Bühler at a glance.

Facts and figures 2011.
CORPORATE PROFILE.

Bühler is the specialist and technology partner for plant, equipment, and services for processing foods and for manufacturing advanced materials. The organization holds leading market positions worldwide in the fields of technology as well as processes for transforming grain into flour and animal feeds, producing pasta and chocolate, and manufacturing die cast components.

The Group’s core technologies are in the areas of mechanical and thermal process engineering. With its expertise and over 150 years of experience, Bühler time and again rolls out unique and innovative solutions for its customers, enabling their success in the marketplace. Over the decades, Bühler has acquired a reputation as a reliable partner, thanks to its declared commitment to quality and its global presence.

Bühler Group operates in over 140 countries, has a global payroll of 8,800, and generated sales (turnover) of CHF 2,131 million in fiscal 2011.

### Key figures.

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<tr>
<th>in CHF m</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order intake</td>
<td>1,784</td>
<td>2,160</td>
<td>2,233</td>
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<tr>
<td>Order backlog 31.12.</td>
<td>962</td>
<td>1,238</td>
<td>1,329</td>
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<tr>
<td>Sales revenue</td>
<td>1,721</td>
<td>1,907</td>
<td>2,131</td>
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<tr>
<td>EBIT</td>
<td>132</td>
<td>203</td>
<td>218</td>
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<tr>
<td>EBIT margin in %</td>
<td>7.7</td>
<td>10.6</td>
<td>10.2</td>
</tr>
<tr>
<td>R&amp;D costs</td>
<td>79</td>
<td>79</td>
<td>89</td>
</tr>
<tr>
<td>Employees as of Dec. 31 (exclusive of temporary staff and apprentices)</td>
<td>6,799</td>
<td>7,857</td>
<td>8,828</td>
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</tbody>
</table>
Bühler operates on a global scale, with over 70 affiliated companies and branch offices in more than 140 countries. The locally based staff are familiar with the wide variety of the requirements existing in the local markets. Development as well as production are tailored to the needs of customers in the respective regions and are, whenever possible, locally provided. Over 20 service stations take care of roll overhauls, spare parts sales, and repairs – among other services.
The amount of vitamins, minerals and nutrients in the raw material from which our food is produced can be boosted by using Smart Processing. The potential is enormous: food scarcity, a growing global population and the mounting requirements for food processing stimulate Bühler to get involved with this important process. Even today, a third of the global crop is being lost before it can even be used. In food processing, a lot of the valuable properties end as side products.

Bühler is on the right track to change this. This is why Bühler continues to intensely research the possibilities of using the raw material as entirely as possible. With Smart Processing, a procedure has already been developed that yields more nutrients in a natural way.
THE ROAD TO SUCCESS.

**Balanced portfolio.**
Bühler is active in attractive segments of food and materials processing and is a specialist in processes designed to transform raw materials into valuable foods or engineering materials. In its respective markets, Bühler strives to hold a leading position.

**Customers’ success as a yardstick.**
Bühler’s focus is on the profitability of its customers’ business. The company offers production plants, services, and process technologies which enable its customers to successfully differentiate themselves in the marketplace and thus to generate added value. Bühler’s comprehensive customer service ensures efficient operation of the plants supplied throughout their life cycle and allows continuous adjustment to changes in raw materials or new consumer needs.

**Quality leadership.**
Bühler produces technically sophisticated solutions at 20 sites around the globe: These are all committed to the identical rigorous quality standards along the entire supply chain. The company’s claim to quality leadership is manifested by quantifiable, transparent quality goals, which are defined in an open dialog with customers.

**Focus on innovations.**
Bühler generates about half of its sales revenue with products that are less than five years old. Every year, the company spends an average of 4–5% of total annual sales on basic research and applied development. Its own modern analytical laboratory sets innovative standards, and its close collaboration with customers, research institutes, and universities ensures its edge in knowledge.

**Leading market position.**
Bühler’s market shares of global production speak for themselves: Two thirds of the world’s wheat is processed into flour and semolina by Bühler plant and equipment. In the chocolate industry, Bühler holds a market share of 65%, and 40% of total pasta end products are also made on Bühler plant and equipment. These are but a few examples among many.

**Strong workforce base.**
Its interesting challenges and international orientation make the company an attractive employer. In addition to strengthening its own workforce base, Bühler also recruits outside specialists. Worldwide, Bühler offers some 490 training places, of which 295 in Switzerland.
Cover: BMW Werk Leipzig, Germany. Production of automobiles.