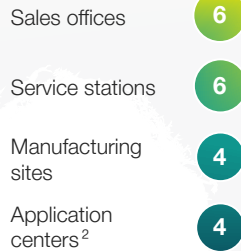


REGIONAL PERFORMANCE

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

NORTH AMERICA

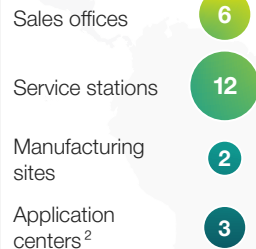


Highlights

In North America, Bühler continued its growth across a wide range of markets with sales records being set in Canada and in the business areas Leybold Optics, Die Casting, and Milling Solutions. The company continued to develop and engage with the food ecosystem in the region deepening its involvement with key players such as North Carolina Food Innovation Lab. The ongoing growth in service options for customers resulted in a solid foundation across Service Level Agreements. In 2024, a deeper level of relationship management will ensure that the best of Bühler is provided for our customers and partners.

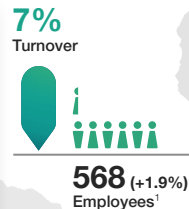


SOUTH AMERICA



Highlights

In South America, business development mirrored the development of the economy. In Brazil, business performance was very strong in Chocolate, Consumer Foods, Milling Solutions, and Oil Preparation. Customer Service grew, especially in retrofitting. An important breakthrough was the first outcome-based contract for milling, reflecting a change of mindset in the Brazilian market. In Venezuela, which is recovering from a long recession, investments were generated mainly in staple food businesses. In Argentina, Colombia, Peru, and Ecuador the political situation affected the local businesses. Customer Service supported the results in Bogotá.



MIDDLE EAST AFRICA & INDIA

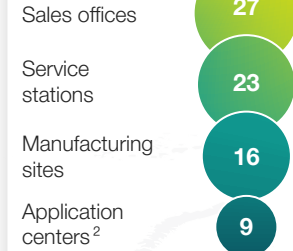


Highlights

Considering the dynamic political and economic landscape of the Middle East, Africa, and India, Bühler successfully navigated a challenging year. A number of significant projects were secured. Growth in the Consumer Foods business area was noteworthy. A strategic milestone was the launch of locally manufactured equipment at Bühler India. Targeted initiatives resulted in the reactivation of 990 customers. Training collaborations with Alva's Education Foundation in Bengaluru, India and the Institut de Formation de l'Industrie Meunière in Casablanca, Morocco underscored Bühler's commitment to innovation and education.



EUROPE



Highlights

Despite persistent high inflation, conflicts, and an overall stagnant economy, the Customer Service business grew and developed well in Europe. In contrast, order intake in new plant business and overall was lower as customers postponed bigger investment decisions. The business managed to evolve under the new circumstances by streamlining the organization, stepping up Customer Service to a new level, and by transforming into an omnichannel sales organization encompassing Direct Sales, Inside Sales, Channel Partners, and Digital Platforms.

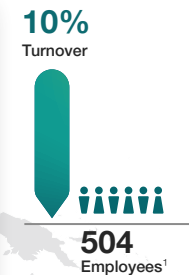


SOUTH EAST ASIA³

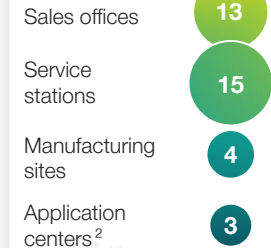


Highlights

The South East Asia region achieved a remarkable recovery following several challenging years. This was thanks to a steadfast commitment to stay close to customers, despite adversities. The ability to adapt and innovate collaboratively proved instrumental in navigating the dynamic landscape. The collaborative spirit led to strategic initiatives that propelled the business, and flexibility allowed it to pivot swiftly in response to evolving market conditions. This adaptability became a cornerstone of the business's operational resilience, enabling it to seize emerging opportunities and navigate challenges with agility.



GREATER CHINA REGION³



Highlights

Business was influenced by development in the economy and industry. New-energy vehicles and the solar industry drove the outperformance of Die Casting and Leybold Optics. Upgrades in the liquor industry relied on Bühler's innovative solutions. Demand for Bühler's highly efficient ship loading and unloading solutions surged thanks to investments in infrastructure. The recovery of the fast-moving consumer goods market and the boom in the coffee industry contributed to superior results in that sector. While flour milling and animal feed slowed, the shift to high quality could be seen in the success of Bühler's smart flour and feed mill.

Total number of Bühler sites across the world in 2023:

- 91 sales offices
- 105 service stations
- 30 manufacturing sites
- 25 Application & Training Centers²

↓ = 2023 turnover share by region

👤 = Total 12,485 employees¹ in 2023 compared to 12,737 in 2022

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.