

Meet Okan Tuncer

Acomo Group Treasurer: Keeping the group moving

In our “Meet Our Colleague” series, we’re shining a light on the people behind Acomo’s success. This time, we spoke with our Group Treasurer about navigating financial markets, managing risk, and what drives them day to day.

For people who don’t know what a treasurer does, what’s the simplest way to explain your job?

Treasury is a very broad concept. Our main purpose within the Acomo Group is to make sure that all group companies always have enough funds to carry out their core activities. Treasury is the connection between the group and the financial markets, securing access to financing and managing both day-to-day liquidity needs and longer-term funding for investments.

Together with the role of safeguarding the capital of the different stakeholders, Treasury ensures that all of this happens within the regulatory and compliance environment.

The role also requires a balance between analytical insight and pragmatism. Complex financial questions need to land in a way that people can act on.

What are the key priorities for treasury within Acomo at the moment?

Acomo is driven by clear strategic objectives, and the main priority in treasury is making sure our financing structure fully supports that strategy. We are looking critically at the financing structure, at improving our in-house bank functionality, and ensuring efficient deployment of capital.

With the support of the financial functions within the broader Group, we focus on incremental improvements that support the broader commercial strategy and help increase financial flexibility across the group.



How does treasury support Acomó's mission of building routes to healthier foods?

It all starts with the business. Treasury facilitates the activities that drive that mission. We manage capital in a way that allow the Acomó companies to keep building those routes to healthier foods.

For example, what I find meaningful is how sustainability KPI's are being linked to how we finance. Individually it feels like a small action, but at the scale of Acomó it creates real impact. Being part of an organisation where that is possible is something I'm genuinely proud of.

How do you stay close to the businesses across the group?

Day-to-day operations are largely taken care of locally. Where the Acomó Holding comes in is for specific and more complex financing needs. Staying close requires an open attitude and genuine engagement. I keep regular phone contact with finance directors and visit companies in person whenever possible.

Nothing replaces the direct engagement and relationship building. You start to understand the business, the people, the context. And that is where trust is actually built, not just in a quarterly report.

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That trust is what gives you access to capital when markets are difficult.

We live in a volatile world. Capital needs can shift fast. How does treasury keep up with the pace of the business?

By being prepared before the volatility hits. Treasury's role is to make sure the business has financial flexibility when conditions change, for example by maintaining sufficient headroom. While financing fundamentally is a balance sheet exercise, execution also depends on credibility and relationships built over time.

The Group has a very strong track record or performance and resilience, which creates trust with banks and investors. That trust is what gives you access to capital when markets are difficult.

What has been a highlight in your career at Acomó so far?

My career has definitely developed over the last five years in more ways than expected.



Being trusted to be in this position for a listed company with a considerable international footprint is a key aspect for me.

When a finance director of one of our companies calls and we work through a challenge together and solve it, that means something to me. I do not take that trust factor for granted.

The opportunity to lead, to be called upon, to help others grow. Mentoring and guiding younger colleagues has become one of my most important personal goals. Even though I have been given the opportunity to manage and mentor someone, I realize I still have much more to learn as well.

What is the biggest misconception people have about treasury?

That we spend our days in spreadsheets, building models, or being typical bankers. People overestimate the analytical side – not that that is not important. What matters most is being dependable and trustworthy, offering solutions and being transparent when something is not possible.

The human element comes into play, where building and maintaining strong relationships gets you across the line. The soft skills are just as important as the technical ones, probably more so.

Which skills or qualities are essential for someone working in treasury at Acomó today?

Chemistry and cultural fit matter more than a CV or technical background alone. We look for a balance between analytical thinking and the ability to offer practical, straightforward solutions to our companies.

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The soft skills are just as important as the technical ones.

Motivation and positive energy are just as decisive as knowledge.

We need to be more open to look at less conventional profiles with how environment has shifted over the years. My colleague has a Masters in Econometrics, which brings real value to how we work with data and statistical models.

In a shifting world, tools like AI and coding are becoming part of daily work. Stepping out of the box takes courage, and what my colleague brings to the team is a great example of that.

What do you love most about working at Acomó?

The history and the values, with roots stretching back generations. In a fast-paced world, it is impressive that a company with such a long history keeps growing and adapting with the times.

And the group speaks to my personal values: the entrepreneurial drive, honesty, integrity. These are not just presented. You feel them in how people work with each other.

That is not something you find everywhere, and I am genuinely grateful for it.

