

## Being a "Jungbunzlauer" – Message from Bruno Tremblay, CEO

Dear colleagues

Being part of Jungbunzlauer is rewarding and a great experience. Commitment, competencies and dedication are key words that come into mind as strong and admirable qualities. In more business-oriented terms: Jungbunzlauer has understood to develop a very strong manufacturing platform and combine this with deep and broad customer and market interaction. The result has been a solid, growing and financially successful company.

But challenges lie ahead of us – as always. Not in terms of what we produce and sell but in terms of what it will take to continue the success – to grow and yield a return matching our obligation towards our owners and allowing us to invest in our company – in people and plants.

With our vision "From nature to ingredients®" having our fermentation technology as our core competence we are perfectly positioned to contribute to a more sustainable world with safe and healthy products. And we will continue to broaden the product portfolio giving us ample growth opportunities.

We cannot rest on our prior achievements. In a dynamic world we must meet the challenges of more demanding customers and stiffening competition. That requires that we keep evolving as our customers preferred supplier while also developing a leading position as the most sustainable manufacturer in our industry. We can meet these challenges. But it requires that we act proactively and work together as a team. All of us at Jungbunzlauer have to know and understand our strategy and align ourselves with clear focus and priorities. To unlock our potential we need to be aware that the world outside is moving faster. And we are determined to keep up with that speed.



Equally important to me is the question how we as an organisation and as individuals can work better and smarter – not just harder. It is about using our common intelligence and skills to prepare for the future, to gain the loyalty of our customers, to be more efficient and, at the same time, embrace great leadership and an agile corporate culture to be a workplace attracting and retaining the best people.

This document is about our company and us. I know we have a bright future ahead of us. We must continue to develop ourselves building on the strengths that have brought us to where we are today and being open to changes in our surroundings.

I invite you to be part of the Jungbunzlauer journey. But remember: it only becomes really exciting if we all engage, take ownership and responsibility and contribute. By doing so, we will, all of us, also gain experience, have fun and have the sense of achievement and influence.

Let's make it come true and shape the future together.

**Bruno Tremblay**  
CEO