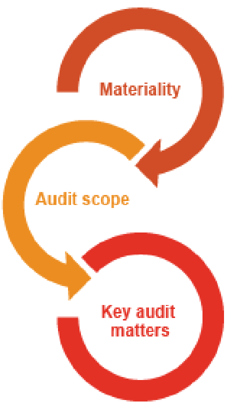
Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overview



Overall Group materiality: CHF 11'500'000

We concluded full scope and specific accounts audit work at 13 reporting units in 7 countries. Our audit scope addressed over 65% of the Group's revenue.

As key audit matters the following areas of focus have been identified:

Accounting for customer orders (Project/Plant)

Impairment testing of goodwill and intangible assets with indefinite useful life

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Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	CHF 11'500'000
Benchmark applied	Profit before tax
Rationale for the materiality benchmark applied	We chose profit before tax as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured, and it is a generally accepted benchmark.

We agreed with the Audit Committee that we would report to them misstatements above CHF 575'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

The audit strategy for the audit of the consolidated financial statements was determined taking into account the work performed by the component auditors. As Group auditor, we performed the audit of the consolidation, disclosures and presentation of the consolidated financial statements and of the impairment testing of goodwill and intangible assets with indefinite useful life. Where full scope audits or specific accounts audit work was performed by component auditors, we ensured that, as Group auditor, we were adequately involved in the audit in order to assess whether sufficient appropriate audit evidence was obtained from the work of the component auditors to provide a basis for our opinion. Our involvement comprised communicating the risks identified at Group level, specifying the audit procedures relating to the accounting for customer orders (Project/Plant), specifying the materiality thresholds to be applied, participating in local closing meetings (virtual), conducting telephone calls with the component auditors during the interim audit and the year end audit and reviewing the reporting.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Accounting for customer orders (Project/Plant)

Key audit matter	How our audit addressed the key audit matter
The Bühler Group has customer orders, where the performance obligations are satisfied either over time or at a point in time in accordance with IFRS 15 'Revenue from contracts with customers. In the year under review, revenue from customer orders in the amount of CHF 1'815.4 million were recorded over time using the input method to measure progress towards complete satisfaction of the performance obligation. Management measures the progress as of the balance sheet date based on relative costs incurred to the total costs expected to fulfil the performance obligation. An incorrect estimate of the expected costs could have a significant impact on the recorded revenue and the net profit other Group. Please refer to page 9 (Use of estimates) and pages 25 - 27 (Revenue) in the notes to the financial statements.	Our audit of revenue from customer orders where the performance obligations are satisfied over time mainly comprised the following procedures: • We assessed the design and the existence of the key controls regarding the customer orders and tested the effectiveness of selected controls. • We assessed whether the internal guidelines regarding the approval of the costs and margins had been adhered to. • We selected a sample of customer orders based on the contract volumes, the contribution margin and changes in the margin compared with prior year and the planning phase, and focused our testing on the following, in particular: ○ We assessed the contracts in respect of the classification of revenue recognition. ○ We assessed whether the contractual terms and the approved planned costs had been recorded appropriately in the project accounting system. ○ We discussed with the project controllers and project managers the progress of the projects based on the latest project reports and assessed the costs still to be incurred until their completion and changes in the margin. • We obtained written information from the legal representatives of the Group. We inspected this written information with regard to indications of potential quality deficiencies or penalties for non-performance and if applicable assessed whether these matters were recorded appropriately in the consolidated financial statements. • For the customer orders completed during the year under review, we compared various final parameters with the estimates made in the planning phase or those as of the previous balance sheet date in order to assess, with hindsight, the accuracy of the estimates made by Management. We consider Management's process and assumptions to be reasonable for purposes of determining the accounting for customer orders (Project/Plant).

Impairment testing of goodwill and intangible assets with indefinite useful life

Key audit matter	How our audit addressed the key audit matter
The impairment testing of goodwill and intangible assets with indefinite useful life was deemed a key audit matter for the following reasons: Goodwill and intangible assets with indefinite useful life are significant items on the consolidated balance sheet (CHF 579.7 million) and they are not amortized but tested for impairment at least annually. In calculating the value-in-use of the assets for these tests, the Board of Directors and Management have significant scope for judgement in defining the cash-generating units (CGUs), in allocating the goodwill and net operating assets to the CGUs and in determining the underlying assumptions (discount rate, royalty rates, growth rates, revenue growth and EBIT margin growth). Management adopted an established process in order to forecast the cash flows. The Board of Directors monitored adherence to this process. Please refer to page 9 (Use of estimates) and pages 37 - 40 (Intangible assets) in the notes to the financial statements.	In our audit of the impairment testing of goodwill and intangible assets with indefinite useful life, we performed audit procedures including the following: • We assessed the design and the existence of the key controls regarding the impairment testing of goodwill and intangible assets with indefinite useful life. Furthermore, we checked whether the Board of Directors reviewed the impairment tests. • We assessed how the CGUs were defined, taking into account the accounting standards and our knowledge of the organisation of the Group. • We reviewed management's assessment of the presumed indefinite useful lives of brands. • We assessed the appropriateness of Management's process for allocating goodwill and net operating assets to the CGUs. • We compared the revenue and the EBIT of the year under review with the budget in order to identify, in retrospect, any forecasts that were too optimistic and to assess the accuracy of the estimates that were made. • We performed plausibility checks on the key assumptions Management used for the impairment tests as well as on the changes in net working capital resulting from the application of these assumptions. To this end, we involved our internal valuation experts, who compared the assumptions with data from analogous companies and market data. Furthermore, we assessed the technical and mathematical correctness of the valuation model. • We assessed the sensitivity analyses carried out by Management. In addition, we performed our own sensitivity analyses using different discount rates, revenues and gross profit margins. • We assessed the appropriateness of the disclosures in the notes to the financial statements in accordance with IAS 36 'Impairment of Assets'. We consider the valuation process and the assumptions applied by Management to be an appropriate and reasonable basis for purposes of the impairment testing of goodwill and intangible assets with indefinite useful life.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the consolidated financial statements

The Board of Directors is responsible for the preparation of consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located on EXPERTsuisse's website: http://www.expertsuisse.ch/en/audit-report. This description forms an integral part of our report.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the consolidated financial statements.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Patrick Balkanyi	Andreas Heyme
Licensed audit expert Auditor in charge	Licensed audit expert

Zürich, 13 February 2024

Financial Statements Bühler Holding AG

Income statement Bühler Holding AG

	Notes	2023 CHF m	2022 CHF m
Investment income	11	41.7	97.1
Financial income	12	29.3	15.1
Other operating income	14	9.6	8.1
Total operating income		**80.6**	**120.3**
Investment expenses	15	–0.1	–3.3
Financial expenses	16	–9.9	–9.3
Exchange losses on foreign currency valuation	13	–18.2	–12.4
Employee benefit expenses		–0.9	–0.9
Other operating expenses	17	–5.2	–6.7
Operating expenses		**–34.3**	**–32.6**
Profit before taxes		**46.3**	**87.7**
Taxes		–0.7	–0.2
Net profit		**45.6**	**87.5**

Balance sheet Bühler Holding AG

Assets	Notes	2023 CHF m	2022 CHF m
Cash and cash equivalents		289.3	359.0
Other accounts receivable third parties		1.6	0.8
Other accounts receivable Group	5	166.1	116.7
Current loans third parties		0.0	6.1
Current loans Group	5	0.7	7.2
Accrued income and prepaid expense		0.2	0.2
Current assets		**457.9**	**490.0**
Non-current securities		7.9	7.9
Other financial assets related parties	8	22.1	19.5
Other financial assets Group	6	598.3	583.0
Investments	18	892.6	893.6
Non-current assets		**1,520.9**	**1,504.0**
Total assets		**1,978.8**	**1,994.0**

Equity and liabilities	Notes	2023 CHF m	2022 CHF m
Current financial liabilities related parties	8	25.0	25.0
Accounts payables third parties		0.0	0.1
Accounts payables Group	7	207.1	221.1
Current provisions	10	12.9	9.0
Other current liabilities third parties		0.5	0.5
Other current liabilities Group	7	2.0	1.8
Deferred income and accrued expense		1.4	1.0
Current liabilities		**248.9**	**258.5**
Non-current financial liabilities third parties	9	232.6	235.8
Non-current financial liabilities related parties	8	61.0	82.0
Non-current liabilities		**293.6**	**317.8**
Total liabilities		**542.5**	**576.3**
Share capital		15.0	15.0
Legal reserves		7.5	7.5
Other free reserves		275.6	275.6
Available earnings brought forward from prior year		1,092.6	1,032.1
Net profit		45.6	87.5
Total equity		**1,436.3**	**1,417.7**
Total equity and liabilities		**1,978.8**	**1,994.0**

Notes to the financial statements Bühler Holding AG

1 General information
The financial statements of Bühler Holding AG, domiciled in Uzwil SG, were prepared in accordance with the regulations of Swiss financial reporting law.

Bühler Group prepares consolidated financial statements on a Group level according to International Financial Reporting Standards (IFRS). Therefore, Bühler Holding AG does not publish additional notes, a cash flow statement, and management reporting according to article 961d of the Swiss Code of Obligations.

2 Valuation principles
The financial statement accounting policies meet the requirements of Swiss financial reporting law. The main financial statement line items are accounted for as described below.

The balance sheet positions in foreign currency have been valued at the following closing rates:

	2023 CHF	2022 CHF
CNY	0.1180	0.1330
EUR	0.9340	0.9850
GBP	1.0760	1.1150
USD	0.8400	0.9260

Loans to Group subsidiaries are recorded at their nominal value. If necessary, value adjustments are made for potential impairment losses.

3 Number of full-time equivalents
The number of full-time equivalents is on average less than 10 employees (prior year: less than 10 employees).

4 Definition of related parties and Group companies
Related parties are companies that are directly or indirectly owned by the Bühler family. Also included are members of the Bühler family as well as the Board of Directors and companies owned by Members of the Board of Directors of the Bühler Group.

Group companies are companies in which the Bühler Group holds direct or indirect investments and are included in the consolidated Group financial statements.

5 Other accounts receivable and current loans Group
Accounts receivable and current loans Group mainly include current loans to Group companies for working capital financing purposes.

6 Other financial assets Group
Financial assets mainly include loans to Group companies, which are granted at market conditions and are non-current (more than one year).

7 Liabilities Group
Liabilities Group consist primarily of current liabilities related to cash pooling (mainly Buhler US Holding Inc., Minneapolis) as part of the Group's cash management.

8 Other financial assets/liabilities related parties
These loans are owed from and to the shareholders as well as from other related parties (associates).

9 Financial liabilities third parties
This position contains one corporate bond issued to third parties.

Nominal amount in CHF m	Valor	Interest rate	Period of validity	Expiration nominal value
240	38,960,608	0.60%	12/21/2017 – 12/21/2026	12/21/2026

In total the Group has bought back CHF 7.4 million (prior year: CHF 4.2 million) of its own corporate bond obligations.

10 Provisions
This item mainly includes provisions for currency risks relating to loans to Group companies and accounts receivable from Group companies.

11 Investment income
This position mainly contains dividend income from subsidiaries and other participations.

12 Financial income
Financial income mainly includes interest income on loans to Group companies.

13 Exchange gains/losses on foreign currency valuation
Exchange gains/losses on foreign currency valuation contains currency gains and losses.

14 Other operating income
Other operating income contains mainly licence fee income.

15 Investment expenses
Investment expenses include impairments on Group investments.

16 Financial expenses
Financial expenses primarily include interest on foreign expenses paid to Group companies and interest payments for corporate bonds issued to third parties.

17 Other operating expenses
Other operating expenses predominantly include service fee expenses and non-refundable withholding taxes.

18 Investments
Investments are recorded at cost less economically necessary adjustments. The principal investments that are held directly or indirectly by Bühler Holding AG are shown in the table on pages 13 to 15. The participation rate is equal to the voting rights and share in capital.

19 Contingent liabilities

	2023 CHF m	2022 CHF m
Guarantees and other obligations in favor of third parties	518.7	542.7

Bühler Holding AG issued a letter of comfort for Bühler GmbH, Reichshof, Germany, on August 17, 2017. With this letter of comfort, Bühler Holding AG commits itself to financially support Bühler GmbH, Reichshof in order that Bühler GmbH, Reichshof is able to meet its current and future obligations at all times. The issued letter of comfort is valid as long as Bühler GmbH, Reichshof belongs to the Bühler Group, at the latest until December 31, 2024.

20 Proposal of the Board of Directors for the appropriation of available earnings

	2023 CHF m	2022 CHF m
Balance brought forward from prior year	1,092.6	1,032.1
Net profit of the year	45.6	87.5
Available earnings at the disposal of the General Meeting	**1,138.2**	**1,119.6**
The Board of Directors proposes to the General Meeting:		
- The distribution of a dividend	27.0	27.0
- Carry forward to new accounting period	1,111.2	1,092.6

The statutory obligation of appropriation to reserves is waived as the legal reserve amounts to 50% of the paid-in share capital.

21 Others
CHF 0.3 million hidden reserves were formed in the reporting period (prior year: CHF 1.0 million were released).

22 Significant events after the balance sheet date
No material events have occurred after the balance sheet date.

Report of the statutory auditor

to the General Meeting of Bühler Holding AG

Uzwil

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Bühler Holding AG (the Company), which comprise the income statement for the year ended 31 December 2023, the balance sheet as at 31 December 2023 and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 62 to 65) comply with Swiss law and the Company's articles of incorporation.

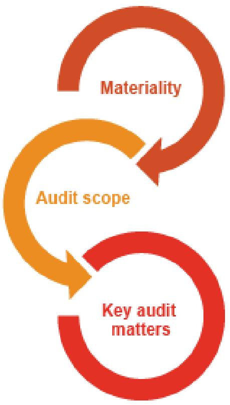
Basis for opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overview



Overall materiality: CHF 19'700'000

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

As key audit matters the following area of focus have been identified:

Valuation of Investments

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or

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error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall materiality	CHF 19'700'000
Benchmark applied	total assets
Rationale for the materiality benchmark applied	We chose total assets as the benchmark because, in our view, it is a relevant benchmark against which holding companies can be assessed, and it is a generally accepted benchmark with regard to materiality considerations in holding companies.

We agreed with the Audit Committee that we would report to them misstatements above CHF 985'000 identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Valuation of Investments

Key audit matter	How our audit addressed the key audit matter
Investments in subsidiaries represent a significant balance sheet line item (CHF 892.6 million). The Board of Directors uses business valuations in order to test these investments for impairment. The company valuations are prepared using the “practitioner’s method”. In cases were indications of impairment exist, the book values of the investments were compared with the impairment test prepared to assess the goodwill at the Group level. In calculating these company valuations, there is significant scope for judgement in determining the underlying assumptions, particularly with regard to the future business results and the discount rate to apply to the forecast cash flows. Management adopts a specified impairment testing process to identify the potential need for the impairment of investments. Please refer to page 65 (Investments) in the notes to the financial statements.	In our audit of the investments in subsidiaries, we performed audit procedures including the following: • We assessed the design and the existence of the key controls regarding the valuation of the investments. • We compared the book value of the investments in the year under review with the results from using the practitioner’s method of valuation. If there were indications of impairment, the book values of the investments were compared with the impairment test applied to assess the goodwill at the Group level. • We performed plausibility checks on the key assumptions applied by Management used for the impairment tests. To this end, we involved our internal valuation experts, who compared the assumptions with data from analogous companies and market data. Furthermore, we assessed the technical and mathematical correctness of the valuation model. We consider the valuation process and the assumptions used to be an appropriate and adequate basis for the impairment testing of investments in subsidiaries as at 31 December 2023.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements, the consolidated financial statements and our auditor’s reports thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' responsibilities for the financial statements

The Board of Directors is responsible for the preparation of financial statements in accordance with the provisions of Swiss law and the Company’s articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on EXPERTsuisse's website: http://www.expertsuisse.ch/en/audit-report. This description forms an integral part of our report.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the financial statements.

We further confirm that the proposed appropriation of available earnings complies with Swiss law and the company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Patrick Balkanyi	Andreas Heyme
Licensed audit expert Auditor in charge	Licensed audit expert

Zürich, 13 February 2024