

# FINANCIAL REPORT

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# Financial Report Bühler Group

# Consolidated income statement

	Notes	2025 CHF m	2024 CHF m
Revenue	3.1	2,752.6	2,984.0
Other operating income	3.2	34.9	48.0
<b>Total operating income</b>		<b>2,787.5</b>	<b>3,032.0</b>
Cost of materials		-1,185.4	-1,268.5
Changes in inventories of finished goods and work in progress		56.4	-17.3
Employee benefit expenses	3.3	-971.8	-1,002.3
Other operating expenses	3.4	-400.9	-448.6
Net result from associates	4.4	1.8	2.8
<b>Operating result before interest, taxes, depreciation and amortization (EBITDA)</b>		<b>287.6</b>	<b>298.1</b>
Depreciation and amortization	4.1/4.2/4.3	-67.3	-71.3
<b>Operating result before interest and taxes (EBIT)</b>		<b>220.3</b>	<b>226.8</b>
Interest income and expenses	3.5	1.3	6.0
Other financial income	3.5	5.1	14.2
<b>Financial result</b>		<b>6.4</b>	<b>20.2</b>
<b>Profit before taxes</b>		<b>226.7</b>	<b>247.0</b>
Income taxes	3.6	-52.1	-57.8
<b>Net profit</b>		<b>174.6</b>	<b>189.2</b>
Attributable to:			
- Owners of the parent		166.8	183.9
- Non-controlling interests		7.8	5.3

## Consolidated statement of comprehensive income

	Notes	2025 CHF m	2024 CHF m
<b>Net profit</b>		<b>174.6</b>	<b>189.2</b>
<b>Other comprehensive income</b>			
Translation differences of foreign operations		-85.5	24.1
– Realized through income statement		-0.6	0.4
Net gain (loss) on hedge of net investment		-2.6	-0.1
– Tax effect		0.4	0.0
Cash flow hedges			
– Changes recycled in the income statement		-3.5	-19.5
– Changes recognized in OCI		15.6	1.3
– Tax effect		-1.5	2.2
<b>Other comprehensive income to be reclassified to profit or loss in subsequent periods</b>		<b>-77.7</b>	<b>8.4</b>
Remeasurements of defined benefit plans	4.12.3	-3.3	12.4
– Tax effect		-0.7	-0.8
Financial assets at fair value through OCI		0.1	1.6
– Tax effect		-0.5	-0.2
<b>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</b>		<b>-4.4</b>	<b>13.0</b>
<b>Total other comprehensive income</b>		<b>-82.1</b>	<b>21.4</b>
<b>Total comprehensive income</b>		<b>92.5</b>	<b>210.6</b>
Attributable to:			
– Owners of the parent		87.6	203.6
– Non-controlling interests		4.9	7.0

# Consolidated balance sheet

Assets	Notes	Dec. 31, 2025 CHF m	Dec. 31, 2024 CHF m
Property, plant and equipment	4.1	619.7	640.5
Right-of-use assets	4.2	45.4	41.4
Intangible assets and goodwill	4.3	591.1	606.2
Investments in associates	4.4	49.1	48.1
Non-current financial and other assets	4.5	180.9	196.0
Deferred tax assets	3.6.4	50.1	53.8
<b>Non-current assets</b>		<b>1,536.3</b>	<b>1,586.0</b>
Assets classified as held for sale	4.1	1.5	0.0
Inventories	4.6	386.1	433.4
Contract assets relating to production orders in progress	3.1	406.3	489.2
Trade accounts receivable	4.7	488.3	542.1
Other receivables	4.7	140.1	134.5
Current income tax assets		9.2	7.2
Marketable securities and time deposits	2.3.2	159.4	74.9
Cash and cash equivalents	4.8	879.5	774.5
<b>Current assets</b>		<b>2,470.4</b>	<b>2,455.8</b>
<b>Total assets</b>		<b>4,006.7</b>	<b>4,041.8</b>
<b>Equity and liabilities</b>			
Share capital	4.13	15.0	15.0
Capital reserves		185.1	185.1
Other reserves / retained earnings		1,958.6	1,900.0
<b>Equity attributable to the owners of the parent</b>		<b>2,158.7</b>	<b>2,100.1</b>
<b>Non-controlling interests</b>		<b>34.7</b>	<b>34.7</b>
<b>Total equity</b>		<b>2,193.4</b>	<b>2,134.8</b>
Non-current financial liabilities	2.2	40.8	281.5
Non-current lease liabilities	4.2	33.8	27.9
Deferred tax liabilities	3.6.4	110.1	106.4
Defined benefit obligations	4.12.4	51.4	58.1
Non-current provisions	4.10	41.5	40.1
<b>Non-current liabilities</b>		<b>277.6</b>	<b>514.0</b>
Current financial liabilities	2.2	264.0	46.0
Current lease liabilities	4.2	11.7	13.3
Trade accounts payable	4.9	291.0	307.7
Contract liabilities relating to production orders in progress	3.1	575.0	603.1
Current provisions	4.10	70.3	82.4
Other current liabilities	4.11	285.1	302.7
Current income tax liabilities		38.6	37.8
<b>Current liabilities</b>		<b>1,535.7</b>	<b>1,393.0</b>
<b>Total liabilities</b>		<b>1,813.3</b>	<b>1,907.0</b>
<b>Total equity and liabilities</b>		<b>4,006.7</b>	<b>4,041.8</b>

## Consolidated statement of changes in equity

	Notes	Share capital CHF m	Capital reserve CHF m	Retained earnings CHF m
January 1, 2024		15.0	185.1	2,255.8
Dividends paid	6.5			-27.0
Changes in non-controlling interests				-0.4
Net profit				183.9
Other comprehensive income				11.6
<b>December 31, 2024</b>		<b>15.0</b>	<b>185.1</b>	<b>2,423.9</b>
January 1, 2025		15.0	185.1	2,423.9
Dividends paid	6.5			-29.0
Changes in non-controlling interests				0.0
Net profit				166.8
Other comprehensive income				-4.0
<b>December 31, 2025</b>		<b>15.0</b>	<b>185.1</b>	<b>2,557.7</b>

Hedge reserve CHF m	Financial assets at fair value through OCI CHF m	Foreign currency translation reserves CHF m	Total other reser- ves and retained earnings CHF m	Equity attributable to the owners of the parent CHF m	Non-controlling interests CHF m	Total equity CHF m
19.5	9.4	-561.3	1,723.4	1,923.5	30.5	1,954.0
			-27.0	-27.0	-2.8	-29.8
			-0.4	-0.4	0.4	0.0
			183.9	183.9	5.3	189.2
-16.0	1.4	23.1	20.1	20.1	1.3	21.4
<b>3.5</b>	<b>10.8</b>	<b>-538.2</b>	<b>1,900.0</b>	<b>2,100.1</b>	<b>34.7</b>	<b>2,134.8</b>
3.5	10.8	-538.2	1,900.0	2,100.1	34.7	2,134.8
			-29.0	-29.0	-4.9	-33.9
			0.0	0.0	0.0	0.0
			166.8	166.8	7.8	174.6
10.6	-0.4	-85.4	-79.2	-79.2	-2.9	-82.1
<b>14.1</b>	<b>10.4</b>	<b>-623.6</b>	<b>1,958.6</b>	<b>2,158.7</b>	<b>34.7</b>	<b>2,193.4</b>

# Consolidated statement of cash flows

	Notes	2025 CHF m	2024 CHF m
Profit before taxes		226.7	247.0
Financial result	3.5	-6.4	-20.2
<b>Operating result before interest and taxes (EBIT)</b>		<b>220.3</b>	<b>226.8</b>
Depreciation and amortization	4.1/4.2/4.3	67.3	71.3
Other items not affecting cash flow		-2.4	2.4
Changes in provisions		-11.8	23.3
Changes in trade accounts receivable		26.0	28.6
Changes in inventories		28.4	88.7
Changes in trade accounts payable		8.0	8.9
Changes in contract assets/liabilities relating to production orders in progress		54.5	-17.9
Changes in other net operating assets		4.7	4.7
Gains/losses on disposal of fixed assets		-0.5	-2.2
Interest received		7.4	12.6
Interest paid		-4.0	-4.1
Income taxes paid		-47.1	-63.9
<b>Cash flow from operating activities</b>		<b>350.8</b>	<b>379.2</b>
Purchase of property, plant and equipment		-52.9	-72.2
Disposal of property, plant and equipment		9.7	10.8
Purchase of intangible assets		-5.7	-4.2
Cash flow from acquisition of Group companies, net of cash acquired		0.0	-2.6
Purchase of marketable securities and time deposits		-90.4	-9.0
Disposal of marketable securities and time deposits		3.1	32.4
Purchase of current and non-current financial assets		-12.1	-19.9
Disposal of current and non-current financial assets		2.8	1.6
Dividends received		1.3	2.5
<b>Cash flow from investing activities</b>		<b>-144.2</b>	<b>-60.6</b>
Repayment of financial liabilities	2.2	-13.9	-14.7
Cash outflow for leases	4.2	-17.0	-17.3
Dividends paid of Bühler Holding AG	6.5	-29.0	-27.0
Dividends paid to non-controlling interests		-4.9	-2.8
<b>Cash flow from financing activities</b>		<b>-64.8</b>	<b>-61.8</b>
Translation differences		-36.8	2.7
<b>Changes in cash and cash equivalents</b>		<b>105.0</b>	<b>259.5</b>
Cash and cash equivalents at the beginning of period		774.5	515.0
Cash and cash equivalents at the end of period		879.5	774.5

# 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, 2025, were authorized for issue in accordance with a resolution of the Board of Directors on February 12, 2026. 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.	
	2025 CHF	2024 CHF	2025 CHF	2024 CHF
BRL	0.1486	0.1643	0.1420	0.1460
CAD	0.5943	0.6430	0.5760	0.6250
CNY	0.1156	0.1224	0.1125	0.1235
CZK	0.0380	0.0379	0.0383	0.0373
DKK	0.1255	0.1277	0.1240	0.1260
EUR	0.9370	0.9528	0.9290	0.9370
GBP	1.0943	1.1253	1.0640	1.1270
INR	0.0095	0.0105	0.0088	0.0105
JPY	0.0056	0.0058	0.0050	0.0057
MXN	0.0433	0.0484	0.0440	0.0445
SGD	0.6354	0.6588	0.6134	0.6621
THB	0.0253	0.0250	0.0250	0.0265
USD	0.8309	0.8804	0.7880	0.9000
ZAR	0.0465	0.0480	0.0473	0.0483

## 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

2025

There was no significant addition in 2025.

2024

There was no significant addition in 2024.

Disposals

2025

There was no significant disposal in 2025.

2024

There was no significant disposal in 2024.

## 1.6 Significant Group companies

Name of company	Country	Share capital in millions of local currency	Participation rate	Holding / financing company	Held by
<b>Switzerland</b>					
Bühler Holding AG, Uzwil	CH	CHF 15.00		○	
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, Uzwil	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
<b>Europe</b>					
Bühler Wafer Solutions GmbH, Leobendorf	AT	EUR 0.04	100.0%		Bühler Food Equipment GmbH, Leobendorf
Bühler Food Equipment GmbH, Leobendorf	AT	EUR 4.40	100.0%	○	Bühler AG, Uzwil
Metall- und Kunststoffwaren Erzeugungs- ges.m.b.H, Heidenreichstein	AT	EUR 2.91	100.0%		Bühler Beteiligungs GmbH, Leobendorf
Bühler Beteiligungs GmbH, Leobendorf	AT	EUR 0.01	100.0%	○	Bühler AG, Uzwil
Bühler CZ s.r.o., Zamberk	CZ	CZK 265.20	100.0%		Bühler Holding AG, Uzwil
Bühler GmbH, Beilngries	DE	EUR 16.00	100.0%		Bühler Deutschland Holding GmbH, Braunschweig
Bühler Deutschland Holding GmbH, Braunschweig	DE	EUR 0.03	100.0%	○	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%	○	Bühler Deutschland Holding GmbH, Braunschweig
Bühler Alzenau GmbH, Alzenau	DE	EUR 0.05	100.0%		Leybold Optics Verwaltungs GmbH, Alzenau
Bühler Denmark A.S.	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%	○	Bühler Holding AG, Uzwil
Buhler UK Ltd., London	GB	GBP 1.25	100.0%		Buhler UK Holdings Ltd., London
CDD Automation Solutions Limited, Peterbo- rough	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
Bühler Almere 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
<b>North America</b>					
Buhler US Holding Inc., Minneapolis	US	USD 0.05	100.0%	○	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
<b>Latin America</b>					
Buhler S.A., Buenos Aires	AR	ARS 2.10	100.0%		Bühler Holding AG, Uzwil
Bühler do Brasil Ltda., Curitiba	BR	BRL 114.9	100.0%		Bühler Holding AG, Uzwil
Buhler S.A. de C.V., Toluca	MX	MXN 170.00	100.0%		Bühler Holding AG, Uzwil
Buhler S.A.S., Bogota	CO	COP 291.49	100.0%		Bühler AG, Uzwil
<b>Middle East and Africa</b>					
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
<b>Asia</b>					
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%	○	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 Equipment (Xian) Co. Ltd., Xi'an	CN	CNY 28.00	100.0%		Buhler (China) Holding Co. Ltd., Wuxi
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%	○	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	67.0%		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.

2025	Currency pair	EUR/CHF	USD/CHF	CNY/CHF	GBP/CHF
Volatility		5.1%	7.3%	6.6%	7.0%
Effect on profit after taxes (rate increase) CHF m		0.1	0.9	3.9	0.0
Effect on profit after taxes (rate decrease) CHF m		-0.1	-0.9	-3.9	0.0
Effect on equity (rate increase) CHF m		7.4	-14.7	8.9	-0.2
Effect on equity (rate decrease) CHF m		-7.4	14.7	-8.9	0.2

2024	Currency pair	EUR/CHF	USD/CHF	CNY/CHF	GBP/CHF
Volatility		5.8%	7.7%	6.6%	7.3%
Effect on profit after taxes (rate increase) CHF m		0.3	3.1	4.6	0.1
Effect on profit after taxes (rate decrease) CHF m		-0.3	-3.1	-4.6	-0.1
Effect on equity (rate increase) CHF m		14.5	-17.3	8.3	-0.7
Effect on equity (rate decrease) CHF m		-14.5	17.3	-8.3	0.7

**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

	Book value Dec. 31, 2025 CHF m	Cash outflow			
		Total CHF m	< 1 year CHF m	1–5 years CHF m	> 5 years CHF m
<b>2025</b>					
Trade accounts payable to third parties	290.1	290.1	290.1	0.0	0.0
Liabilities to associates and related parties	71.6	71.6	31.6	40.0	0.0
Other liabilities (incl. derivative financial instruments through profit or loss)	61.9	61.9	61.6	0.3	0.0
Corporate bond	222.2	223.4	223.4	0.0	0.0
Derivative financial instruments held for hedging	2.0	2.0	1.6	0.4	0.0
<b>Total</b>	<b>647.8</b>	<b>649.0</b>	<b>608.3</b>	<b>40.7</b>	<b>0.0</b>

	Book value Dec. 31, 2024 CHF m	Cash outflow			
		Total CHF m	< 1 year CHF m	1–5 years CHF m	> 5 years CHF m
<b>2024</b>					
Trade accounts payable to third parties	304.6	304.6	304.6	0.0	0.0
Liabilities to associates and related parties	80.4	80.4	30.4	50.0	0.0
Other liabilities (incl. derivative financial instruments through profit or loss)	65.6	65.6	65.4	0.2	0.0
Corporate bond	229.3	231.9	1.4	230.5	0.0
Derivative financial instruments held for hedging	11.4	11.4	9.6	1.8	0.0
<b>Total</b>	<b>691.3</b>	<b>693.9</b>	<b>411.4</b>	<b>282.5</b>	<b>0.0</b>

**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 share-

holders and benefits for all other stakeholders. In addition, capital management aims to maintain an optimal capital structure. As at December 31, 2025, the equity ratio amounts to 54.7% (prior year: 52.8%).

## 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, 2025, all non-current private equity investments were considered strategic investments and their fair value amounted to CHF 47.3 million (prior year: 43.8 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, 2025, capital commitments of CHF 8.0 million (prior year: 9.2 million) had not yet been drawn.

Information on derivative financial instruments is disclosed in Note 2.3.

2025	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	879.5	80.0	34.6	546.7	1,540.8	1,540.7
Financial assets at fair value through profit or loss	0.0	72.8	17.9	0.0	90.7	90.7
Financial assets held for hedging	0.0	6.6	0.2	0.0	6.8	6.8
Financial assets at fair value through OCI	0.0	0.0	47.3	0.0	47.3	47.3
<b>Total financial assets</b>	<b>879.5</b>	<b>159.4</b>	<b>100.0</b>	<b>546.7</b>	<b>1,685.6</b>	<b>1,685.5</b>

2024	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	774.5	0.0	36.7	602.5	1,413.7	1,413.8
Financial assets at fair value through profit or loss	0.0	69.2	27.6	0.0	96.8	96.8
Financial assets held for hedging	0.0	5.7	0.7	0.0	6.4	6.4
Financial assets at fair value through OCI	0.0	0.0	43.8	0.0	43.8	43.8
<b>Total financial assets</b>	<b>774.5</b>	<b>74.9</b>	<b>108.8</b>	<b>602.5</b>	<b>1,560.7</b>	<b>1,560.8</b>

\*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 17.9 million (prior year: CHF 10.9 million) of its own corporate bond obligations.

	Current financial liabilities CHF m	Non-current financial liabilities CHF m	Payables CHF m	Total book value CHF m	Total market value CHF m
<b>2025</b>					
Financial liabilities at amortized costs	253.1	40.4	343.0	636.5	636.3
Financial liabilities at fair value through profit or loss	9.3	0.0	0.0	9.3	9.3
Financial liabilities held for hedging	1.6	0.4	0.0	2.0	2.0
<b>Total financial liabilities</b>	<b>264.0</b>	<b>40.8</b>	<b>343.0</b>	<b>647.8</b>	<b>647.6</b>

	Current financial liabilities CHF m	Non-current financial liabilities CHF m	Payables CHF m	Total book value CHF m	Total market value CHF m
<b>2024</b>					
Financial liabilities at amortized costs	27.5	279.7	363.8	671.0	671.1
Financial liabilities at fair value through profit or loss	8.9	0.0	0.0	8.9	8.9
Financial liabilities held for hedging	9.6	1.8	0.0	11.4	11.4
<b>Total financial liabilities</b>	<b>46.0</b>	<b>281.5</b>	<b>363.8</b>	<b>691.3</b>	<b>691.4</b>

### Corporate bond

Corporate bond	Company	Term	Currency	Effective interest rate	Nominal value CHF m	Book value CHF m	Buy- backs CHF m	2025 CHF m	2024 CHF m
Bond, Switzerland 0.6%	Bühler Holding AG	12/2017 – 12/2026	CHF	0.55%	240.0	240.1	-17.9	222.2	229.3
<b>Total corporate bonds</b>					<b>240.0</b>	<b>240.1</b>	<b>-17.9</b>	<b>222.2</b>	<b>229.3</b>

The corporate bond is listed on the SIX Swiss Exchange.

## Reconciliation of liabilities arising from financing activities

	2024 CHF m	Cash flows CHF m	Non-cash changes			2025 CHF m
			Others CHF m	FX move- ment CHF m	Reclassifi- cation CHF m	
Current financial liabilities	46.0	-6.9	-8.9	0.1	233.7	264.0
Non-current financial liabilities	281.5	-7.0	0.0	0.0	-233.7	40.8
Lease liabilities	41.2	-17.0	22.4	-1.1	0.0	45.5
<b>Total liabilities from financing activities</b>	<b>368.7</b>	<b>-30.9</b>	<b>13.5</b>	<b>-1.0</b>	<b>0.0</b>	<b>350.3</b>

	2023 CHF m	Cash flows CHF m	Non-cash changes			2024 CHF m
			Others CHF m	FX move- ment CHF m	Reclassifi- cation CHF m	
Current financial liabilities	51.3	-11.2	-6.2	0.0	12.1	46.0
Non-current financial liabilities	297.0	-3.5	0.1	0.0	-12.1	281.5
Lease liabilities	41.7	-17.3	16.6	0.2	0.0	41.2
<b>Total liabilities from financing activities</b>	<b>390.0</b>	<b>-32.0</b>	<b>10.5</b>	<b>0.2</b>	<b>0.0</b>	<b>368.7</b>

## 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, 2025:

	Contract or underlying principal amount		Positive fair values		Negative fair values	
2.3.1 Derivative financial instruments	2025 CHF m	2024 CHF m	2025 CHF m	2024 CHF m	2025 CHF m	2024 CHF m
<b>Currency-related instruments</b>						
Forward foreign exchange rate contracts	1,556.0	1,725.2	17.8	14.8	11.3	20.3
– held for trading	956.2	851.4	11.0	8.4	9.3	8.9
– cash flow hedges (effective part)	599.8	873.8	6.8	6.4	2.0	11.4
<b>Total of currency-related instruments</b>	<b>1,556.0</b>	<b>1,725.2</b>	<b>17.8</b>	<b>14.8</b>	<b>11.3</b>	<b>20.3</b>
Futures	1,556.0	1,725.2	17.8	14.8	11.3	20.3
<b>Sum of derivative financial instruments</b>	<b>1,556.0</b>	<b>1,725.2</b>	<b>17.8</b>	<b>14.8</b>	<b>11.3</b>	<b>20.3</b>
Thereof included in securities and in current financial liabilities	1,448.0	1,565.8	17.6	14.1	10.9	18.5
Thereof included in other non-current financial assets and financial liabilities	108.0	159.4	0.2	0.7	0.4	1.8

	USD CHF m	EUR CHF m	Other currencies CHF m	Total 2025 CHF m	Total 2024 CHF m
<b>Currency-related instruments</b>					
Forward foreign exchange rate contracts	393.7	623.8	538.5	1,556.0	1,725.2
– held for trading	212.3	238.3	505.6	956.2	851.4
– cash flow hedges	181.4	385.5	32.9	599.8	873.8
<b>Total of currency-related instruments</b>	<b>393.7</b>	<b>623.8</b>	<b>538.5</b>	<b>1,556.0</b>	<b>1,725.2</b>
Futures	393.7	623.8	538.5	1,556.0	1,725.2
<b>Sum of derivative financial instruments</b>	<b>393.7</b>	<b>623.8</b>	<b>538.5</b>	<b>1,556.0</b>	<b>1,725.2</b>

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.

	2025 CHF m	2024 CHF m
<b>2.3.2 Marketable securities and time deposits</b>		
Equity securities	1.2	0.9
Derivative financial instruments	17.6	14.1
Other securities	60.6	59.9
Time deposits	80.0	0.0
<b>Total marketable securities and time deposits</b>	<b>159.4</b>	<b>74.9</b>

## 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.

2025	CHF m	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit or loss		61.8	11.0	17.9	90.7
Derivative financial assets held for hedging		0.0	6.8	0.0	6.8
Financial assets at fair value through OCI		0.0	0.0	47.3	47.3
<b>Total financial assets</b>		<b>61.8</b>	<b>17.8</b>	<b>65.2</b>	<b>144.8</b>
Financial liabilities at fair value through profit or loss		0.0	9.3	0.0	9.3
Financial liabilities held for hedging		0.0	2.0	0.0	2.0
<b>Total financial liabilities</b>		<b>0.0</b>	<b>11.3</b>	<b>0.0</b>	<b>11.3</b>

2024	CHF m	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit or loss		60.8	8.4	27.6	96.8
Derivative financial assets held for hedging		0.0	6.4	0.0	6.4
Financial assets at fair value through OCI		0.0	0.0	43.8	43.8
<b>Total financial assets</b>		<b>60.8</b>	<b>14.8</b>	<b>71.4</b>	<b>147.0</b>
Financial liabilities at fair value through profit or loss		0.0	8.9	0.0	8.9
Financial liabilities held for hedging		0.0	11.4	0.0	11.4
<b>Total financial liabilities</b>		<b>0.0</b>	<b>20.3</b>	<b>0.0</b>	<b>20.3</b>

### 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.
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. For 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. 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 2025	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
North America	336.6	135.7	0.1	472.4
South America	177.4	6.5	0.4	184.3
Europe	652.1	158.8	27.9	838.8
Middle East, Africa and India	544.9	43.5	0.7	589.1
Greater China Region	257.0	161.6	1.5	420.1
South East Asia	196.0	51.9	0.0	247.9
<b>Total revenue by geography</b>	<b>2,164.0</b>	<b>558.0</b>	<b>30.6</b>	<b>2,752.6</b>
Revenue recognized at a point in time	609.9	229.1	30.6	869.6
Revenue recognized over time	1,554.1	328.9	0.0	1,883.0
<b>Total revenue by timing of revenue recognition</b>	<b>2,164.0</b>	<b>558.0</b>	<b>30.6</b>	<b>2,752.6</b>
Revenue Project/Plant	1,330.8	339.8	28.4	1,699.0
Revenue Customer Service	833.2	218.2	2.2	1,053.6
<b>Total revenue by product</b>	<b>2,164.0</b>	<b>558.0</b>	<b>30.6</b>	<b>2,752.6</b>

Disaggregation of revenue 2024	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
North America	427.3	218.0	0.1	645.4
South America	169.9	10.5	0.1	180.5
Europe	622.6	166.5	20.7	809.8
Middle East, Africa and India	520.1	39.8	0.3	560.2
Greater China Region	255.9	220.7	1.9	478.5
South East Asia	252.8	56.8	0.0	309.6
<b>Total revenue by geography</b>	<b>2,248.6</b>	<b>712.3</b>	<b>23.1</b>	<b>2,984.0</b>
Revenue recognized at a point in time	639.5	425.5	23.1	1,088.1
Revenue recognized over time	1,609.1	286.8	0.0	1,895.9
<b>Total revenue by timing of revenue recognition</b>	<b>2,248.6</b>	<b>712.3</b>	<b>23.1</b>	<b>2,984.0</b>
Revenue Project/Plant	1,422.4	484.7	20.0	1,927.1
Revenue Customer Service	826.2	227.6	3.1	1,056.9
<b>Total revenue by product</b>	<b>2,248.6</b>	<b>712.3</b>	<b>23.1</b>	<b>2,984.0</b>

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

	2025 CHF m	2024 CHF m
<b>Contract balances</b>		
<b>Trade accounts receivable</b>	<b>488.3</b>	<b>542.1</b>
Production orders in progress	816.5	925.7
Advance payments from customers	-410.2	-436.5
<b>Contract assets relating to production orders in progress</b>	<b>406.3</b>	<b>489.2</b>
Production orders in progress	133.4	100.5
Advance payments from customers	-708.4	-703.6
<b>Contract liabilities relating to production orders in progress</b>	<b>-575.0</b>	<b>-603.1</b>
Accumulated costs and recognized profits	2,988.0	3,018.1

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 603.1 million was recognized in the income statement in the current year (prior year: CHF 598.2 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	2026 CHF m	2027 CHF m	2028 CHF m	2029 CHF m
Project/Plant	1,094.9	243.3	58.0	0.0
Customer Service	309.9	27.0	1.2	0.0

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

	2025 CHF m	2024 CHF m
Dividend income	0.9	0.4
Earnings from coordination of consortium business	2.4	1.0
Gains from sale of fixed assets	3.3	6.3
Gains from sale of part of businesses	0.3	0.0
Gains from sale of scrap materials	2.4	2.7
Government grants	1.7	3.5
Interest income from trade finance	2.1	4.0
License revenue	2.4	3.0
Rental income	0.9	0.9
Supplier discounts	1.3	1.2
Other operating income related parties	1.8	4.2
Others	15.4	20.8
<b>Total</b>	<b>34.9</b>	<b>48.0</b>

Others comprises a number of individually immaterial items.

### 3.3 Employee benefit expenses

	2025 CHF m	2024 CHF m
Wages and salaries	752.5	788.1
Social security and employee benefit expenses	150.3	151.8
Other personnel expenses	69.0	62.4
<b>Total</b>	<b>971.8</b>	<b>1,002.3</b>

### 3.4 Other operating expenses

	2025 CHF m	2024 CHF m
Administration expenses	88.9	88.0
Rental and leasing expenses	24.6	24.5
Energy, maintenance and repairs	35.2	37.1
Travel expenses	73.4	81.8
Outbound freight costs	79.5	95.1
Consultancy fees	18.5	20.7
Marketing costs	13.0	11.4
Agency fees	13.4	21.7
Warranty costs, loss orders	0.0	1.6
Contributions and memberships	5.1	4.2
Fixed assets < 10 kCHF	1.2	4.3
Losses on accounts receivable	8.8	9.2
Losses on sales of fixed assets	2.8	4.1
Other operating expenses related parties (Note 6.2, Related parties)	15.8	13.6
Others	20.7	31.3
<b>Total</b>	<b>400.9</b>	<b>448.6</b>

### 3.5 Financial result

	2025 CHF m	2024 CHF m
Interest income	8.2	14.4
Interest income from related parties	0.5	0.6
Interest expenses	-6.1	-6.7
Interest expenses from related parties	-1.3	-2.3
<b>Total interest income and expenses</b>	<b>1.3</b>	<b>6.0</b>
<b>Total other financial income</b>	<b>5.1</b>	<b>14.2</b>
<b>Total financial result</b>	<b>6.4</b>	<b>20.2</b>

The interest expenses of CHF -6.1 million (prior year: CHF -6.7 million) primarily consists of 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.

<b>3.6.1 Income taxes</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
Income taxes relating to the reporting period	-45.7	-62.8
Income taxes relating to prior periods	-0.5	2.2
Deferred taxes due to temporary differences	-5.3	7.6
Deferred taxes due to recognition of tax loss carry-forwards	-0.7	-4.6
Deferred taxes due to changes in tax rates	0.1	-0.2
<b>Total</b>	<b>-52.1</b>	<b>-57.8</b>
Deferred taxes recognized in other comprehensive income	-2.3	1.2

  

<b>3.6.2 Reconciliation of income taxes</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
Profit before taxes	226.7	247.0
<b>Components of tax expenses:</b>		
Income taxes at anticipated tax rate	-49.1	-50.3
Income and expenses not subject to tax	-4.3	-1.4
Income taxes relating to prior periods	-0.5	2.2
Deferred taxes due to changes in tax rates	0.1	-0.2
Effect of tax loss carry-forwards	0.5	0.5
Effect of losses without recognition of deferred tax assets	-0.7	-1.4
Other impacts	1.9	-7.2
<b>Income taxes disclosed (current and deferred)</b>	<b>-52.1</b>	<b>-57.8</b>
<b>Total income taxes in % of profit before taxes</b>	<b>23.0%</b>	<b>23.4%</b>

The anticipated tax rate was 21.7% (prior year: 20.4%) and consisted of the weighted average of the applicable local tax rates for income taxes. The effective tax rate decreased slightly to 23.0% in 2025 from 23.4% in 2024. The main contributory factors for the resulting tax rate were the geo-

graphic 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	2025 CHF m	2024 CHF m
<b>Expiry</b>		
Unlimited	103.8	90.1
In more than five years	8.6	7.9
In two to five years	22.4	23.1
Within one year	4.1	3.0
<b>Total</b>	<b>138.9</b>	<b>124.1</b>
Tax loss carry-forwards accounted for in deferred taxes	125.4	113.4
Tax loss carry-forwards not accounted for in deferred taxes	13.5	10.7
Tax effect on tax loss carry-forwards unaccounted for	3.1	2.9

The change in tax loss carry-forwards results from the use of tax losses in particular in Germany as well as from the

impact of additional tax loss carry-forwards in particular in United Arab Emirates and Austria.

3.6.4 Breakdown of deferred taxes per line item	2025 CHF m		2024 CHF m	
	Assets	Liabilities	Assets	Liabilities
Property, plant and equipment	3.5	23.9	5.0	24.0
Post-employment benefits	15.9	8.0	10.7	13.0
Provisions	4.9	5.0	8.7	2.8
Other items (mainly inventory, construction contracts and other current liabilities)	125.0	199.4	109.5	174.3
Tax loss carry-forwards	27.0	0.0	27.6	0.0
<b>Total deferred taxes gross</b>	<b>176.3</b>	<b>236.3</b>	<b>161.5</b>	<b>214.1</b>
Offset	-126.2	-126.2	-107.7	-107.7
<b>Total deferred taxes net</b>	<b>50.1</b>	<b>110.1</b>	<b>53.8</b>	<b>106.4</b>

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 131.2 million (prior year: CHF 137.9 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.

	Land and buildings CHF m	Machinery and technical equipment CHF m	Other tangible assets CHF m	Assets under construction CHF m	Total CHF m
<b>Acquisition cost</b>					
January 1, 2024	605.9	322.0	129.7	44.6	1,102.2
Additions	7.2	10.9	8.3	45.8	72.2
Disposals	-11.6	-24.7	-12.6	-3.6	-52.5
Changes in the scope of consolidation	0.0	0.0	0.1	0.0	0.1
Reclassifications	20.9	9.5	0.8	-31.2	0.0
Translation differences	8.5	5.9	1.1	-0.1	15.4
<b>December 31, 2024</b>	<b>630.9</b>	<b>323.6</b>	<b>127.4</b>	<b>55.5</b>	<b>1,137.4</b>
Additions	5.9	8.1	3.7	35.2	52.9
Disposals	-3.5	-13.5	-6.2	-4.2	-27.4
Reclassifications	17.6	25.1	3.1	-45.8	0.0
Translation differences	-19.9	-13.5	-3.3	-0.3	-37.0
<b>December 31, 2025</b>	<b>631.0</b>	<b>329.8</b>	<b>124.7</b>	<b>40.4</b>	<b>1,125.9</b>
<b>Depreciation</b>					
January 1, 2024	-164.8	-216.2	-100.6	0.0	-481.6
Depreciation	-18.5	-21.2	-10.0	0.0	-49.7
Disposals	8.9	21.5	12.0	0.0	42.4
Translation differences	-3.0	-4.0	-1.0	0.0	-8.0
<b>December 31, 2024</b>	<b>-177.4</b>	<b>-219.9</b>	<b>-99.6</b>	<b>0.0</b>	<b>-496.9</b>
Depreciation	-18.4	-19.8	-8.7	0.0	-46.9
Disposals	1.8	10.5	6.0	0.0	18.3
Reclassifications	0.0	2.4	-2.4	0.0	0.0
Translation differences	7.2	9.5	2.6	0.0	19.3
<b>December 31, 2025</b>	<b>-186.7</b>	<b>-217.3</b>	<b>-102.1</b>	<b>0.0</b>	<b>-506.2</b>
<b>Net book values</b>					
January 1, 2025	453.5	103.7	27.8	55.5	640.5
December 31, 2025	444.2	112.5	22.6	40.4	619.7

Net gain on disposal of tangible fixed assets amounted to CHF 0.5 million (prior year: net gain CHF 2.2 million). Commitments relating to property, plant, and equipment, which are not shown in the balance sheet, amounted to CHF 4.7

million (prior year: CHF 4.4 million) and are mainly related to new machinery, facility extension and building renovation in Germany and Czech Republic.

Assets classified for sale consist of a facility in the amount of CHF 1.5 million, which is intended to be sold during the next 12 months.

## 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.

	Real estate leasing CHF m	Vehicle leasing CHF m	Other assets CHF m	Total CHF m
<b>Acquisition cost</b>				
January 1, 2024	79.0	12.1	3.8	94.9
Additions	11.2	4.5	0.4	16.1
Disposals	-5.2	-2.3	-0.1	-7.6
Translation differences	0.6	0.0	0.0	0.6
<b>December 31, 2024</b>	<b>85.6</b>	<b>14.3</b>	<b>4.1</b>	<b>104.0</b>
Additions	21.1	4.3	0.2	25.6
Disposals	-16.9	-4.1	-0.4	-21.4
Translation differences	-2.7	-0.4	-0.1	-3.2
<b>December 31, 2025</b>	<b>87.1</b>	<b>14.1</b>	<b>3.8</b>	<b>105.0</b>
<b>Depreciation</b>				
January 1, 2024	-44.7	-6.2	-2.0	-52.9
Additions	-11.7	-3.8	-0.7	-16.2
Disposals	4.5	2.2	0.1	6.8
Translation differences	-0.3	0.0	0.0	-0.3
<b>December 31, 2024</b>	<b>-52.2</b>	<b>-7.8</b>	<b>-2.6</b>	<b>-62.6</b>
Additions	-10.8	-3.9	-0.7	-15.4
Disposals	12.2	3.9	0.4	16.5
Translation differences	1.7	0.2	0.0	1.9
<b>December 31, 2025</b>	<b>-49.1</b>	<b>-7.6</b>	<b>-2.9</b>	<b>-59.6</b>
<b>Net book values</b>				
January 1, 2025	33.4	6.5	1.5	41.4
December 31, 2025	38.0	6.5	0.9	45.4

## Lease liabilities

	Real estate leasing CHF m	Vehicle leasing CHF m	Other assets CHF m	2025 CHF m
<b>Maturity analysis</b>				
Less than one year	8.2	3.1	0.4	11.7
One to five years	19.2	3.5	0.6	23.3
More than five years	10.5	0.0	0.0	10.5
<b>December 31, 2025</b>	<b>37.9</b>	<b>6.6</b>	<b>1.0</b>	<b>45.5</b>

	Real estate leasing CHF m	Vehicle leasing CHF m	Other assets CHF m	2024 CHF m
<b>Maturity analysis</b>				
Less than one year	9.5	3.3	0.5	13.3
One to five years	18.8	3.2	0.9	22.9
More than five years	5.0	0.0	0.0	5.0
<b>December 31, 2024</b>	<b>33.3</b>	<b>6.5</b>	<b>1.4</b>	<b>41.2</b>

	2025 CHF m	2024 CHF m
<b>Amounts recognized in profit and loss</b>		
Depreciation expense on right-of-use assets	15.4	16.2
Interest expenses (included in finance costs)	1.2	1.2
<b>Rental and leasing expenses including related parties</b>		
Expense relating to short-term leases	9.1	7.9
Expense relating to low-value leases	1.2	1.2
Expense relating to service expenses	6.0	6.7
Expense relating to insurance	8.7	8.6
Expense relating to other	1.0	1.7
<b>Total recognized in profit and loss</b>	<b>42.6</b>	<b>43.5</b>

	2025 CHF m	2024 CHF m
<b>Amounts recognized in the statement of cash flows</b>		
<b>Cash outflow for leases</b>	<b>17.0</b>	<b>17.3</b>

### 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.

	Goodwill CHF m	Trademarks CHF m	Other intangible assets CHF m	Total CHF m
<b>Acquisition cost</b>				
January 1, 2024	510.9	91.7	133.0	735.6
Additions	0.0	0.0	6.3	6.3
Disposals	0.0	0.0	-6.5	-6.5
Changes in the scope of consolidation	1.6	0.0	0.0	1.6
Translation differences	7.7	0.5	2.9	11.1
<b>December 31, 2024</b>	<b>520.2</b>	<b>92.2</b>	<b>135.7</b>	<b>748.1</b>
Additions	0.0	0.0	5.7	5.7
Disposals	0.0	0.0	-2.2	-2.2
Translation differences	-15.6	-1.2	-6.3	-23.1
<b>December 31, 2025</b>	<b>504.6</b>	<b>91.0</b>	<b>132.9</b>	<b>728.5</b>
<b>Amortization</b>				
January 1, 2024	-22.9	0.0	-116.0	-138.9
Additions	0.0	0.0	-5.4	-5.4
Disposals	0.0	0.0	5.9	5.9
Translation differences	-0.7	0.0	-2.8	-3.5
<b>December 31, 2024</b>	<b>-23.6</b>	<b>0.0</b>	<b>-118.3</b>	<b>-141.9</b>
Additions	0.0	0.0	-5.0	-5.0
Disposals	0.0	0.0	2.2	2.2
Translation differences	1.3	0.0	6.0	7.3
<b>December 31, 2025</b>	<b>-22.3</b>	<b>0.0</b>	<b>-115.1</b>	<b>-137.4</b>
<b>Net book values</b>				
January 1, 2025	496.6	92.2	17.4	606.2
December 31, 2025	482.3	91.0	17.8	591.1

## 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.

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 an annual basis support the value of the carrying amount. No impairment arose on December 31, 2025 and on December 31, 2024.

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

Goodwill and trademarks 2025	Base data used (goodwill / trademarks)					
	Goodwill CHF m	Trademarks CHF m	Discount rate	Long-term growth rate	Revenue growth	EBIT margin growth
Milling Solutions	16.9	0.0	6.5%	2.0%	3.4%	0.4%
Grain Quality & Supply	38.7	0.0	7.1%	2.3%	5.4%	0.6%
Value Nutrition	58.0	0.0	6.4%	1.9%	3.2%	0.6%
Die Casting	1.4	0.0	8.2%	2.0%	4.0%	0.4%
Grinding & Dispersing	0.6	0.0	7.3%	2.0%	4.6%	0.9%
Leybold Optics	81.5	2.8	7.4% / 8.8%	2.1% / 2.2%	0.3% / 5.5%	0.4% / -
Chocolate & Coffee	123.4	0.0	5.4%	1.5%	2.6%	0.4%
Consumer Foods	161.8	9.8	5.9% / 5.8%	2.1% / 2.1%	4.9% / 6.2%	1.1% / -
Haas	0.0	78.4	6.0%	2.1%	4.3%	-
<b>December 31, 2025</b>	<b>482.3</b>	<b>91.0</b>				

Goodwill and trademarks 2024	Base data used (goodwill / trademarks)					
	Goodwill CHF m	Trademarks CHF m	Discount rate	Long-term growth rate	Revenue growth	EBIT margin growth
Milling Solutions	17.8	0.0	6.8%	2.1%	2.8%	0.7%
Grain Quality & Supply	39.5	0.0	7.3%	2.3%	5.7%	1.3%
Value Nutrition	65.6	0.0	6.8%	2.0%	5.8%	1.1%
Die Casting	1.5	0.0	7.3%	1.8%	2.9%	1.0%
Grinding & Dispersing	0.7	0.0	7.2%	2.0%	8.0%	1.7%
Leybold Optics	84.0	3.2	7.1% / 9.0%	2.0% / 2.1%	3.1% / 1.6%	0.4% / -
Chocolate & Coffee	124.3	0.0	6.0%	1.8%	2.3%	0.7%
Consumer Foods	163.2	9.9	6.1% / 5.7%	2.1% / 2.0%	6.5% / 6.1%	1.9% / -
Haas	0.0	79.1	6.4%	2.2%	6.4%	-
<b>December 31, 2024</b>	<b>496.6</b>	<b>92.2</b>				

## 4.4 Investments in associates

Net book values	Share in equity CHF m	Goodwill CHF m	2025 CHF m	2024 CHF m
January 1	38.0	10.1	48.1	41.8
Additions	0.7	0.0	0.7	6.3
Disposals	-0.7	0.0	-0.7	0.0
Share of net profit	1.8	0.0	1.8	2.8
Dividends received	-0.4	0.0	-0.4	-2.1
Translation differences	-0.5	0.1	-0.4	-0.7
<b>December 31</b>	<b>38.9</b>	<b>10.2</b>	<b>49.1</b>	<b>48.1</b>

Translation differences are recognized in other comprehensive income. The Group purchased goods in the amount of CHF 10.7 million (prior year: CHF 17.4 million) and sold goods in the amounts of CHF 3.9 million (prior year: CHF 0.6 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	2025 CHF m	2024 CHF m
Share of revenue	34.3	37.4
Share of net profit	1.8	2.8
<b>Balance sheet values:</b>		
Non-current assets	22.5	17.9
Current assets	58.4	49.4
Non-current liabilities	1.5	5.2
Current liabilities	34.4	21.4
Shareholders' equity	45.0	40.7

The associated companies comprise one company located in Northern Europe (with a shareholding of 30%), three in Central Europe (30%, 33% and 50%), one in Southern Europe (49%), two in East Asia (44% and 50%) and one in Central America (49%). In 2025, Bühler sold the participation in one associated company in Southern Europe (26%).

The figures are based on available preview closing data as of December 31, 2025.

## 4.5 Non-current financial and other assets

December 31, 2025	Due 1–5 years CHF m	> 5 years CHF m	Total CHF m
Securities	11.8	53.4	65.2
Loans to associated companies	1.4	0.0	1.4
Other non-current financial assets	30.7	2.7	33.4
Overfunding of post-employment benefit plans	0.0	80.9	80.9
<b>Total</b>	<b>43.9</b>	<b>137.0</b>	<b>180.9</b>

December 31, 2024	Due 1–5 years CHF m	> 5 years CHF m	Total CHF m
Securities	21.5	49.9	71.4
Loans to associated companies	0.9	0.0	0.9
Other non-current financial assets	33.8	2.7	36.5
Overfunding of post-employment benefit plans	0.0	87.2	87.2
<b>Total</b>	<b>56.2</b>	<b>139.8</b>	<b>196.0</b>

## 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 –73.6 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	2025 CHF m	2024 CHF m
Raw materials and supplies	194.8	–41.7	153.1	222.3
Unfinished goods	43.6	–13.5	30.1	42.4
Finished goods and merchandise	111.4	–19.5	91.9	36.1
Work in progress	84.6	0.0	84.6	83.9
Advance payments to suppliers	26.4	0.0	26.4	48.7
<b>Total</b>	<b>460.8</b>	<b>–74.7</b>	<b>386.1</b>	<b>433.4</b>

## 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 62.9 million (prior year: CHF 72.6 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.

	2025 CHF m	2024 CHF m
- from third parties	500.7	552.4
- from associates	0.2	0.0
Allowance for bad debts	-12.6	-10.3
<b>Total trade accounts receivable</b>	<b>488.3</b>	<b>542.1</b>

	2025 CHF m	2024 CHF m
Value added tax credits	47.4	39.3
<b>Other receivables</b>		
- from third parties	56.8	56.5
- from associates	1.7	4.1
Prepayments	34.3	34.8
Allowance for bad debts	-0.1	-0.2
<b>Total other receivables</b>	<b>140.1</b>	<b>134.5</b>

## Receivables outstanding analysis

	Total book value Dec. 31, 2025 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
<b>2025</b>							
Accounts receivable trade and other	639.2	535.0	55.9	10.1	7.0	8.3	22.9
Allowance for bad debts	-12.7	-0.1	-1.6	-0.1	0.0	-0.1	-10.8
Associated companies and other related parties	1.9	1.9	0.0	0.0	0.0	0.0	0.0
<b>Total accounts receivable, net</b>	<b>628.4</b>	<b>536.8</b>	<b>54.3</b>	<b>10.0</b>	<b>7.0</b>	<b>8.2</b>	<b>12.1</b>

	Total book value Dec. 31, 2024 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
<b>2024</b>							
Accounts receivable trade and other	683.0	558.8	65.5	20.0	12.5	6.8	19.4
Allowance for bad debts	-10.5	0.0	-0.9	-0.3	0.0	-0.6	-8.7
Associated companies and other related parties	4.1	4.1	0.0	0.0	0.0	0.0	0.0
<b>Total accounts receivable, net</b>	<b>676.6</b>	<b>562.9</b>	<b>64.6</b>	<b>19.7</b>	<b>12.5</b>	<b>6.2</b>	<b>10.7</b>

## Allowance for bad debts

	2025 CHF m	2024 CHF m
January 1	-10.5	-10.1
Additions	-5.9	-3.3
Consumption	1.4	2.3
Release	1.6	0.8
Translation differences	0.7	-0.2
<b>December 31</b>	<b>-12.7</b>	<b>-10.5</b>

## 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

	2025 CHF m	2024 CHF m
- to third parties	290.1	304.5
- to associates	0.6	2.5
- to related parties	0.3	0.7
<b>Total</b>	<b>291.0</b>	<b>307.7</b>

## 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 46% (prior year: 48%) 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	2025 CHF m	2024 CHF m
January 1	35.8	66.4	20.3	122.5	94.6
Additions	13.9	6.4	9.0	29.3	59.8
Utilization	-1.9	-4.1	-16.1	-22.1	-24.3
Release	-12.9	0.0	-2.8	-15.7	-8.0
Changes in the scope of consolidation	0.0	0.0	0.0	0.0	0.1
Translation differences	-1.3	-0.6	-0.3	-2.2	0.3
<b>December 31</b>	<b>33.6</b>	<b>68.1</b>	<b>10.1</b>	<b>111.8</b>	<b>122.5</b>
Thereof current	32.4	28.1	9.8	70.3	82.4
Thereof non-current	1.2	40.0	0.3	41.5	40.1

## Contingent liabilities

	2025 CHF m	2024 CHF m
Guarantees and other obligations	22.6	14.8
<b>Total</b>	<b>22.6</b>	<b>14.8</b>

## 4.11 Other current liabilities

	2025 CHF m	2024 CHF m
Value added tax owed	17.2	16.6
<b>Other liabilities</b>		
– to third parties	51.5	55.8
– to related parties	0.5	0.2
Personnel-related accruals	87.4	96.9
Other accruals	128.5	133.2
<b>Total</b>	<b>285.1</b>	<b>302.7</b>

## 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

	2025	2024
Discount rate (weighted)	1.4%	1.2%
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 2.8% (prior year: 2.8%) / an increase of 2.9% (prior year: 3.0%) 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 11.4 years (prior year: 11.5 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.

	2025 CHF m	2024 CHF m
<b>4.12.2 Reconciliation of defined benefit obligation and fair value of plan assets</b>		
Defined benefit obligation at January 1	1,252.7	1,206.0
Interest costs	14.2	19.8
Current service costs (employer)	28.7	24.7
Contributions by plan participants	21.8	20.4
Benefits (paid) / deposited	-75.5	-74.4
Other effects	0.7	-9.8
Remeasurements on obligations	2.6	65.2
Currency translation adjustments	-1.0	0.8
<b>Defined benefit obligation at December 31</b>	<b>1,244.2</b>	<b>1,252.7</b>
<b>Reconciliation of the fair value of plan assets</b>		
Fair value of plan assets at January 1	1,410.3	1,369.6
Interest	13.6	19.4
Contributions by the employer	28.4	24.8
Contributions by plan participants	21.8	20.4
Benefits (paid) / deposited	-70.6	-69.7
Other effects	0.0	-9.9
Return on plan assets (excluding interest)	62.9	55.0
Currency translation adjustments	-0.6	0.7
<b>Fair value of plan assets at December 31</b>	<b>1,465.8</b>	<b>1,410.3</b>
Actual return on plan assets	76.5	74.4

<b>4.12.3 Remeasurements of defined benefit plans</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
Return on plan assets excluding interest income	-62.9	-55.0
<b>Current-year actuarial loss (gain) on benefit obligation:</b>		
– change in demographic assumptions	0.0	0.0
– change in financial assumptions	-12.4	49.1
– experience adjustments	15.0	16.1
Change in effect of asset ceiling	63.6	-22.6
<b>Remeasurements recognized in other comprehensive income</b>	<b>3.3</b>	<b>-12.4</b>
<b>Cumulative amount recognized in other comprehensive income</b>	<b>119.2</b>	<b>115.9</b>

<b>4.12.4 Reconciliation of the amount recognized in the balance sheet at year-end</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
Present value of funded defined benefit obligation	1,244.2	1,252.7
Fair value of plan assets	1,465.8	1,410.3
Deficit/(surplus)	-221.6	-157.6
Adjustment to asset ceiling	192.1	128.5
<b>Liability (asset) recognized in the balance sheet</b>	<b>-29.5</b>	<b>-29.1</b>
Thereof recognized as separate asset	-80.9	-87.2
Thereof recognized as separate liability	51.4	58.1

<b>4.12.5 Pension expenses recognized in the income statement</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
Current service costs (employer)	28.7	24.7
Net interest employee benefit	0.6	0.4
Other effects	0.7	0.2
<b>Expenses recognized in the income statement</b>	<b>30.0</b>	<b>25.3</b>
Thereof service costs and administration costs	29.4	24.9
Thereof net interest on the net defined benefit liability (asset)	0.6	0.4

<b>4.12.6 Best estimate of contributions</b>	<b>2026 CHF m</b>
<b>Contributions by the employer</b>	<b>29.5</b>

<b>4.12.7 Plan assets at fair value consist of</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
Equity instruments third parties	490.7	456.0
Debt instruments third parties	414.1	386.2
Real estate	455.6	469.8
Cash and cash equivalents	38.0	30.1
Others	67.4	68.2
<b>Total plan assets at fair value</b>	<b>1,465.8</b>	<b>1,410.3</b>
Thereof quoted	954.4	887.1
Thereof unquoted	511.4	523.2

<b>4.12.8 Information about significant plans</b>	<b>2025 Switzerland</b>	<b>2025 Austria</b>	<b>2025 Germany</b>	<b>2024 Switzerland</b>	<b>2024 Austria</b>	<b>2024 Germany</b>
Discount rate	1.3%	4.0%	4.3%	1.0%	3.4%	3.3%
Future salary increases	1.5%	1.5%	1.5%	1.5%	3.3%	1.6%
Costs of defined benefit plans	27.3	1.0	1.0	22.8	1.0	0.9
Remeasurements employee benefits	10.1	-1.3	-5.5	-17.0	0.9	2.7

<b>4.12.9 Defined contribution plan</b>	<b>2025 CHF m</b>	<b>2024 CHF m</b>
<b>Expenses for defined contribution plan</b>	<b>8.6</b>	<b>8.7</b>

## 4.13 Share capital

As of December 31, 2025, 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.** 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

	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
Segment reporting 2025				
Segment revenue	2,164.9	558.4	30.6	2,753.9
Less intersegment revenue	-1.0	-0.3	0.0	-1.3
<b>Total segment revenue third parties</b>	<b>2,163.9</b>	<b>558.1</b>	<b>30.6</b>	<b>2,752.6</b>
EBIT	224.7	35.6	-40.0	220.3
in % of revenue	10.4%	6.4%	-130.7%	8.0%
<b>Non-current assets</b>	<b>855.0</b>	<b>189.1</b>	<b>261.2</b>	<b>1,305.3</b>
	Grains & Food CHF m	Advanced Materials CHF m	Corporate Functions CHF m	Group CHF m
Segment reporting 2024				
Segment revenue	2,249.1	712.7	23.1	2,984.9
Less intersegment revenue	-0.5	-0.4	0.0	-0.9
<b>Total segment revenue third parties</b>	<b>2,248.6</b>	<b>712.3</b>	<b>23.1</b>	<b>2,984.0</b>
EBIT	188.7	60.2	-22.1	226.8
in % of revenue	8.4%	8.4%	-95.8%	7.6%
<b>Non-current assets</b>	<b>884.7</b>	<b>193.1</b>	<b>258.4</b>	<b>1,336.2</b>

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	2025 CHF m	2024 CHF m
North America	472.4	645.4
South America	184.3	180.5
Europe	838.8	809.8
Middle East, Africa and India	589.1	560.2
Great China Region	420.1	478.5
South East Asia	247.9	309.6
<b>Total</b>	<b>2,752.6</b>	<b>2,984.0</b>
- thereof Switzerland	53.9	47.9
- thereof US	331.8	427.4
- thereof China	412.8	462.1

  

Segment non-current assets	2025 CHF m	2024 CHF m
North America	117.7	130.3
South America	9.2	9.1
Europe	1,053.3	1,053.4
Middle East, Africa and India	17.2	16.3
Great China Region	99.8	118.3
South East Asia	8.1	8.8
<b>Total</b>	<b>1,305.3</b>	<b>1,336.2</b>
- thereof Switzerland	425.0	422.9
- thereof US	108.6	126.5
- thereof China	99.8	118.3

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 45.0 million (prior year: CHF 45.6 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 40.0 million (prior year: CHF 50.0 million) are disclosed under non-current financial liabilities and of CHF 30.1 million (prior year: CHF 27.0 million) under current financial liabilities. A loan toward the shareholders in the amount of CHF 23.1 million (prior year: CHF 22.7 million) is disclosed under other non-current financial assets.

Expenses for rental, energy, and maintenance to related parties amounted to CHF 15.8 million (prior year: CHF 13.6 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 0.2 million as per 2025 (prior year: CHF 0.1 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 10.3 million). In addition, pension and social security contributions of CHF 1.7 million (prior year: CHF 1.5 million) are recorded as expenses. The provisions and liabilities for other long-term benefits amount to CHF 36.7 million (prior year: CHF 36.3 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 2025 the Group received government grants of CHF 1.7 million (prior year: CHF 3.5 million).

## 6.4 Tax OECD Inclusive Framework

Under an OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting (BEPS), more than 140 countries agreed to introduce a taxing mechanism via the "Pillar Two Model Rules" where multinational groups (MNEs) with a consolidated annual revenue over EUR 750 million are subject to a minimum tax rate of 15% on a jurisdictional basis. The Pillar Two model rules mainly consist of the three new taxing mechanisms under which MNEs would pay a minimum level of tax: Qualified Domestic Minimum Top-up Tax (QDMTT), Income Inclusion Rule (IIR) and Under Taxed Payments/Profits Rule (UTPR).

The QDMTT, IIR and UTPR impose a top-up tax in a jurisdiction whenever the effective tax rate (ETR), determined on a jurisdictional basis under the Pillar Two rules, is below a 15% minimum rate. The QDMTT and the IIR of the Pillar Two model rules were adopted in Switzerland starting from January 1,

2024 respectively January 1, 2025. Various countries (in particular within Europe) in which the Group operates have implemented these new rules as per January 1, 2024.

Bühler has performed an assessment of its potential exposure to Pillar Two income taxes based on the 2024 Country-by-Country Report (CbCR) and 2025 financial information for the constituent entities in the Group. According to current state of knowledge and internal analyses, Bühler is expecting to essentially fulfill the transitional country-by-country safe harbor rules in all relevant jurisdictions, therefore no material top-up taxes are expected to be due for FY 2025. Due to high level of uncertainty and dynamic development and implementation of the new rules, a more detailed statement is not possible at this stage. Bühler continues to follow Pillar Two legislative developments as further countries enact the Pillar Two model rules.

## 6.5 Proposal of the Board of Directors

At the General Meeting, the Board of Directors proposes a dividend of CHF 30.0 million (prior year: CHF 29.0 million) or CHF 200.00 (prior year: CHF 193.33) per registered share with a nominal value of CHF 100 and CHF 80.00 (prior year:

CHF 77.33) per registered share with a nominal value of CHF 40. The dividend payment to the shareholders of Bühler Holding AG amounted to CHF 29.0 million in the financial year 2025 (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 12, 2026.

## 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 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, the consolidated statement of comprehensive income for the year ending 31 December 2025, the consolidated balance sheet as at 31 December 2025, and the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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 2025 and of 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 (ISA) 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 that are relevant to audits of the financial statements of public interest entities, 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), as applicable to audits of financial statements of public interest entities. We have also 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.

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## Our audit approach



### Overview

Overall group materiality: CHF 11'300'000

The entities addressed by our full scope audit work as well as specific scope audit or specified procedures contribute to 86.6% of the Group's revenue.

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

Accounting for customer orders (Project/Plan)

Impairment testing of goodwill and intangible assets with indefinite useful life

### 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.

<b>Overall group materiality</b>	CHF 11'300'000
<b>Benchmark applied</b>	Profit before tax
<b>Rationale for the materiality benchmark applied</b>	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 565'000 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 consolidated 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.

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.

### 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/Plan)

Key audit matter	How our audit addressed the key audit matter
<p>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 1'883.0 million were recorded over time using the input method to measure progress towards complete satisfaction of the performance obligation.</p> <p>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 significant impact on the recorded revenue and the net profit of the Group.</p> <p>Please refer to page 9 (Use of estimates) and pages 25 – 27 (Revenue) in the notes to the financial statements.</p>	<p>Our audit of revenue from customer orders where the performance obligations are satisfied over time mainly comprised the following procedures:</p> <ul style="list-style-type: none"> <li>• We assessed the design and the existence of the key controls regarding the customer orders and tested the effectiveness of selected controls.</li> <li>• We assessed whether the internal guidelines regarding the approval of the costs and margins had been adhered to.</li> <li>• 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: <ul style="list-style-type: none"> <li>◦ We assessed the contracts in respect of the classification of revenue recognition.</li> <li>◦ We assessed whether the contractual terms and the approved planned costs had been recorded appropriately in the project accounting system.</li> </ul> </li> </ul>



- 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 confirmation 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.

#### Impairment testing of goodwill and intangible assets with indefinite useful life

Key audit matter	How our audit addressed the key audit matter
<p>The impairment testing of goodwill and intangible assets with indefinite useful life was deemed a key audit matter for the following reasons:</p> <p>Goodwill and intangible assets with indefinite useful life are significant items on the consolidated balance sheet (CHF 573.3 million) and they are not amortised but tested for impairment at least annually. In calculation 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 operation assets to the CGUs and in determining the underlying assumptions (discount rate, royalty rates, growth rates, revenue growth and EBIT margin growth).</p> <p>Management adopted an established process in order to forecast the cash flows. The Board of Directors monitored in adherence to this process.</p>	<p>In our audit of the impairment testing of goodwill and intangible assets with indefinite useful life, we performed audit procedures including the following:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• We assessed how the CGUs were defined, taking into account the accounting standards and our knowledge of the organisation of the Group.</li> <li>• We reviewed management's assessment of the presumed indefinite useful lives of brands.</li> </ul>



Please refer to page 9 (Use of estimates) and pages 37 - 40 (Intangible assets and goodwill) in the notes to the financial statements.

- 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 retrospect, 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.
- 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'.

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#### 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, ISA 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  
Licensed audit expert  
Auditor in charge

Corinne Lüthy  
Licensed audit expert

Zürich, 12 February 2026

## Financial Statements Bühler Holding AG

## Income statement Bühler Holding AG

	Notes	2025 CHF m	2024 CHF m
Investment income	13	100.4	87.5
Financial income	14	28.8	37.4
Other operating income	16	23.3	12.2
<b>Total operating income</b>		<b>152.5</b>	<b>137.1</b>
Financial expenses	17	-22.3	-19.0
Exchange losses on foreign currency valuation	15	-3.3	-0.3
Employee benefit expenses		-0.8	-0.9
Other operating expenses	18	-9.1	-8.2
<b>Operating expenses</b>		<b>-35.5</b>	<b>-28.4</b>
<b>Profit before taxes</b>		<b>117.0</b>	<b>108.7</b>
Taxes		-1.9	-2.2
<b>Net profit</b>		<b>115.1</b>	<b>106.5</b>

## Balance sheet Bühler Holding AG

Assets	Notes	2025 CHF m	2024 CHF m
Cash and cash equivalents		722.5	564.9
Marketable securities and time deposits	5	80.0	0.0
Other accounts receivables third parties		2.6	2.8
Other accounts receivables Group	6	367.4	183.2
Current loans third parties		8.1	0.0
Current loans Group	7	220.0	1.9
Accrued income and prepaid expense		0.9	0.9
<b>Current assets</b>		<b>1,401.5</b>	<b>753.7</b>
Non-current securities		0.0	7.9
Other financial assets related parties	10	23.1	22.7
Other financial assets Group	8	404.2	620.3
Investments	19	898.0	894.2
<b>Non-current assets</b>		<b>1,325.3</b>	<b>1,545.1</b>
<b>Total assets</b>		<b>2,726.8</b>	<b>2,298.8</b>
<b>Equity and liabilities</b>			
Current financial liabilities third parties	11	222.1	0.0
Current financial liabilities related parties	10	25.0	25.0
Current financial liabilities Group		0.0	2.4
Accounts payables Group	9	819.3	461.4
Current provisions	12	13.5	9.5
Other current liabilities third parties		0.9	0.8
Other current liabilities Group		2.0	2.1
Deferred income and accrued expense		2.1	2.7
<b>Current liabilities</b>		<b>1,084.9</b>	<b>503.9</b>
Non-current financial liabilities third parties	11	0.0	229.1
Non-current financial liabilities related parties	10	40.0	50.0
<b>Non-current liabilities</b>		<b>40.0</b>	<b>279.1</b>
<b>Total liabilities</b>		<b>1,124.9</b>	<b>783.0</b>
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		1,188.7	1,111.2
Net profit		115.1	106.5
<b>Total equity</b>		<b>1,601.9</b>	<b>1,515.8</b>
<b>Total equity and liabilities</b>		<b>2,726.8</b>	<b>2,298.8</b>

# 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:

	2025 CHF	2024 CHF
CNY	0.1125	0.1235
EUR	0.9290	0.9370
GBP	1.0640	1.1270
USD	0.7880	0.9000

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 Marketable securities and time deposits

Marketable securities and time deposits include mainly time deposits with maturities of less than 12 months.

### 6 Other accounts receivables Group

Other accounts receivables Group consist primarily of other current assets related to cash pooling (mainly Bühler AG, Uzwil) as part of the Group's cash management.

### 7 Current loans Group

Financial assets mainly include loans to Group companies, which are granted at market conditions and are current (less than one year).

### 8 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).

### 9 Accounts payables Group

Accounts payables Group consist primarily of current liabilities related to cash pooling (mainly Bühler AG, Uzwil and Bühler US Holding Inc., Minneapolis) as part of the Group's cash management.

### 10 Other financial assets/liabilities related parties

These loans are owed from and to the shareholders as well as from other related parties (associates).

### 11 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 17.9 million (prior year: CHF 10.9 million) of its own corporate bond obligations.

### 12 Provisions

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

### 13 Investment income

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

**14 Financial income**

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

**15 Exchange gains/losses on foreign currency valuation**

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

**16 Other operating income**

Other operating income contains mainly licence fees and income from an investment transfer to a Group company in 2025.

**17 Financial expenses**

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

**18 Other operating expenses**

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

**19 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.

**20 Contingent liabilities**

	2025 CHF m	2024 CHF m
Guarantees and other obligations in favor of third parties	542.2	556.6

Bühler Holding AG issued a letter of comfort for Bühler GmbH, Reichshof, Germany, on November 12, 2025. 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, 2027.

**21 Proposal of the Board of Directors for the appropriation of available earnings**

	2025 CHF m	2024 CHF m
Balance brought forward from prior year	1,188.7	1,111.2
Net profit of the year	115.1	106.5
<b>Available earnings at the disposal of the General Meeting</b>	<b>1,303.8</b>	<b>1,217.7</b>
<b>The Board of Directors proposes to the General Meeting:</b>		
- The distribution of a dividend	30.0	29.0
- Carry forward to new accounting period	1,273.8	1,188.7

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

**23 Significant events after the balance sheet date**

No material events have occurred after the balance sheet date.

**22 Others**

CHF 1.7 million hidden reserves were released in the reporting period (prior year: CHF 0.3 million were released).



## 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 ending 31 December 2025, the balance sheet as at 31 December 2025, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 63 to 66) 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 that are relevant to audits of the financial statements of public interest entities. We have also 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 27'300'000

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 matter the following area of focus has been identified:

Valuation of Investments in subsidiaries



### 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 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 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 financial statements as a whole.

<b>Overall materiality</b>	CHF 27'300'000
<b>Benchmark applied</b>	Total Assets
<b>Rationale for the materiality benchmark applied</b>	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 regards to materiality considerations in holding companies.

We agreed with the Audit Committee that we would report to them misstatements above CHF 1'350'000 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 in subsidiaries

Key audit matter	How our audit addressed the key audit matter
<p>Investments in subsidiaries represent a significant balance sheet line item (CHF 898.0 million).</p> <p>The Management uses business valuations in order to test these investments in subsidiaries for impairment.</p> <p>The valuations of investments in subsidiaries are prepared using the “practitioner’s method”. In cases where indications of impairment exist, the book values of the investments in subsidiaries were compared with the impairment test prepared to assess the goodwill at Group level.</p> <p>In calculating these valuations of investments in subsidiaries, there is significant scope for judgement in determining the underlying assumptions, particularly with regards to the future business results and the discount rate to apply to the forecast cash flows.</p> <p>Management adopts a specified impairment testing process to identify the potential need for the impairment of investments.</p> <p>Please refer to page 66 (Investments) in the notes to the financial statements.</p>	<p>During our audit of the Investments in subsidiaries, we performed the following audit procedures to address the matter:</p> <ul style="list-style-type: none"> <li>• We assessed the design and the existence of the key controls regarding the valuation of the investments.</li> <li>• We compared the book value of the investments in subsidiaries 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 in subsidiaries were compared with the impairment test applied to assess the goodwill at Group level.</li> <li>• We assessed the technical and mathematical correctness of the valuation model. We performed plausibility checks on the key assumptions applied by Management used for the impairment tests. Furthermore, we involved our internal valuation experts, who compared assumptions with data from analogous companies and market data.</li> </ul>

## 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.

Based on our audit according to article 728a para. 1 item 2 CO, we confirm that the Board of Directors' proposal 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  
Licensed audit expert  
Auditor in charge

Corinne Lüthy  
Licensed audit expert

Zürich, 12 February 2026