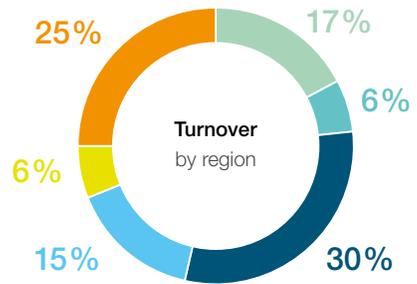
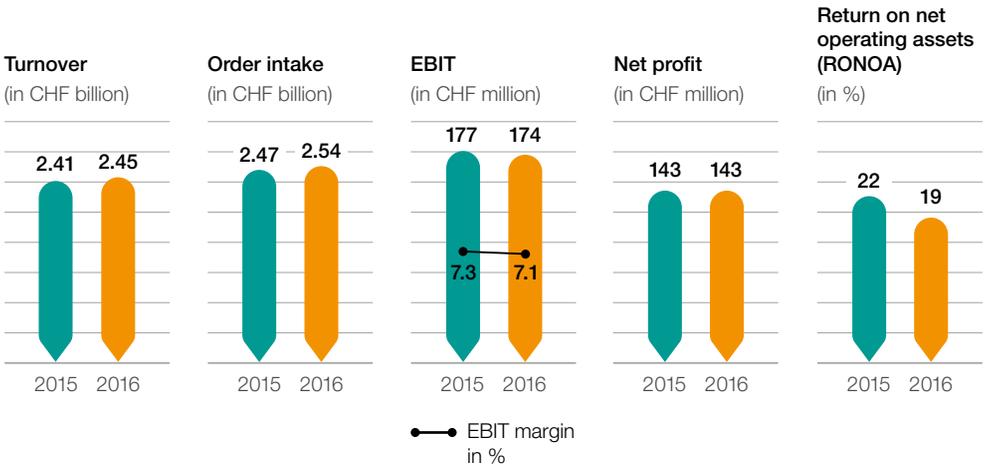


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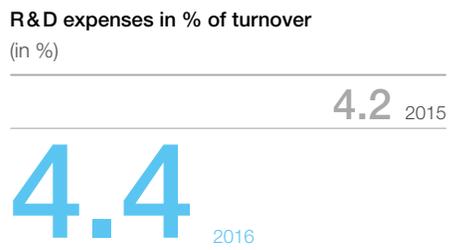
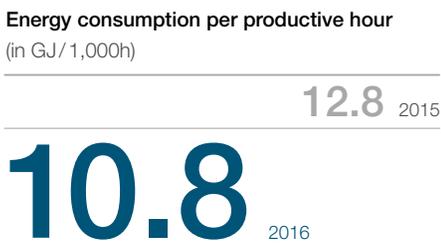


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- Sortex & Rice
- Grain Milling
- Value Nutrition
- Consumer Foods
- Die Casting
- Grinding & Dispersion
- Leybold Optics

- North America
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The Bühler Group

Every day, billions of people come into contact with Bühler technologies to cover their basic needs for food and mobility. We are striving for innovations for a better world, with a special focus on healthy, safe, and sustainable solutions.



Grains & Food

With leading industrial process technologies and solutions, Bühler contributes significantly to feeding the world's population, while setting the focus on food security and safety. We are a leader in processing grains, rice, cocoa, coffee, and other raw materials into intermediate and finished products for human and animal nutrition.

Advanced Materials

Bühler is a leading solution provider of die-casting and surface-coating technologies in high-volume application areas, such as automotive, optics, and inks. Our solutions and technologies enable efficient and clean mobility.



Stefan Scheiber, CEO

Calvin Grieder, Chairman

Statement of the Chairman and the CEO

Dear colleagues, customers, and business partners,

As a Swiss-based company, 2016 marked the proof point that we have successfully navigated through the Euro/Swiss franc decoupling the year before. Mitigating actions such as financial hedging or increased working hours have been phased out. New challenges were generated by low oil and raw material prices and increased regional instability.

Against these strong headwinds, Bühler showed a healthy performance in 2016. While continuing our policy of reinvesting profits, we managed to grow and gain marketshare. In comparison to last year's decline of 4%, order intake in 2016 was up 3% to CHF 2.54 billion. Turnover rose by 2% to CHF 2.45 billion, and profitability remained stable at an EBIT margin of 7.1%. Other key financial figures also underscore the strong financial position of our company. With zero debt, net liquidity rose by 18% to CHF 462 million at an equity ratio of 47% (previous year: 46%).

This success is the result of multiple factors: innovation, superior service, and best quality. We significantly increased our R&D investments to leverage global trends such as alternative protein sources and e-mobility. Following our vision of "innovations for a better world" we invested into state-of-the-art insect processing and experienced a breakthrough by becoming a leading supplier for the lithium battery business. With additional service centers, we expanded our network to 92 locations, serving our customers "in the markets for the markets". To continue delivering at the highest standards, we further invested into innovative production and engineering sites in Switzerland, Vietnam, and China – which is accompanied by the ongoing training and education of our staff. Their commitment and high quality work is outstanding and deserves our recognition and gratitude.

We can look positively into the future. Taking our solid foundation into account, and notwithstanding potentially fluctuating market conditions and regional developments, we are well positioned to increase growth and profitability in 2017 and the years to come.

We would like to thank you, our clients and partners, for your continued support. As a family-owned company, we will continue to place sustainability at the heart of everything we do.



Calvin Grieder
Chairman of the Board



Stefan Scheiber
Chief Executive Officer

Highlights of the year 2016



Bühler Networking Days

In August 2016, Bühler welcomed around 750 customers, academics and partners to a unique industry event focusing on nutrition, sustainability, food safety, and the Internet of Things (IoT). Bühler has accepted the challenge of feeding nine billion people by 2050, and presented more than 30 innovations in the Solution Space.



New Bühler factory for the rice industry in Vietnam

Bühler opened a new plant for the production of rice processing machines in September 2016. With these new solutions, local rice processors can now offer their products at a quality that meets export standards. Around 5,000 rice processing plants produce over 45 million tonnes of rice in Vietnam.



Nestlé Innovation Award

The food giant Nestlé presented Bühler with its prestigious Research Award for 2016. Bühler received the prize for its innovative cooperation with Nestlé and its important contribution to the success of the Nescafé business.



Research cooperation between Bosch and Bühler

Bosch and Bühler are working together to create IoT solutions for the food industry. The two parties signed the commercial framework for this cooperation and presented an intelligent roller mill at the Bühler Networking Days.



Joint venture for insect processing

Bühler and Protix established a joint venture in order to commercialize insect rearing and processing solutions. The initial aim is to provide a sustainable protein source for aquaculture and poultry feeds.



Innovative Tubo conveyor system

Bühler launched its innovative and flexible Tubo conveyor system. It has been successfully put into operation at the Locher brewery in Switzerland. Customers and partners chose Tubo as the “Best Innovation” at the 2016 Bühler Networking Days.



Bühler accelerates e-mobility with new technology

Electric cars improve air quality and reduce CO₂ emissions. Bühler is at the forefront of innovation. The company has developed a continuous manufacturing process for the key component of car batteries, the electrode slurries. In 2016, Bühler received several orders for plants on an industrial scale for this process solution.

Modernization of sites in Switzerland

Bühler launched a modernization program to increase the competitiveness of its Swiss sites. The program is designed to improve production and logistics in factories. Steps in innovation and education will be announced soon.



Stefan Scheiber is the new CEO

On July 1, 2016, Stefan Scheiber succeeded Calvin Grieder as CEO, who decided to concentrate on his duties in the Board of Directors. This represents continuity as well as accelerated change at Bühler.

MyBühler customer portal is live!

Bühler launched a customer portal that features 24/7 access, up-to-date product information, and a simple online ordering process for its customers. It enables customers to order Bühler equipment and spare parts with just a few clicks.



Product launch Ecoline S

Bühler presented its new Ecoline S series at the Die Casting Trade Show in Shanghai, China. The cold-chamber die casting series combines advanced technology and sophisticated automation solutions. Casters will benefit from increases in productivity of up to 5% and energy savings of up to 10%.





Anticipating the future

CEO Stefan Scheiber and Chairman Calvin Grieder are leading the company together. They explain how they will ensure that Bühler is embracing the opportunities arising from the industrial transformation triggered by bits and bytes.

Mr. Scheiber, you have been the CEO of Bühler since July 1, 2016. How does it feel?

Scheiber: It's definitely a new dimension to head the whole Group and be its representative on behalf of the Board of Directors to our customers and the public. I feel it's an honor and a privilege to embark upon this important mission. I was really pleased with the wave of support that I experienced from all sides – from the workforce and the Bühler family to the Board of Directors, my colleagues on the Executive Board, customers, and friends outside the organization. This feeling of support continues to this day.

Was this what you imagined the first few months would be like?

Scheiber: I tried to prepare myself as best as possible. Looking back, my 25 years with Bühler were an essential part of this preparation. I have always worked with our customers in mind and was employed in almost every corporate function, 15 years of which outside of Switzerland. Until mid-2016, I was fully absorbed in leading the business of Grains&Food, so I bring quite some operational experience with me. Of course, the full dimensions of the new role become clear only when you actually begin.



**“New trends and needs
drive demand for
innovative solutions.”**

Stefan Scheiber, CEO

What was the most marked change for you?

Scheiber: I am now leading colleagues who were once on the same hierarchical level, and I now coordinate my moves with the Board of Directors. Another very important point is the public visibility of the role. While Calvin Grieder was outwardly representing the company, my colleagues and I were able to work in his slipstream. This responsibility now falls to me.

Grieder: I'm pleased this responsibility is now in your hands.

Mr. Grieder, was it hard for you to let go?

Grieder: Yes and no. Yes, because I invested a lot of passion in my task and have very strong emotional ties with the company and with many of my colleagues. I enjoyed coming to work every day. It was a dream job. With this in mind, you don't just clear up your desk as if you were spring-cleaning when you leave. And no, because we had planned this transfer of leadership on a long-term basis and I therefore, after my 15 years at the helm, could look forward to focusing on some other duties. Also no, because I have full confidence in Stefan and his team. I believe that Bühler has never had such a good management team.

How do you share your tasks?

Grieder: Just like any other well-managed company: on the basis of clear governance principles. The CEO and his team are in charge of the operations and the development of the company along the trends of the business. They also develop proposals for the strategic further development of the Group. The Board of Directors, which I chair, supervises corporate development and decides the next strategic steps together with the Executive Board.

Scheiber: It's a true advantage for me to be able to rely on Calvin's in-depth knowledge of the business, our customers, and the organization and also that we have a bond of trust developed over the decades we have known one another. His close ties with the industry certainly provide additional benefits. Consequently, it takes only a short time to find convincing solutions and new ideas together.

What does the new CEO Stefan Scheiber stand for besides executing his day-to-day business?

Scheiber: I stand for full continuity and at the same time for accelerated change. We want to create innovations for a better world and also grow our business sustainably.

“We anticipate trends early and address them. This is what fascinates us.”

Calvin Grieder, Chairman

This sounds a bit like a contradiction in terms; what exactly do you mean?

Scheiber: Under Calvin Grieder's leadership over the past 15 years, Bühler managed to make it into the top league of global industrial providers of process technologies and solutions. Many important trends – for example the services business, digitalization, the energy issue, and the topics of food safety or mobility – were addressed at an early stage. Over the past few years, we have together worked out a five-year strategy – Bühler2020. I intend to continue it seamlessly.

Everything seems to be in order, so why modernize?

Scheiber: We are living in a dynamic world that is changing at a breathtaking pace. As recently as ten years ago, there were no iPhones, and in five years' time self-driving vehicles will be part of our everyday lives. For an industrial company, such as Bühler, this is opening up entirely new business opportunities – just think of predictive maintenance, which is already being well established in the aircraft industry today. If we want to seize these opportunities, Bühler must become more agile. We have launched the necessary projects, but have by far not yet arrived in the digital era.

Mr. Grieder, don't you perceive this as hidden criticism?

Grieder: Quite the opposite! This is exactly what I expect. I can only encourage the Executive Board to systematically and wholeheartedly tackle the required changes. I am quite unsentimental in this respect. And, of course, being able to focus on only one single office at Bühler is disencumbering. It is good to know that one of us can trigger important developments from a distance or have a calming effect while the other is standing in the midst of the day-to-day battle. Having two functions is, after all, no coincidence and I am glad we have now filled it again in a highly beneficial way.

What exactly are the cornerstones of your modernization program, Mr. Scheiber?

Scheiber: My program is made up of four key elements: First, the renewal of our product portfolio with a focus on Internet of Things (IoT) technologies and the goal of gaining market share. This includes the development of new business models which are service related and based on data. Second, the modernization of our global manufacturing network – and therefore the modernization of our production site in Uzwil. Third, the continuing expansion of our services, especially new applications centers. And fourth, the attractiveness of our organization for its employees – in particular generations Y and Z – including important aspects such as diversity and strong international management. All of this must ultimately lead to further growth.

Does the Chairman of the Board have anything to add to that?

Grieder: Strategically speaking, no. This is, after all, at the heart of everything we have agreed upon in our Bühler2020 strategy. On the executive side, I will continue to urge that growth and profitability be further improved. Occasionally we get in the way of setting new ambitions. In this respect, I think we have yet to realize our full potential. On the other hand, we won't change anything concerning our setup as a family-owned company without bank liabilities. This implies that we must finance our investments out of the cash flow we generate. As a family business we can be agile and manage the necessary changes fast. We therefore have an excellent chance to succeed.

Scheiber: I totally agree, and we are busy working on the matter. Here, too, speed is a key aspect. Therefore, we will reduce project execution times, delivery times, and development cycles – without, however, compromising on quality.

Where do you see further potential for growth?

Scheiber: The key words in this respect are feed and battery solutions. Measured against our technologies and solutions, we are still globally underrepresented as suppliers of feed production plants, though we have already managed to increase market share in China. We plan to multiply this success. In the field of battery production, we have developed a new process over the past few years. Now that we have received the first orders, it has undergone its baptism of fire in the marketplace. This technology has enabled us to launch a unique solution that boosts battery performance at an opportune time to join the boom in electromobility.

Grieder: We often anticipate trends years ahead of the game and develop solutions to address them. This is part of the fascination of our organization. Our credo is to transform challenges in the fields of food and mobility into sustainable business opportunities. This is why we research and develop

industrial-scale methods for processing insects, for instance. We know today that, as the global population continues to grow, proteins will become scarce – and with their high protein content, insects will be part of the solution. In this area, we are determined to be players at the very forefront.

Are acquisitions also part of the growth strategy?

Scheiber: Yes, they are. In our business, Advanced Materials, highly innovative technologies are involved. For example, in the area of electromobility, where we build plants for manufacturing batteries, die casting light-alloy car components, or producing coatings. Such markets display an immense dynamism and therefore offer great potential. Also, Grains & Food has vast potential to grow. If we look at the worldwide potentials, we are still underrepresented in certain regions. Digitalization will change how we engineer our solutions. Here, measurement and control technology are becoming increasingly important. As yet, we lack certain related capabilities, and building them would take too long. This is where acquisitions might prove helpful.

What kind of leadership style can we expect of you as the CEO?

Scheiber: I lead people through trust and transparency and will make every effort to communicate well. Content, quality, and sustainability are not merely buzzwords. The world has become so fast-moving and complex that we as leaders must be predictable. We agree on goals with our employees and then support them in achieving or even exceeding them. Transparency and measurability are extremely important to me, and we are establishing an up-to-the-minute and meaningful monitoring system to this end. Communication and collaboration must be added to this: listen, put forward ideas, constructively exchange information on a global scale, and seek solutions.

As a leader, I create an environment where my employees are empowered to assume their responsibilities. In this way, I intend to initiate a paradigm shift from “push” to “pull.” If we manage to generate a need and demand from the market (pull), this will be more successful than foisting something upon the market or the organization (push). I am working on the assumption that everyone in a given area of activity shall accept the responsibility for what they are doing. It is important to me to mobilize the creativity of everyone – while at the same time demanding the accountability that goes with it. Furthermore, we also want to have fun and take pleasure in our task of leading this superb company into the future. What could be better? I am looking forward to it! Engineering customer success with innovations for a better world.



“Going forward, we want to multiply our successes, particularly in feed and batteries.”

Stefan Scheiber, CEO

