Bühler Learning Center.

Knowledge Management is our future.
Bühler is a specialist and technology partner for plant, equipment, and related services for processing basic foods and manufacturing highgrade materials. The Group is a global market leader in the supply of flour production plants, pasta, and chocolate production lines, animal feed manufacturing installations, and aluminum die casting systems. The Bühler Group operates in over 140 countries and has a global payroll of over 10,000. To provide an optimal environment for the development of all employees, the Bühler Learning Center (BLC) has been launched.
Goals and offers of the Bühler Learning Center.

**Goals**
- Ensure the long-term success of the Bühler Group.
- Align employees’ skills to the Mid-Term Plan (MTP) and future corporate challenges.
- Certification and recertification of Bühler specific education (licenses).
- The best-qualified employees.
- Harmonization of worldwide education.
- Benefit from internal potential, synergies, and resources.
- Strengthen competencies of our employees and prepare talents for key positions and succession planning.

**Offers**
By offering business-relevant training, the Bühler Learning Center contributes to the long-term success of our company. This is accomplished by strengthening our common values and by promoting management, leadership, and functional competencies.

The Bühler Learning Center is a center for all kinds of learning (classroom, distance learning, etc.) where best-quality training is offered. In addition to courses, the Center also offers coaching, team development, conflict management, etc.
Roles and responsibilities in Trainings.

Employees
— Assume complete responsibility for their own continued development and performance improvement.
— Self-assess their own strengths and development areas.
— Make proposals on how to improve their knowledge, competencies, and skills.
— Actively seek learning opportunities and drive their own development and training activities.

Supervisors
— Conduct the EPM meetings (qualifications) and align the skills of the employees with the future challenges.
— Agree on measures to improve skills and knowledge with the employee.
— Plan and support training activities of their employees.
— Review the compliance regarding the agreed development measures.

Bühler Learning Center
— Defines and monitors the global processes and policies.
— Overall responsibility for the worldwide learning center organization with all licenses and all trainings with global content (strategic).
— Defines yearly global training program.
— Defines and monitors the global Talent Management process and ensures its yearly conduction and continuous improvement.
— Defines and monitors the global Expert Program and ensures its yearly conduction and continuous improvement.
— Leads and conducts projects to face future trends (demographic change, diversity, etc.)
— Designs and develops initiatives and tools for cultural and organizational development.

Local Learning Center
— Defines yearly local training program.
— Implements global and local training initiatives.
— Consulting and coaching for supervisors and employees.
— Implements the global Talent Management Process and supports supervisors and employees.
— Implements the global Expert Program and supports supervisors and employees.
— Implements projects to face future trends (demographic change, diversity, etc.)
— Implements initiatives and tools for cultural and organizational development.
Bühler Licenses.
Certification for employees.

Bühler Learning Center. Therefore a licensing system was developed which is linked to the Bühler global strategy and will provide certification for specific employees in their professional area.
What is a License?

A license is in general a designation earned by a person to assure qualification to perform a job or task. Professional certification is a process in which a person proves that he or she has the knowledge, experience, and skills to perform a specific job. Professional certification shows that employees are committed to their professions and are well-skilled.

Why licensing?
Certification is an important part of personal development. It provides official and public recognition of the competencies and capabilities in the employees’ professional subject area. This way it ensures the competence of our staff in our rapidly growing and changing business.

All available training programs can be accessed for information and registration via B-Net. You will find the Bühler Learning Center at “Employee & Workplace/Education”.
What are the benefits?

— Teams are trained to consistent skill levels.
— Our customers gain confidence in our commitment to quality.
— Certification provides a recognized benchmark of skills that can be aligned to any skills framework.
— Certification ensures that knowledge has been retained.
— Greater customer satisfaction (internal and external customers).
— Certification makes employees part of a professional network.
— Training and certification will play essential roles in preparing for organizational changes.

How does it work?

According to the defined roles (see “How are the Licenses specified?”) the relevant people will be nominated by their supervisor. The next step will be a check of the defined skills. For new colleagues this will be done by the trainings as shown in “How are the Licenses specified?” As soon as all trainings and knowledge checks are passed, employees receive their licenses. What happens with our existing people? Of course, they don’t need to pass all the training modules again to get the license. For them, the license will be awarded according to working experience with a quick assessment by their supervisor.

Who will get a license?
The roles that will be licensed have been identified by the program manager of each license. You can see the license for the different job roles in the section “How are the Licenses specified?”. This does of course not imply that other roles or trainings that are not mentioned here are of lesser importance.
Which Licenses are defined?

License in Sales & Service.
License in Product Development.
License in Fulfillment.
License in Leadership.
License in Finance.
License in Sales & Service. Focus on Sales.

**Basic License**

<table>
<thead>
<tr>
<th>Process Roles / Job Titles</th>
<th>Basic Sales Training: The Bühler Way of Selling</th>
<th>Commercial Seminar</th>
<th>CRM Training</th>
<th>GM Area Sales Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Sales Manager,</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Segment Sales Manager,</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Key Account Manager,</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Sales Engineer</td>
<td>●</td>
<td>●</td>
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<td>●</td>
</tr>
<tr>
<td>CS Sales Manager</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Area Service Manager</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

**Advanced License**

<table>
<thead>
<tr>
<th>Process Roles / Job Titles</th>
<th>CS Product Trainings in the Virtual Classroom</th>
<th>CS Mini TSC</th>
<th>Area Service Manager Training Level 1: Strategy, Processes &amp; Tools</th>
<th>Advanced Sales Training</th>
<th>Area Service Manager Training Level 2: Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area Service Manager</td>
<td>●</td>
<td>●</td>
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</table>

The Basic License in Sales & Service with a Focus on Sales is addressed to employees in the areas of Equipment and Customer Service Sales who are at the start of their sales careers. Setting out from the Sales & Quotation process, the specific knowledge and skills are taught which will ensure a professional, competent, and successful appearance in the marketplace.

The Advanced License in Sales & Service with a Focus on Sales deepens and further develops this knowledge and these skills and further expands them. The focus is on complex sales-specific issues and the building and expansion of leadership skills. Among other things, the acquisition of the Advanced License requires successful participation in a Mentoring Program, which in particular further develops the required selling skills of management staff members.
License in Sales & Service. Focus in Service.

The goal of the Basic License in Sales & Service is to establish efficient know-how matched to hands-on, on-the-job experience for successfully handling the widest possible range of tasks. The focus is on customers’ needs and an appropriate service orientation.
The Advanced License in Sales & Service enables service technicians to achieve targeted specialization as so-called Product Champions. For service technologists, the Advanced License certifies successful, autonomous handling of complex consulting projects. The Advanced Sales Training has been especially developed with the needs of the Sales Functions in mind, on which more information is made available in a separate Factsheet. Moreover, all Area Service Managers have the possibility of taking part in a Mentoring Program, which in particular further develops the necessary competencies of managers in the area of services, beside leadership basics.
License in Product Development.

On the basis of the Bühler corporate and organizational understanding, and especially the Market to Market (M2M) process, the LiPD imparts selected knowledge on subjects which support M2M project managers, M2M Team Manager and M2M Life Cycle Manager in meeting their professional challenges. Here, the emphasis is placed on knowledge of how to lead M2M projects (innovation and life cycle projects). Beside the Bühler-specific context of the M2M process, the focus is also set on the basics of project management, the process itself, and the outputs to be created.

The Basic License is addressed to engineers, who will soon manage simple M2M projects or assume the position of M2M Team Manager or M2M Life Cycle Manager.

The Advanced License is addressed to (junior) project managers, who will manage complex development projects in the future or will work in the position of M2M Team Manager or M2M Life Cycle Manager.

<table>
<thead>
<tr>
<th>Basic License</th>
<th>Process Roles / Job Titles</th>
<th>M2M Basic</th>
<th>Project Management Module 1</th>
<th>M2M Basic + Project Management</th>
<th>Practical experience in one of the 3 tracks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Project Manager</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Advanced License</th>
<th>Process Roles / Job Titles</th>
<th>Project Management Module 3</th>
<th>Technology Course (depends on business)</th>
<th>English Level PET</th>
<th>Successful execution of a project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager &amp; Senior Project Manager</td>
<td>○</td>
<td>○</td>
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</tr>
</tbody>
</table>
License in Fulfillment.

The Customer Project process defines the quotation phase and handling of customer orders. Global handling of complex projects with maximum quality requirements demands standardized processes and identical staff functions throughout the Group. This is achieved with the Buhler Project Management in the fulfillment process. The target is to fulfill the customer order to the satisfaction of the customer and to meet the specifications regarding quality, schedules and costs.

The «Basic License» is required for project managers (mechanical and engineering). It requires the key skills for project management, especially the BPM and Fulfillment Process, economic and business fundamental. These requirements are confirmed on the basis of the execution of a project.

The «Advanced License» is meant for Senior Project Manager and covers advanced project management skills, commercial basics, as well as basics of business administration (supplemented with technological knowledge and English skills). Successful execution of a complex project is the ultimate requirement for this level.
License in Leadership.

Leadership development enables individuals to foster qualities which can make them leaders, and helps leaders to develop their leadership qualities for becoming more productive and better managers. It is essential for all management levels. Local competition does not allow us to hesitate in our speed of development. We need local leaders who are able to take the lead.

Employee Performance Management (EPM)
We are a diverse group. And our markets are both dynamic and highly competitive. In order to prosper and avoid risks, we rely on the knowledge, creativity and extra effort of our talented employees. Bühler’s professionals enable us to deliver innovative solutions to unique customer requirements around the globe, on-time and within budget. By standardizing the way we manage performance and give feedback, the EPM process will help each of us to individually build on our strengths, and together, successfully grow in our markets.

CAS Leadership and Management (Certificate of Advanced Studies)
As a component of the development measures for lower and middle management, Bühler offers a Certificate of Advanced Studies (CAS) in Leadership and Management. This certificate program is delivered in cooperation with the University of Applied Science (Fachhochschule) St. Gallen.
On the basis of a systemic corporate and organizational understanding, the CAS imparts selected knowledge of issues that support lower and middle management staff in meeting their professional challenges. One emphasis is on the leadership understanding of the individual manager within the framework of the Bühler Essentials. Beside the Bühler-specific context, the focus is set on the fundamentals of leadership and self-leadership. The CAS focuses in particular on the deepening of issues related to leading employees, giving consideration to the Bühler values and strategy as well as the manager’s own leadership understanding and actions against a backdrop of different challenges.

**Master of Bühler Management (MBM)**
Is a cross-cultural, cross-functional, Bühler specific program which aims at a group of divisional and functional heads with participants from either China, India, South East Asia, Japan and Korea or from Europe, North and South America, Middle East and Africa. The program is delivered in multiple locations, with 2- to 3-month intervals between the three modules. Cross-cultural, -functional and -divisional teams with 4–5 participants per group will work on Action Learning Projects which are real business issues and challenges Bühler is facing today.

**Bühler Lead Program**
The purpose of the Bühler Lead program is to identify and assess promising talents within senior management who have distinguished themselves as leadership personalities.
License in Finance.

Our customers expect us to be a professional and competent business partner who delivers added value to their business. Based on our promise “We deliver customer success”, our employees need to understand the customer from a technological as well as from a financial perspective.

The basics of commercial and financial know-how are summarized and trained in the Corporate Finance Training learning modules, which are open to everybody. The License in Finance combines several modules and ensures that our employees are capable of developing solutions even for the most complex jobs.

The License in Finance program aims especially at employees who have worked in Corporate Finance or in any commercial or financial department worldwide for at least six months and have already built up related knowledge and experience.

### Basic License

<table>
<thead>
<tr>
<th>Commercial Seminar</th>
<th>Modules à la Carte e.g. Accounting, Treasury Policy, Corporate Tax etc.</th>
<th>Project Management Module 1</th>
<th>Information Systems for Finance and Commerce</th>
</tr>
</thead>
</table>

### Advanced License

- Mentoring Program on the job with experts and/or CF talent pool
- roundtable (5-10 employees)
Inductions Programs.

All new Bühler employees undergo a globally standardized induction program in which they learn more about Bühler’s history, its corporate culture, and the Bühler Essentials as well as getting to know the most common work tools and the organization of Bühler. In addition to gaining insights into our products and the background of our engineering approaches, employees learn on the basis of our Code of Codex how to fully comply with the standards of local laws and regulations.

| Bühler Essentials                     |
| Welcome Day                           |
| Anti-Corruption-Training (web-based)  |
| Non-Disclosure-Agreement (web-based)  |
| Other                                 |
The Bühler Learning Center offers high-quality training programs along our core processes (C2C, M2M, etc.). With so-called “Licenses”, employees are certified (or recertified) for their respective areas of activity.

**Licenses.**

- License in Sales.
- License in Customer Care.
- License in Product Development.
- License in Fulfillment.
- License in Leadership.
- License in Finance.

**Information Technology.**

We offer training courses in line with existing needs on various information technology applications and information technology tools. They are designed to support our employees in performing their value-adding job assignments and empowering them to use the available tools.

- SAP
- CAD
- PDM
- MS Office
- Navigator
- Ipanema
- B-Point
- Other
Languages.

We offer language training courses in various learning forms in order to promote exchanges with our customers worldwide and colleagues in our global environment and to remove linguistic barriers.

- Language Stay
- Online English
- English (classroom)
- German (classroom)
- Spanish (classroom)
- Portuguese (classroom)
- French (classroom)
- Italian (classroom)
- Chinese (classroom)
- Other

Methodological Skills.

We promote the methodological skills of our employees – for example learning and work techniques, job organization, presentation techniques, etc. – in order to ensure an efficient and effective work style.

- Time & Selfmanagement
- Project Management
- Problem Solving
- Presentation Skills
- Facilitation Skills
- Rhetoric
- Mind Mapping
- Other

Other
We promote basic personal and specialist skills such as project-focused abilities or communication competencies enabling our employees to proactively design and shape their own personal everyday jobs.

Communication Basics
Communication Advanced
Negotiation Skills
Interpersonal & Intercultural Skills
Business Etiquette
Other

Leadership.

We need to transform managers to future leaders from short term view to long term view, from silo view to cross function and global view and from tactic thinking to more strategic thinking. We will ensure this improvement of skills with tailor-made programs.

EPM training
Master of Buhler Management
Master of Business Administration/ Management (MBA) – External (regional / local)
CAS Module 1
CAS Module 2
CAS Module 3
Team Building
Challenging Communication
Change Management
Delegation
Other
### Functional Skills.

We promote our employees’ skills in order to ensure that they will be able to handle specific tasks and deal with specific matters in their everyday jobs – on the basis of the theoretical requirements – in an autonomous and personally responsible way.

<table>
<thead>
<tr>
<th>Automation</th>
<th>Health Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Basics</td>
<td>First Aid Basics</td>
</tr>
<tr>
<td>Commercial Seminar</td>
<td>First Aid Repetition</td>
</tr>
<tr>
<td>Hygenic Design</td>
<td>Safety Parcours</td>
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<tr>
<td>ATEX</td>
<td>Fire Protection</td>
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<tr>
<td>CE-Conformity</td>
<td>Handling Dangerous Materials</td>
</tr>
<tr>
<td>Site Management</td>
<td>Handling of Gas</td>
</tr>
<tr>
<td>Patents</td>
<td>Emission Management</td>
</tr>
<tr>
<td>Grain Milling</td>
<td>Handling of Machinery</td>
</tr>
<tr>
<td>PLCM Tool</td>
<td>ISO</td>
</tr>
<tr>
<td>WinCos</td>
<td>Material Handling</td>
</tr>
<tr>
<td>Project Management</td>
<td>Other</td>
</tr>
<tr>
<td>Other</td>
<td>Other</td>
</tr>
</tbody>
</table>
Allocation of sites to the Local Learning Centers (LLC).

<table>
<thead>
<tr>
<th>Local Learning Centers</th>
<th>Bühler Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>BMIN, BTOR, BMEX, BPRI, BRAL, BSOC, BMAH</td>
</tr>
<tr>
<td>South America</td>
<td>BJOI, BBAI, BBGQ, BCAR, BSAC, BSMK</td>
</tr>
<tr>
<td>Europe / Middle East and Africa</td>
<td>Europe: BZAM, BMAD, BALP</td>
</tr>
<tr>
<td></td>
<td>BML</td>
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<td></td>
<td>BPAR</td>
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<td></td>
<td>BLON, BBRX, BSOL, CDDP</td>
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<td></td>
<td>BMAL</td>
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<td></td>
<td>BSAZ, BPRA, BBUD, BBEL</td>
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<tr>
<td></td>
<td>BMOS, BKYY, BALM, BIRK, BRUS, BNOV, BMSK, BTSE, BTSK</td>
</tr>
<tr>
<td></td>
<td>BBS¹, BWAR, BBUK, BBAR, BBIN, BDF, BSAR, BMAN, BSSE</td>
</tr>
</tbody>
</table>

**Middle East and Africa:**
BJSB, BNAL, BLUS, BLAG
BCAS, BALG, BCAI, BLOM
BRYD, BBET, BIST, BTRI
BTEH, BAST, BLEH

<table>
<thead>
<tr>
<th>Local Learning Centers</th>
<th>Bühler Locations</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Asia</td>
<td>BBAN, BDE, BPUN, BKOL, BSSD, BDHA</td>
</tr>
<tr>
<td>Asia</td>
<td>BHCM, BHEI, BSHE, BWUX, BCHA, BCHE, BXIA, BSHA, CSBT, BGFI, BYJT, BYSC, BZSC, BHSC, BASC, BUSC, BLOC</td>
</tr>
<tr>
<td>Asia</td>
<td>BSIN, BTHL, TAIW, BHCM, BMEL, BMLA, BJKT</td>
</tr>
<tr>
<td>East Asia¹</td>
<td>BYOK, BSEL, JBMT</td>
</tr>
</tbody>
</table>

¹ BBS as a satellite of the Learning Center Europe will administrate its programs and the ones of its affiliates autonomously.
² East Asia is allocated to the Learning Center Asia, but will have full access to the programs of all the other Learning Centers.
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