IN THE REGION, FOR THE REGION

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

Sales offices

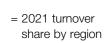
Service stations

Manufacturing sites

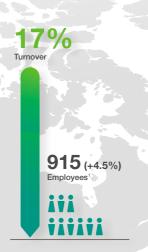
(3) Application centers²

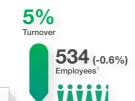
Highlights

We have continued to drive our unique position in region North America with two open-house events which focused on alternative proteins and pulse processing. We went a step further with our market presence with the acquisition of Design Corrugating in January 2021. This added four service workshops with specialist skills in roll grinding and corrugating. We continue to deepen our expertise in key account management to develop real partnerships with our key accounts. These actions combined result in exceeding 2019 orders released levels in 2021.



= Total 12,489 employees 1 in 2021 compared to 12,456 in 2020





SOUTH AMERICA

3 Sales offices

12 Service stations

Manufacturing sites.

Application centers².

Highlights

In region South America, the consolidation of our facilities in Brazil will continue in 2022 with the move of our project execution team to Curitiba over the next three years. Even considering difficult pandemic and political challenges, we were able to strengthen our relationships with our customers through our local structure and agent network.



EUROPE Sales offices 23 Service stations Manufacturing sites 16 Application centers² 10

Highlights

445 (-2.2%)

In region Europe, customers are again investing at pre-pandemic volumes and requesting digital and sustainable solutions from Bühler. For instance, the revolutionary Mill E3 was built in the United Kingdom, and many electric car makers now rely on Bühler's continuous mixing technology for battery slurry. Bühler was chosen by a French customer to build a large-scale insect plant, which will be operational in 2023.

VAVAVA AVAVAV

33%



ASIA Sales offices

31 Service stations

24

5

Manufacturing sites

Application centers²

Highlights

Despite ongoing implications of the pandemic, our Asia region worked with the mindset of "play to win" and achieved overall growth of 7% in new orders driven by a strong business growth in China and recovery in South East Asia. The main challenges in Asia remain the rise of raw material costs in key commodities and electricity shortages.

MIDDLE EAST & AFRICA

19 Sales offices

18 Service stations

2

Manufacturing sites

Application centers²

Highlights

The Middle East & Africa region has shown a great recovery from 2020. We have seen another year with lockdowns and political instability of all kinds. Despite this, we have seen markets grow that have been dormant for some time. Food safety and security has been put into focus by many governments as well as projects that help to extend the local value chain from being only a commodity supplier to a supplier of secondary or even tertiary products. We have been able to extend our network and reach in the region and have increased our service capacities significantly.

600 (+4.0%) TATATA

3%

SOUTH ASIA

Sales offices

13 Service stations

Manufacturing sites

Application centers². a

The South Asia region demonstrated its ability to shift from "survival to growth" mode during the pandemic. The courage shown by our teams during difficult times in the region reflects Bühler's TOP values and the true culture of our organization which was well appreciated by all stakeholders, especially customers.

Total number of Bühler sites across the world in 2021:



86 sales offices



103 service stations

30 manufacturing sites

24 Application & Training Centers²

¹ FTE (= full time equivalent)

² Bühler has Application & Training Centers in 24 countries, some of which cover multiple industrial applications.