

Puratos

where magic happens



What's the magic word at Puratos?

Innovation is the key ingredient of our continued success, and has been since Puratos was founded in 1919.

Reliable partners in innovation

A privately owned company, Puratos is very much an international concern. Its products and services are available in more than 100 countries, and there are 70 Puratos subsidiaries employing more than 8500 employees all over the globe. This represents a 30% jump in the headcount since 2012.

Puratos focuses on the bakery, patisserie and chocolate business, and provides a targeted approach for each type of client within these sectors: artisans, industry, retail, food services and chocolatiers.

A family owned company with a global presence and local production.

Over the years, innovation has become an integral part of our “Puratos magic” culture helping employees appreciate they are part of something special. In turn, they are encouraged to collaborate and take ownership by building efficient solutions that bring greater success to customers.

Our challenging market environment and entrepreneurial spirit, combined with our high growth ambitions demand continual skills growth and performance from all our employees.

Evolution of turnover (in million €)



Puratos strategic objectives are:

- Delight customers
- Build talented teams with great leaders
- Great innovation and product management
- Grow at 8%/year
- Become better operators
- Structurally improve cost efficiency

The Puratos Vision

We believe that people will attach more and more importance to the quality of their food in the future. It means we are committed to offering products that combine taste and nutritional value that as a result contribute to consumers' health and eating pleasure, in the most convenient way.

A collaborative environment

Puratos believes in teamwork. We share knowledge globally through our internal and external networks, sharing best practices, innovations and capabilities throughout our organisation. We collaborate across multidisciplinary teams, as well as with external business partners, including our customers (B2B) and their customers (consumers, B2C).

As a customer centric and solution-oriented organisation, Puratos believes that sustainable success is best achieved through reliable and stable partnerships, both in and outside of Puratos.

Puratos believes in long-term objectives rather than quick wins. This means that it actively "invests in the future". The fact that the company has more than 58 innovation centers and spends 2.5% of its turnover on research and development is testament to this fact.

"We are positive that these investments combined with the trust of our global customers, stakeholders and employees will help us to achieve our growth targets: €2 billion by 2018 and €5 billion by 2030."

Daniel Malcorps
Puratos Group CEO



How will you Grow Your Magic?

A continuous learning environment combining science and art, the history and the future

You will start your learning journey at Puratos on day one, when as a newcomer you are invited to the Puratos Welcome Journey.

As the first step in your comprehensive induction program, you are introduced to all the basics of our company: our history, culture, products, our customer & consumer approach, our commitment to sustainability. This is achieved through a set of meetings, games and tasks, accompanied by an interactive e-course,

Over a period of 6 months, you will meet with all your key stakeholders either on an individual basis or as part of a team of newcomers. These meetings are complemented with customer and plant visits and, last but not least, “Bake it Yourself” sessions in order to develop your feeling for delicious bread, chocolate and patisserie.

Throughout your induction you can count on an appointed mentor who will guide you through our organization and company culture.

The whole experience is set up to accelerate your integration.



The Puratos Welcome Journey

Puratos University a ‘signature’ experience

Our global presence together with the variety of our products and customers adds considerable complexity and richness to our business. Given the digital world in which we live and the pace of change around us, Puratos needs to develop high levels of expertise and adaptability.

With innovation at the heart of everything we do, Puratos shows its commitment to continuous learning through the creation of our own university.

Focusing on two key differentiators, the “What” and the “How”, it offers employees a lifelong and blended learning experience.



*The unicorn is the symbol of Puratos.
It represents the courage to seize
opportunities and explore new horizons
while honouring commitments and
acting in an ethical way.*



The 'What': the foundation of the university program focuses on building product, technology and innovation expertise.

This technical knowledge is vital for everyone in a business development role: R&D, Sales and Marketing. The content is designed and delivered exclusively in-house.

Every year new programs are developed following the market launch of new strategic products or solutions.

The 'How': the development of basic managerial skills up to advanced leadership competencies.

Through our customized Puratos Leadership program our present and future leaders can become passionate ambassadors of the Puratos culture, "Reliable Partners in innovation" able to succeed in a fast-paced and high performing environment.

It is complemented with the online Performance Development Center, offering inspirational videocasts and e-learnings related to managerial skills. Inspirational external Trendsetters and Coaches also have their role to play in these exciting programs.

Finally, through the use of collaboration platforms Puratos enables everyone in the company to easily connect and share their experiences.

A future manager or a future expert?

Not every expert wishes to be a manager. We have therefore developed a dual career path, which enables experts to take on more responsibility, while still enjoying career development.

It means for example, that for every level of development – for both experts and managers – there is a defined skill-set. These competency models have been co-created with the business and generated specifically around the group's expectations for the future.



Innovative workplaces



The Inspirience Center, based in Groot-Bijgaarden, Belgium
A state of the art R&D facility for developing innovative technology.



Puratos Sensobuses
These are fully equipped sensory analysis labs on wheels. They are where we conduct qualitative sensory market research where customers do their shopping.



There are 68 other interconnected local innovation centers around the Puratos world.



The Global Innovation Center in Groot-Bijgaarden, Belgium
The Global Innovation Center in Groot-Bijgaarden, Belgium. Here we welcome more than 30,000 international visitors per year and demonstrate our innovative solutions to customers, suppliers, students, universities and co-project based companies.



Belcolade Chocolate Center of Excellence, Erembodegem, Belgium
“Our Belgian chocolate” experience.



The Puratos Center for Bread Flavour, St-Vith, Belgium
It is where many of the world's leading bakers have agreed to entrust their precious sourdough for safekeeping. With more than 80 sourdoughs in the collection already, the unique Puratos Sourdough Library is where the world can keep its sourdough heritage.



Mosquito Centers, France
These new decentralized yet interconnected centers are places where customers and partners can come to find innovative solutions tailored to the evolution of their business.

How will you experience

A global organisation: “think global, act local”

With offices in more than 100 countries around the world, Puratos has chosen a matrix organisation not only to manage the complexity and international dimension of its operations, but its desire to maintain the close ties that bind all its functions together. It's a matrix organisation with four dimensions, each of which is interrelated: the regions, business units, customer channels and functions. The result is a strong collaboration across our networks.

The three strategic business units are:

BAKERY

Through our long experience in the Bakery sector, we are able to design and manufacture every component of our products ourselves. We can therefore ensure our customers receive products and solutions of the highest quality.

Our production of bakery products is vertically integrated in the sense that we develop and manufacture our own emulsifiers, enzymes, sourdoughs and yeast extracts – the four building blocks of our company's improvers and mixes.

In 2004, Puratos launched the O-tentic range. It was then, and still is today, a completely new type of product that combines traditional taste and today's technology.

Launched in 1975, S-500 is a bread improver that is still the undisputed leader in its field today.



Puratos interviewed almost 11.000 consumers in 25 countries about their choices, attitudes and perceptions related to the baked goods industry. With Taste Tomorrow, we wanted to offer in-depth insights into global and local consumer trends to inspire our customers to further innovate and differentiate in the future.

www.tastetomorrow.com

rience the magic?

Acti-Fresh (2007) improves the freshness of cakes meaning they stay softer for longer.



Acti-Fresh

PÂTISSERIE

Pâtisserie is part spectacle and part seduction, and a good deal of talent and expertise is required. With our products, customers can easily master the interactions between base, filling and decoration.



Miroir

Miroir was launched in 1988. It is based on the thixotropic principle meaning it becomes liquid when stirred, and solid when left to set.

CHOCOLATE

Puratos is a specialist in the taste of chocolate, and particularly passionate when it comes to rare chocolates – those with their origins in select places around the world.



“Les Arômes de Cyrano” lets customers ‘speak’ the language of chocolate in a unique and original way.

www.chocolatefoodpairing.com

Puratos launched Belcolade in 1988. It rapidly became the flagship for real Belgian chocolate.



Belcolade



Diversity and inclusion



We firmly believe that people with different backgrounds, experiences, knowledge, skills, perspectives and ideas create a stronger organization and that this leads to more innovation.

For a long time already, the diversity within Puratos is a reality no matter whether we are talking about functions, genders or nationalities. There are **81 different nationalities** within the Group and our headquarters is equally multicultural: out of the 700 employees there, 28 nationalities are represented.



Sustainability: We commit to achieve our strategic, economic and operational goals while managing our ecological footprint, and respecting all our stakeholders and local communities.



Just as health and nutrition are important in our products, it's also something that is actively promoted within the company. Employees are actively encouraged to support sporting initiatives through the Vita-Plus Tour (20 km of Brussels, Oxfam 100 km, soccer tournament, cycling etc.).

The mission of the Puratos Human Resources function is to

“build and develop the team and the environment that enables us to reach our long-term goals, together.”



Puratos has created 2 bakery, patisserie and chocolate schools for underprivileged kids – one in India, and the other in Brazil. In part this was a way of filling the shortfall in qualified labour faced by our customers, but it was also a way of offering something back to some of the communities we live and work in that need help, hope and a future.

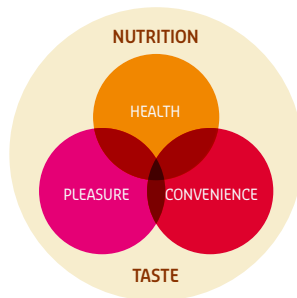
Symbolised by the Sakura flower, the O-tentic Guild encourages master bakers to develop other master bakers. In practice this means that even those who consider themselves experts are always prepared to something new.



What ingredients make Puratos Magic?

Nutrition and taste are at the heart of our products

As part of a healthy, balanced diet, bread, patisserie and chocolate supply nutrients that are essential to our customers' health. With its expertise in technology, nutrition and sensorial analysis, Puratos is committed to developing raw materials, products, and solutions that deliver nutritional balance and pleasure.



Puratos has developed a range of Great Taste and Wellness products with health benefits. These are supported by scientific evidence and nutritional or health claims. Puratos is committed to helping its customers communicate these benefits to their customers.

Values

Thousands of people from different cultures across the globe work for Puratos, and their diversity is one of the company's greatest strengths. It is by believing in the same values and adopting the same working principles that we are truly able to deliver our best.

Team spirit. By working together, achieving more and having more fun, and believing that the whole exceeds the sum of the parts.

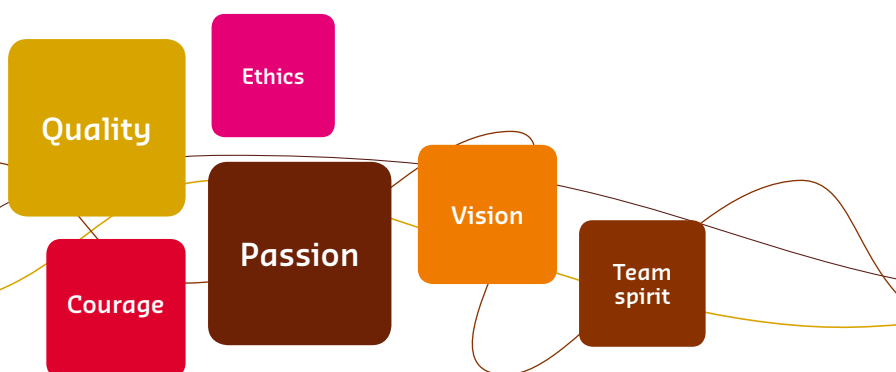
Ethics. Being true to our conscience, maintaining our professional standards, honouring our commitments and assuring absolute food safety.

Quality. Getting it right first time, every time – and always looking to improve still further.

Passion. Being passionate about helping our customers grow their business through new ideas, as well as creating a working environment that stimulates people development.

Courage. Seizing opportunities, never being afraid to try new things.

Vision. Innovating with vision. Building on experience, searching eagerly for new horizons and helping our customers prepare for an ever-changing future.



As a global group we wish to be perceived everywhere the same way, with a clear vision and consistent identity:

Trust: Over the years, we have developed a “magic” Puratos way of acting, based on trust. Trust allowed us to create our vision, and trust in our vision inspires our actions and relationships with our customers.

Inspire: Trust inspires. Being trusted makes you stronger. It allows us to challenge each other to go beyond what we believe is possible.

Alignment: Trust aligns. When teams know they can trust each other, they will capitalize on their strengths and join forces to achieve our common goal.

Unleash talent: Trust unleashes talent. Managers and colleagues guide people to their best performance, in a very entrepreneurial way, with a clear focus. Each and everyone's talents can then flourish.

Interdependence: We work interdependently in a unique Puratos way. We are convinced that the actions and results of one team – be it a business unit, a country... – can influence all our teams elsewhere.

Consensus building: Sharing thoughts, generating ideas is a prerequisite to build consensus. Only solutions that are understood and supported by each member of the team can have a long-lasting effect.

Continuous improvement: We are driven by our desire to improve – the generation and implementation of ideas are the key to our future.



Our People Charter

Great people make the difference in the pursuit of our vision and mission.

Puratos is committed to be an employer of choice which:

- Promotes Puratos Magic, our way of doing business.
- Attracts competent people everywhere, taking into account their fit with the Puratos culture and their future development potential.
- Ensures the working conditions for high employee engagement.
- Provides ongoing challenges and performance development support for our people in their current roles, as well as development opportunities towards new roles.
- Fosters excellence in collaboration across functions and geographies to drive the business ahead.
- Embraces continuous learning and continuous improvement.

These are the principles that guide actions at Puratos towards employees:

- We firmly believe that people with different backgrounds, experiences, knowledge, skills, perspectives and ideas create a stronger organization.
- We use Puratos competencies as the foundation of all talent management processes.
- We are committed to pay our employees fairly and competitively, in accordance with their responsibility, performance and potential.
- We support the development of our individual talents and encourage continuous feedback from all stakeholders surrounding the individual.
- We evaluate Puratos leaders on their record in developing their teams.
- We help underperforming individuals to meet the expected level of performance within a reasonable period of time.
- We value the importance of long-term employment for the achievement of our ambitions.
- For job opportunities, we will give priority to employees with a proven and consistent track record, demonstrating growth potential and strong motivation.
- We value career diversity.
- We assist our employees in creating a healthy and sustainable work-life balance.
- We comply with all applicable local and international employment laws and regulations.

Puratos has won prestigious HR Corporate Awards in 2017 and 2015:

HR Manager of the year 2017, Belgium for Sophie Streydio and for building an innovative workplace 2015.



Safety and Health

We commit to develop, produce and distribute products throughout the world that meet and exceed legal, international food safety requirements. We offer a healthy working environment that includes training and a focus on safety for everyone: employees, subcontractors, suppliers and customers.

Puratos encourages its employees to establish a good work life balance and follow a healthy diet. Catering services offer a variety of healthy and nutritious products, including fresh fruit and homemade soups.



"Our common mission is to retain, attract, develop knowledge and unleash talent, in order to build a sustainable competitive advantage for Puratos"

Sophie Streydio, Puratos Group HR Director

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