Buhler Supplier Excellence Day

November 6th 2013
Braunschweig, Germany
# Agenda, Supplier Excellence Day 2013

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Buhler Supplier Excellence Day

Welcome

November 6th 2013
Braunschweig, Germany
Stephan Lange
**Amme, Giesecke and Konegen.**

The 3 gentlemen founded their company in 1894.

Thanks to a plansifter patent, the company has been immediately accepted by the market.

Up to 1907, 1500 machines of this type had already been sold.
In 1972, the takeover by Messrs Bühler was realised.
Buhler Supplier Excellence Day

Kick-Off

November 6th 2013
Braunschweig, Germany
John M Walker
A warm welcome from Buhler’s Global Procurement Leadership Team
A warm welcome to our Suppliers…
A warm welcome to our Suppliers…
A warm welcome to our Suppliers...
Today’s Speakers

Calvin Grieder
CEO
Chief Executive Officer

Dr. Martin Menrath
ML
Division Head Manufacturing & Logistics

Dr. Ian Roberts
CTO
Chief Technology Officer

John M Walker
CSM
CPO, Head of Global Procurement

Supplier Excellence Day 2013
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SUPPLIER PERFORMANCE
SUPPLIER INNOVATION PARTNERS

2012 Award Winners
### What happened since Buhler Supplier Excellence Day 2012?

<table>
<thead>
<tr>
<th>2013 Goals</th>
<th>2013 YTD</th>
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<tbody>
<tr>
<td>Cost Development</td>
<td>most YTD cost savings projects were driven by Buhler, not by our suppliers</td>
</tr>
<tr>
<td>Supplier Quality</td>
<td>supplier actions to improve quality are often in response to Buhler complaints</td>
</tr>
<tr>
<td>Delivery (OTD)</td>
<td>while supplier delivery performance is improving, progress is still too slow</td>
</tr>
<tr>
<td>Supplier Lead Time</td>
<td>we now analyze intercompany and our external suppliers separately --- on a consolidated basis external supplier lead times have increased slightly</td>
</tr>
</tbody>
</table>
What has happened since our Supplier Excellence Day 2012?

Our Direct Material ratio versus Revenue is still above 44% --- the majority of that increase in recent years has come from increased material costs.

Source: Buhler Annual Reports
Key Message today...

Supplier Performance is a matter of our mutual survival:
- We are under ever-increasing pressure to reduce overall TCO (total cost of ownership).
- To cut our time-to-market we will have to reduce supplier lead time.
- We make no regional distinctions about quality. Our standards are global.

Our external supplier performance is improving, but not quickly enough.
- We cannot succeed without total supplier commitment.
- Our business is becoming increasingly global, which compels us to develop a competitive, capable international supply base.

"Club Membership" must be renewed every day!
- Your invitation today means you’ve started a journey to excellence with us - don’t slow down now! Status quo will mean your relative performance will decline: many 2011 and 2012 participants were not invited this year.
# Agenda, Supplier Excellence Day 2013

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Buhler Supplier Excellence Day

Workshops

November 6th 2013
Braunschweig, Germany
John M Walker
# Workshop Breakout Sessions

<table>
<thead>
<tr>
<th>Bühler Moderators</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
<th>Group 5</th>
<th>Group 6</th>
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<tbody>
<tr>
<td>German</td>
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<td>German</td>
<td>English</td>
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<tr>
<td>Klaus Schmitt</td>
<td>Martin Nigg</td>
<td>Frank Hilbrandt</td>
<td>Martin Luecke</td>
<td>Stefan Walther</td>
<td>Thomas Barber</td>
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<tr>
<td>Urs Frehner, Roland Kaiser</td>
<td>Juraj Majling</td>
<td>Silvan Koller</td>
<td>Alfredo Coccia</td>
<td>Reboul Mfeukeu</td>
<td>Cynthia Monnard</td>
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<thead>
<tr>
<th>Supplier Participants</th>
<th>Andritz Fiedler</th>
<th>Marti Engineering</th>
<th>AGRO</th>
<th>Fike</th>
<th>Hottinger Baldwin</th>
<th>Cusinato Giovanni</th>
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<tr>
<td>Angehrn</td>
<td>Moventas</td>
<td>Bachofen Lenze</td>
<td>Kammann Heinrich</td>
<td>WEG</td>
<td>Fluidtec</td>
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<td>Bader Metallbau</td>
<td>Noro</td>
<td>Carl Geisser</td>
<td>Kurtz</td>
<td>KMA Umwelttechnik</td>
<td>GGG</td>
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<tr>
<td>Bechtiger Edelstahl</td>
<td>SKF</td>
<td>Cromatech</td>
<td>Striko Westofen</td>
<td>Lohmeier</td>
<td>JKF Industri</td>
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<td>BWF TEC</td>
<td>Stahlflanschen Scheibe</td>
<td>DESMI</td>
<td>Swibox</td>
<td>Maschinenbau Böhmer</td>
<td>Petroncini Impianti</td>
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<td>E+H Gross</td>
<td>Voss + Eiffert</td>
<td>Emaform</td>
<td>Swiss VBS</td>
<td>Reitz</td>
<td>Schneider Electric</td>
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<td>HS Umformtechnik</td>
<td>Wollin</td>
<td>Emil Hitz</td>
<td>Tedag</td>
<td>Renold</td>
<td>Seven</td>
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<td>Künzli Rosental</td>
<td>Wago</td>
<td>Extricom</td>
<td>Spirax Sarco</td>
<td>Tosoh</td>
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<td>ABB</td>
<td>Baumer</td>
<td>Engel</td>
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<td>RMIG</td>
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1. How can Buhler and our suppliers jointly secure 20% cost savings in the next three to four years?

2. In what ways can we significantly improve delivery (OTD), quality (PPM) and lead time (days to resupply)?

3. Contribute to customer value creation: Are there promising energy efficiency or customer value enhancements (food safety, hygienic design, environmental sustainability, customer proximity) which we can implement as a team?

4. Are there other ways in which we can work more effectively and efficiently together?
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Buhler Supplier Excellence Day

Plant Tour

November 6th 2013
Braunschweig, Germany
Patrick Braegger
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Workshop Breakout Sessions
Quality.

- Buhler quality standards are not always understood: it is sometimes unclear precisely what Buhler expects from the supply base.
- When Buhler drawings and specifications are obsolete or contain errors (wrong dimensions, poor image quality, lacking crucial information, etc.) they should be corrected, but corrections are seldom assigned high priorities.
- Buhler measures quality using calculations which vary by business, by region, and sometimes even within businesses. This creates administrative headaches:
  - some Buhler teams measure quality by counting the numbers of defects,
  - others use Buhler QPI formulae, which many find difficult to understand,
  - others calculate using a PPM (parts per million defects) metric.
- Suppliers agree Tier II and Tier III supplier quality must be more proactively managed: a Buhler communiqué to the multi-tier supply base would help (this communiqué would also apply to Cost, OTD and Lead Time tasks).

Next Steps: These topics will be addressed by internal Buhler Teams. We will engage subsets of suppliers to develop solutions and process improvements. Stay tuned!
Workshop Breakout Sessions
On-Time Delivery and Lead Time.

- A concern addressed by most participants was that Buhler seldom provides forecasts: in cases where available, could they be shared with key suppliers for more efficient planning?
- Often Buhler agrees to delivery dates which are not recorded in our systems. Example:
  - a project requests a 15-Jan delivery,
  - the supplier confirms but advises delivery would only be possible by 22-Jan,
  - Buhler agrees and places the order but 15-Jan is not corrected in the system,
  - the supplier delivers on 22-Jan as agreed but is rated as “late”
  - In some locations Buhler does not record incoming goods on the day of delivery, but 1-2 days afterwards, resulting in "late reports" for items delivered on-time.
- Implementation of simple but robust online tools (EDI) with key suppliers could automate processes in a cost-effective manner for both parties.
- Suppliers agree OTD and Lead Time must be addressed with their Tier II and Tier III suppliers, where many bottlenecks occur. A Buhler communiqué stressing the importance of “speedy and reliable resupply” would help Buhler’s suppliers to manage these tiers more proactively.
- As Buhler moves toward integrated logistics suppliers must be in the loop to offer ideas, such as ways to manufacture components faster, or establish more efficient transport solutions.

Next Steps: These topics will be addressed by internal Buhler Teams. We will engage subsets of suppliers to develop solutions and process improvements. Stay tuned!
Workshop Breakout Sessions
Cost.

- Participants agreed that too few proactive cost reduction ideas are generated by the supply base, however in some cases Buhler reception to supplier-proposed ideas was muted. Suppliers which successfully implemented cost reductions often did so by demonstrating ROI (returns on investment) and TCO (total landed cost) savings potential.

- While a 20% across-the-board price reduction would likely devastate a supplier’s financial results, participants agreed that 20% cost reductions would not be impossible provided Buhler and suppliers could work together as a team.

- As was discussed during OTD and Lead Time topics, participants remarked even if long-term forecasting were not an option given Buhler’s business model, any increase in transparency could have substantial benefit in reducing production costs (and thereby supplier unit pricing).

- Standardization: when too many Buhler teams are involved, expectations are inconsistent – it would be helpful if Buhler had a “chief engineering” equivalency.

- Buhler specific components: are they really necessary? Suppliers report they are eager to offer Buhler what they have in their “off the shelf” parts portfolio.

Next Steps: These topics will be addressed by internal Buhler Teams. We will engage subsets of suppliers to develop solutions and process improvements. Stay tuned!
Workshop Breakout Sessions
Design and Process Optimization.

- Design changes are most efficient when shared in advance. Workshops with suppliers to introduce new technologies could also consider concrete applications. Suppliers seldom have clear ideas how their products are used. If they could see their items during assembly, at a test plant, during final testing or in customer operation, then improvement proposals could be made.

- “Supplier Day” technical reviews, with participation of Buhler R&D and design teams, would improve mutual understanding of technical potential and Buhler requirements. For example, what precisely does Buhler need or expect regarding hygiene? Participants were unsure...

- Suppliers report Buhler often purchases dated (+20 year old) products manufactured only for Buhler. Standard, off-the-shelf products would be preferred. If unsuitable, Buhler could develop low cost components with suppliers, which would bolster customer service business.

- As noted above, regularly updated information would help planning. eBusiness potential is mostly untapped (why place orders by post? Is there an EDI rollout plan?)

- Social Media could (should!) also be exploited: suppliers expressed interest in having a platform to share ideas and exchange best practices with Buhler teams.

- Supplier expressed interest in committing to frame agreements, which could help them reduce investments and fixed portions of costs charged to Buhler, but not all suppliers have this arrangement with Buhler.

Next Steps: These topics will be addressed by internal Buhler Teams. We will engage subsets of suppliers to develop solutions and process improvements. Stay tuned!
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Buhler Supplier Excellence Day

Operations

November 6th 2013
Braunschweig, Germany
Martin Menrath
## Content

1. Economic Trends
2. Our Customer Promise
3. Our Change Projects
4. Collaborate opportunities
5. Summary
Buhler Suppliers of goods and services play an increasingly vital role in our Journey to Excellence.

External suppliers’ share of business value

Industry 1980s | Industry today | Buhler today | Industry +2015

55%  | 65%  | 71%  | 77%

45%  | 35%  | 29%  | 23%

Bühler’s Mantra:
In the Market for the Market

- Global processes must be linked with competitive local supply chains
- We can only be as good as our local supply base
### World Economic Trends. (1/2)

<table>
<thead>
<tr>
<th>Global Trends</th>
<th>Impact ML</th>
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<tbody>
<tr>
<td>Growth will mainly take place in emerging markets, focus on domestic consumption</td>
<td>Decentralisation of operation&lt;br&gt;Start with automation also in emerging markets</td>
</tr>
<tr>
<td>Regionalization of supply chains will continue due to increased regional protectionisms</td>
<td>Build up local supply chains&lt;br&gt;Reduce P2P deliveries</td>
</tr>
<tr>
<td>Volatile markets requires fast(er) reacting supply chains</td>
<td>Further reduce LT and increase flexibility, e.g.&lt;br&gt;through standardization</td>
</tr>
<tr>
<td>Maintaining a ww high quality standard is a key enabler for global success</td>
<td>Launch corporate quality initiative&lt;br&gt;Develop global expert pool and succession plans (young talent pool)</td>
</tr>
<tr>
<td>Currency devaluation, inflation and higher interest rates</td>
<td>Supplier sourcing strategy must incorporate currency risk mitigation measures</td>
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*Change compared to last MTP*
World Economic Trends. (2/2)

- Global growth will come down in the next decades
- Increased number of recessions, high market volatility

![Graph showing growth rate of real GDP per head in Germany from 1851 to 2009 with annotations for structural change and cyclical crisis.](image)

- Inflation nearly increase in Western World (high Debt in EU and US)
- Consequences:
  - Be prepared for a world with higher volatility
1. Bühler Essentials and Operation Guidelines.

- 0-tolerance in OTD
- 0-tolerance in quality
- One piece flow
- 90% of products, data and processes are standardized
- Safety: no accident
**Our Customer Charter.**
*We are committed.*

- We never walk away!
- We deliver what we promise!
- We respond fast!
- We create competitive advantage!
Our Change Projects.
Avoiding complexity through effectiveness.

Total Synchro is Buhler’s drive for both: efficiency and effectiveness

![Graph showing achieved progress over time with phases and value chain]

- **Phase I**: Logistics Vision (efficiency)
- **Phase II**: Product Cost Reduction (effectiveness)

Value Chain
- Collaboration
- Standards
- Synchro
Total Synchro has been cascaded to key partner suppliers. Synchro Phase I – efficiency driven.

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<tr>
<th>Step</th>
<th>Description</th>
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<tr>
<td>1</td>
<td>Define and develop the supply chain</td>
</tr>
<tr>
<td>2</td>
<td>Define build packages</td>
</tr>
<tr>
<td>3</td>
<td>Define demand management processes (S&amp;OP)</td>
</tr>
<tr>
<td>4</td>
<td>Balance demand and capacity according to market requirements</td>
</tr>
<tr>
<td>5</td>
<td>Apply pull principle in production</td>
</tr>
<tr>
<td>6</td>
<td>Use 85% of standardized catalogue material</td>
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<tr>
<td>7</td>
<td>Design solutions with minimal component variances</td>
</tr>
<tr>
<td></td>
<td>Assemble to order with minimum product complexity</td>
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<td></td>
<td>Increase use of industry standard components</td>
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<td></td>
<td>Production segmentation</td>
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Supplier integration according to Synchro principals

- 80% reduction in deliveries through kitting and module supply
- Customer pull

Assemble process

Define build packages

Define S&OP

Define production segmentation

Increase use of industry standard components

Design solutions with minimal component variances

Assemble to order with minimum product complexity
Success Factors for Implementation.
Global rollout of Synchro Principals finished. *

Global Sales and Operations Planning

- Hub and Spoke – Scale and local presence
- In the market for the market
- Manage capacities to guarantee lead times
- Minimize plant to plant deliveries

Application of Lean Principals

- Customer Order
- Pull, Flow and Tact
- JDI-Rooms to manage global processes
- Mixed assembly lines to balance capacities
- Segmentation to reduce complexity

Drive Productivity along total process

- Lead time main lever for productivity improvements
- Requires high quality standard
- Creates capacity for business opportunities

SXD – SUPPLIER EXCELLENCE DAY 2013 | 2013.11.06 | PROCUREMENT NETWORK | v.01
Total Synchro is now driving standardization efforts as well. Synchro Phase II – **effectiveness** driven.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Assemble to order with minimum product complexity</td>
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<td>2</td>
<td>Design solutions with minimal component variances</td>
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<td>3</td>
<td>Increase use of industry standard components</td>
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<td>4</td>
<td>Apply pull principle in production</td>
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<td>5</td>
<td>Define demand management processes (S&amp;OP)</td>
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<td>6</td>
<td>Balance demand and capacity according to market requirements</td>
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<td>7</td>
<td>Supplier integration according Synchro principals</td>
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<td></td>
<td>80% reduction in deliveries through kitting and module supply</td>
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<td>Customer pull</td>
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**Production segmentation**
- Define build packages
- Define and develop the supply chain
- Use 85% of standardized catalogue material
Our Change Projects.

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<th>Proj.</th>
<th>Sub-project</th>
<th>Work packages</th>
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<td>Product</td>
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<td>Preventive quality</td>
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<td>Cost reduction</td>
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</table>
Success Factors for Implementation.
Deployment of Corporate Cost Reduction Project.

Global Business Processes
- Customer to Customer & Market to Market process
- Corporate process portal
- Integration of global and local corporate standards

Lean Product Development
- Total cost of ownership
- Use Supplier standards & commodities
- Cost innovation (value for money equation)

Logistic Vision
- Machines in 20 days
- Plants in 80 days
- Spare parts in 3 days
## Corporate Cost Reduction Goals.

<table>
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<th>Sub-project</th>
<th>Goals</th>
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</table>
| Total Synchro     | "First in class" in terms of lead time from Sales to PTO:  
|                   |  • plants in 80 days  
|                   |  • single machines in 20 days  
|                   |  • spare parts in 3 days   |
| Standardization   | All new products follow Total Synchro and design guidelines and are monitored in the M2M process.                               |
| Preventive quality| Zero quality issues by 2016.                                                                                                          |
| Procurement       | 20% reduction in raw and purchased material costs by 2016 without compromising quality.  
|                   | Widespread use of industry standards.                                                                                             |

Global Production Network

- High market volatility and small batch sizes
- Require high flexibility (internal and external)
- Short supply chains via localization

Relationship Management

- Complexity reduction requires trust across partners
- Basis for open and effective communication
- Leads to reduction of transaction costs

Management Dilemma

- Complexity can not be managed strategically
- Requires social networking across partners

Leadership in uncertain times
Our Supply Base is becoming increasingly international. These include long-term global partners but also new suppliers to Buhler.
Our combined knowledge of Core Technologies is extensive. We want to identify savings opportunities with supplier partners.

Cross Functional Value Analysis

- Traditional price negotiations seldom lead to sustainable savings.
- By increasing focus on core technologies we can identify, select and develop the best solutions and the best partners in the marketplace.
  
  steps to closer collaboration:
  
  1. Define portfolio goals with cross-functional teams: part standardization, cost reduction, reduced lead time, etc.
  2. Conduct technical, process and product expert reviews with our partner or targeted suppliers.
  3. Workshops are conducted at the suppliers’ sites, so actions can be immediately implemented.

- Pilot teams agreed 20% total savings targets across the value chain are realistic.
We want to identify collaborative opportunities with our base. We will expand Core Technology Reviews in 2014.

Cross Functional Value Analysis > where can we identify savings opportunities?

- Package, type of material, amount of material (designed space, surfaces)
- Product variation and special requests
- Product- and process structure (e.g. reduce the quantity of components)
- Reduction of disturbance functions, waiting times, tolerances, Q-requirements (e.g. at warm-up)
- Product development, production, purchasing (avoid the wrong technologies or overly complicated supply chain)
- “Overfunction” Other unintentional main or secondary (hidden) functions
- Complexity
- Utilization
- Mechanical wear, disposal, maintenance and repairs

We want to identify collaborative opportunities with our base. We will expand Core Technology Reviews in 2014.
Our combined knowledge of Core Technologies is extensive. Supplier Workshop Pilots earlier this year validated the concept.

Cross Functional Value Analysis > where can we identify savings opportunities?
Summary.

- We see increased volatility in global markets.
- We are faced with stronger competition in all regions.
- This will require increased productivity, flexibility and a higher level of innovation from Buhler value chains.
- Total Synchro and Corporate Cost Reduction project is being implemented to boost effectiveness via standardization, Synchro, Collaboration and Innovation.
- We need you, our partners, to join us!

*Driving efficiency and effectiveness to build world class regional supply chains, in accordance with our Mantra: “In the Market for the Market”*
# Agenda, Supplier Excellence Day 2013

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Innovating together to shape the future

November 6th 2013
Braunschweig, Germany
Ian Roberts, CTO
Supplier partnership Innovation

Innovation leaders mainly involve suppliers to cover capabilities and to better position themselves in the market.

Main reason for early supplier involvement (in % responses)

- Coverage of capabilities (not available in-house): 90% Best Innovators...
  - use innovation capabilities of suppliers to increase revenues and to reduce costs
  - focus more likely on revenue increase through better and faster positioning in the market

87% Strategic partners
86% Customers
68% Suppliers
56% Academics
35% Competitors

19.3% Average proportion of products and services co-created with customers
21.8% Average proportion of products and services co-created with external partners

Figure 10: Companies are looking to collaborate with a range of partners to make innovation happen, including customers and even competitors.

Breakthrough innovation and growth

www.pwc.com/innovationsurvey
With the global population having reached 7.06 billion in 2012 and destined to exceed 9 billion by 2050, the challenges we face are unprecedented and necessitate action from all players within the public and private sectors. Almost all of this population growth is expected to be in the world’s least developed countries. Of the 870 million people who are chronically undernourished, 98% of are living in developing economies.

Demand for oil is projected to rise by 40% by 2030, but supply is already hampered by under-investments in new production sources and the increasing difficulty of reaching remaining reserves (International Energy Agency IEA (2009), World Energy Outlook 2009).

Although improving, access to education and knowledge remains a challenge with the World Bank estimating that 10% of 15-24 year olds are illiterate, with this figure rising to 30% in the least developed countries (UN classification).

Water is critical resource. At least 11% of the world population have no access to safe drinking water (UNICEF, WHO) and over 40% of these live in sub-Saharan Africa. The main user of water is the agricultural sector, accounting for 70% of withdrawals, but up to 95% in developing countries.

We utilize 1.5 times the renewable ecological resources of the Earth every year. (WWF Living planet Index)

One third of the edible food produced for human consumption, amounting to 1.3 billion tons of food, is lost or wasted each year. In industrialized countries the losses occur primarily at consumer or retail level, whereas in developing countries the majority of losses occur at post-harvest and processing levels. (FAO)

Conversely more than 1.5 billion adults are overweight and 65% of the world’s population lives in countries where obesity factors in more deaths than undernutrition.

Scenarios indicate that the number of cars will double to between 1.7 and 2 billion in the next 20 years. (IEA, OPEC, Dargey et al 2007).
Are we ready for the changing world

Can 9 billion people live well within the limits of the planet?
Are we ready to take advantage of the world around us?

**What Happens in an Internet Minute?**

- 639,800 GB of global IP data transferred
- 61,141 Hours of music
- 583,000 In sales
- 277,000 Logins
- 204 million Emails sent
- 1,300 New mobile users
- 47,000 App downloads
- 320+ New Twitter accounts
- 20 million Photo views
- 100,000 New tweets
- 3,000 Photo uploads
- 135 Botnet infections
- 6 New Wikipedia articles published
- 20 New victims of identity theft

**And Future Growth is Staggering**

- Today, the number of networked devices = the global population
- By 2015, the number of networked devices = 2x the global population
- In 2015, it would take you 5 years to view all video crossing IP networks each second
We remain aligned to our focus axes.

1. Opening innovation
2. Food & feed safety
3. Animal & human Nutrition
4. Engineering sustainability
5. Intelligent Processes
6. Technologies for developing markets
7. Business model (e.g. customer service)
We will accelerate innovation and implementation through collaboration.

Innovation challenge: leveraging our global knowledge base.
- 3 new businesses in development.
- 3000 people registered, 2000 voted, 50 people trained
- 2014 in planning

Innovating with suppliers and customers.

Innovating with our global academic network.
- Pulse Canada, CIGI and global pulse community
- EHEDG, WEF, CFTRI, Campden BRI, ZHAW
We learn, we build trust, we improve and the joint projects are coming

- Great response and willingness to collaborate from our suppliers
- Proposals range from audacious new business partnerships to catalogue presentations
- Hard for suppliers to understand Bühler, specific challenges makes it easier
- It is not easy to start up new projects, but the Challenge offers the opportunity to identify the win-win opportunities and assess the culture fit
- Frequently the breakthrough in finding the correct collaborations comes after 12-18 months
- For longer term collaboration the inclusion of R&D and willingness to share challenges and visions is critical
- Innovation awards have lead to performance awards
Innovation partnerships are founded on trust and transparency

- Disruptive developments
- End customer value, Functionality, cost, business model
- Transferring proven solutions to new applications
- Standardised sales

Innovation Partner

Application Development

Catalogue Sales

Full partnership: co-creating solutions with possibility of shared IPR

Partnership in accelerating new solutions

Trust & understanding brings more & standardised solutions
Partnership is a journey, we learn and we improve together

SER-1 in 2011: position 15,
2'210 km covered in 6.5 days

SER-2 in 2013: position 5,
3'020 km covered in 5 days
Success has many partners, thank you to all those involved
The AWARD goes to...
Congratulations to...

- Best practice sharing on Open Innovation.
- Joined workshop on Innovation on product level.

Pfannenberg
Supplier Innovation Award 2013
The AWARD goes to...
Congratulations to…

- Sharing of innovation strategy and roadmaps
- Possibility to test prototype before market launch

Wago
Supplier Innovation Award 2013
The AWARD goes to...
Congratulations to...

- Partnership for developing markets
- Transparent and ambitious in terms of collaboration and co-development.

WEG
Supplier Innovation Award 2013
The AWARD goes to...
Congratulations to...

- State of the art didactic on-line learning tools.

SWISS VBS
Supplier Innovation Award 2013
The AWARD goes to...
Congratulations to…

Close collaboration in different projects globally under a master agreement.

Schneider Electric
Supplier Innovation Award 2013
What is new for 2014?
Bühler Innovation Partners 2014.

**General Challenge**

- Open to big ideas
- Proposals supporting Bühler’s strategic innovation framework
- Shows attitude, culture, capability, transparency to work together on new opportunities
- Results timeline: 6-18 months

**Specific Challenge**

- Solve a specific problem
- Brings quick results, builds future relationship on success
- Results timeline: 12 months

---

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Focus of the 2014 challenge.  
Topics of interest.

1. Technology for Emerging Markets (affordability / robustness/ medium complexity)
2. Reduction of Energy consumption
3. Enhanced food & feed safety
4. Improved nutrition through processing
5. Reduction of post-harvest food losses
6. New approaches for education & training
7. Services for Bühler customers
8. Design for standardization / reduction of complexity
9. Supply chain optimisation (cost, efficiency, speed)
Bühler Innovation Partners 2014.

Submission Period
01 December 2013 - 14 February 2014

Evaluation Period
15 February 2014 – 28 February 2014

Supplier Presentations
March & April 2014

Decision on Partners
30 April 2014
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2013 Supplier Performance Awards
The AWARD goes to...
Congratulations to…

Marti Engineering

Supplier Performance Award 2013
The AWARD goes to...
Congratulations to...

E+H GROSS
Schaltschrankbau

E + H Gross
Supplier Performance Award 2013
The AWARD goes to...
Congratulations to...

ENGELE
Supplier Performance Award 2013
The AWARD goes to...
Congratulations to...

Renold
Supplier Performance Award 2013
PERFORMANCE

The AWARD goes to...
Congratulations to...

Kammann Heinrich
Supplier Performance Award 2013
The AWARD goes to...
Congratulations to...

Seven

Supplier Performance Award 2013
The AWARD goes to...
Congratulations to…

Stahlflansche Scheibe
Supplier Performance Award 2013
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Buhler Supplier Excellence Day

CEO Remarks

November 6th 2013
Braunschweig, Germany
Calvin Grieder
We hope to see you next year!