

## Our path forward – the strategy

Our strategy is to grow organically and strengthen our position as a global market leader committed to the industry long-term.

We therefore have the following priorities for the coming years:

- We will continue to upgrade and expand our four manufacturing sites – increase capacity, improve efficiency and lower our unit cost while building upon the existing product portfolio.
- We see Europe and North America as our main markets while markets such as Asia/Pacific and Latin America have focus in defined segments.
- We will develop our go-to-market model with the aspiration to become the preferred supplier in our key segments and markets.
- We will invest in developing our organisation and people to become a superior partner to our customers and a great place to work.



But our aspiration goes beyond the above priorities. Longer term we seek to expand our geographical footprint and market presence, leverage our core competences within fermentation, downstream operations and potentially broaden our product portfolio through own means or through partnerships. We will invest in exploring these opportunities so that we are ready to grasp them at the right point of time. Currently we are giving additional focus and resources to our pharma customers as a business segment. And we are expanding our technology platform and product portfolio within agglomerated, granulated and coated solutions.

We seek superior growth and profitability while maintaining a risk profile allowing us to withstand possible headwinds. In this way we will always be a reliable and trustworthy partner to all our stakeholders.