

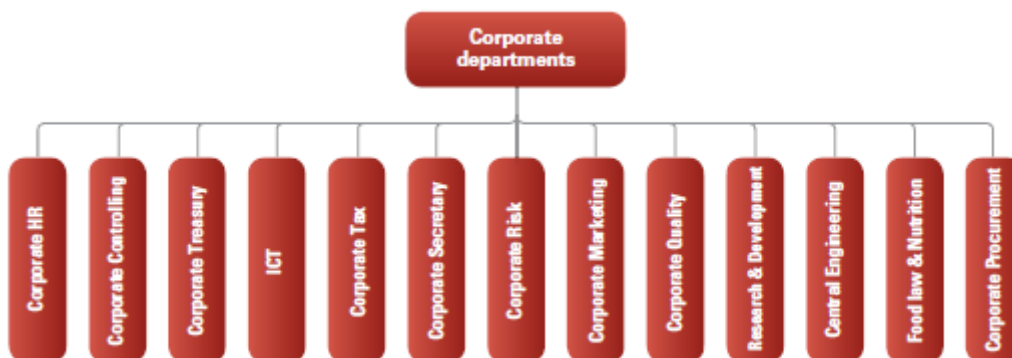


LOTUS BAKERIES GROUP'S PROFILE

1. GROUP FUNCTIONS AND COUNTRY ORGANIZATION

To implement the Lotus Bakeries Group strategy and meet the challenging objectives deriving from it, the Group has opted for a group policy that is carried out under the direction of the Executive Committee (EXCO) and is passed on to the various corporate departments, country and regional organizations ('areas'). The EXCO members and the General Managers of each area together form the Group Management Team.

The country and regional organizations play a very important role of adapting to the commercial specificities of each market and the culture of each country. It is crucially important that the commercial policy of each country and/or region reflect its own particular market and that production facilities also think in a marketdirected way. This is part of the Lotus Bakeries group policy, and is integrated into the policy lines that are set at group level.



The Executive Committee consists of the persons below with the following responsibilities:

| Name | Function | Department |
|---------------------|--|---|
| Jan Boone | CEO | |
| Jan Vander Stichele | COO | Corporate departments: Procurement, Central Engineering, R&D, Quality, Food law & Nutrition |
| Ignace Heyman | Corporate director marketing | Corporate department: Marketing |
| Jos Destrooper | Corporate director finance & human resources | Corporate departments: Controlling, Treasury, HR |
| Ronald Drieduite | Corporate director home markets | Areas: Belgium, Netherlands, France, Northern & Eastern Europe, United Kingdom |
| John Van de Par | Corporate director ICT, tax, legal & risk | Corporate departments: ICT, Tax, Corporate Secretary, Risk Management |

2. PRODUCTS

Lotus Bakeries has opted for a brand policy based on authentic specialties in the biscuit and cake world: caramelized biscuits, gingerbread, waffles and galettes, cake specialties and pepparkakor biscuits. This policy is implemented by strengthening Lotus Bakeries' leadership in these products in their regions of origin, and stimulating their internationalization.

CARAMELIZED BISCUITS

Caramelized biscuits are an original Belgian specialty. They owe their typical taste to the caramelization of the sugar during the baking process. In Belgium, Lotus caramelized biscuits are a top product across the biscuit market.

Lotus caramelized biscuits are proving increasingly popular internationally, so that today 75% of sales are realized outside Belgium.

Consumers also want to experience the unique Lotus caramelized biscuit taste in other products that are strongly anchored in their consumption patterns. For this reason Lotus caramelized biscuit spread and Lotus caramelized biscuit ice cream have been developed on the basis of Lotus caramelized biscuits, enabling consumers to find again the familiar and unique Lotus caramelized biscuit taste in these products.



GINGERBREAD

This authentic product from the Low Countries (modern day Belgium and Holland) has developed very strongly in the Netherlands, where gingerbread is very popular. Strong brands like Peijnenburg and Wieger Ketellapper have been turned into modern, contemporary concepts that match the consumption patterns of today's conscious consumers. Koninklijke Peijnenburg has more than 60% of the Dutch gingerbread market. Lotus wants to market these products more strongly, first of all in Belgium. This product will be redynamized, with product development and innovative packaging, under the Lotus brand.



CAKE SPECIALTIES

This group of authentic products is difficult to bring under a common denominator. In almost every case these are specialties that are very popular in their region and country of origin. These specialties have an outstanding quality and strong branding. These products, like frangipane, madeleine, carré confiture and Zebra in Belgium, Glacés and Enkhuizer cookies in the Netherlands and Breton butter specialties are mainstays for the popularity of the Lotus brand.



WAFFLES AND GALETTES

Belgium has long been famed for its waffles. Lotus Bakeries has a very wide range here consisting primarily of Liège waffles, soft waffles, filled waffles, galettes (thin, crispy waffles) and vanilla waffles.



PEPPARKAKOR BISCUITS

Pepparkakor biscuits are traditional Swedish biscuits. It is a thin and crispy biscuit enriched with cinnamon and ginger spices. Annas Pepparkakor introduced the pepparkakor biscuits as a specialty in Sweden, Finland, the United States, Canada and many other countries.



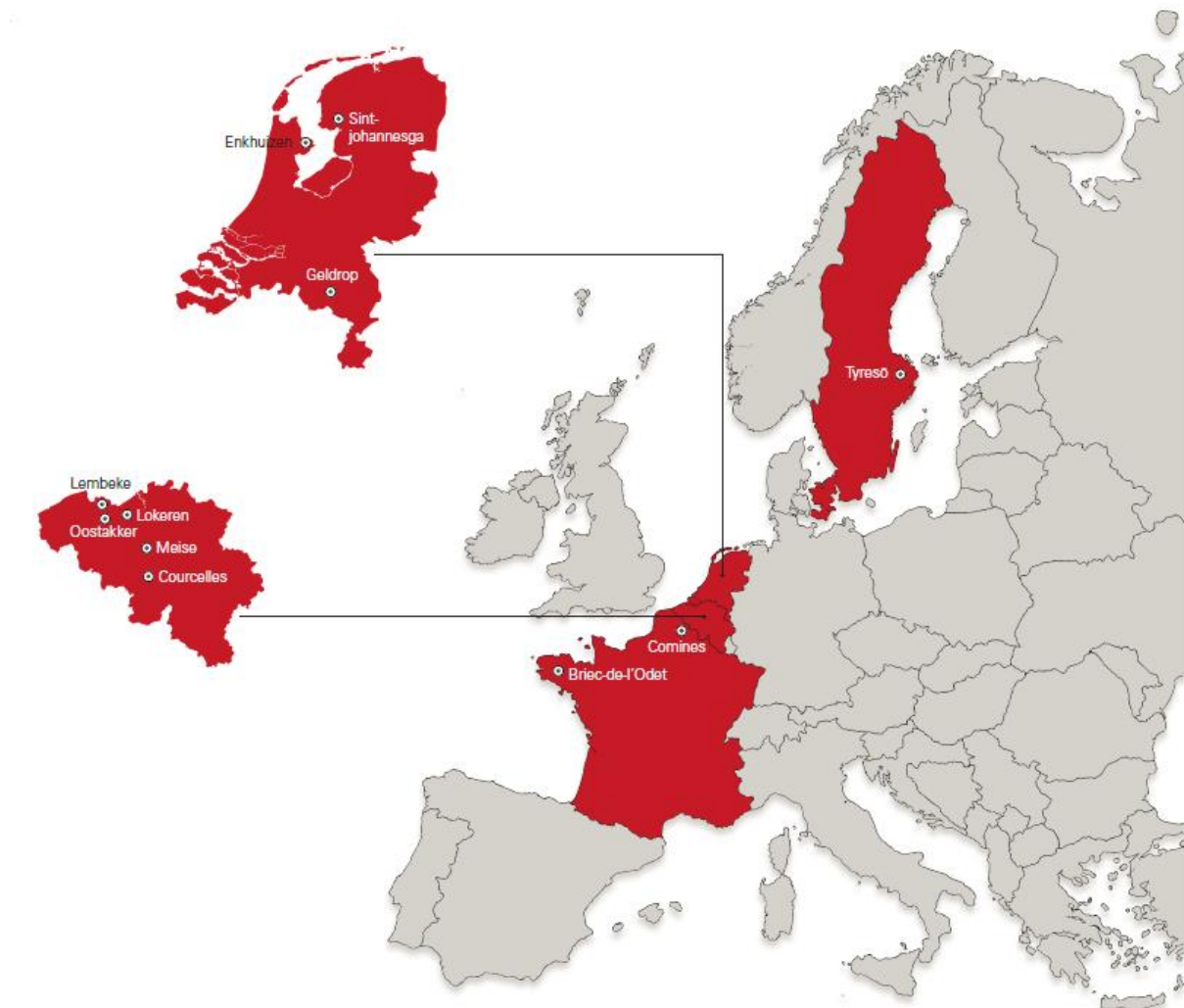
3. PRODUCTION FACILITIES

Lotus Bakeries' product range involves it in a wide range of different production technologies. Understanding, mastering and further developing these product technologies is a constant challenge. This makes it important to concentrate the products and production processes in specialized plants.

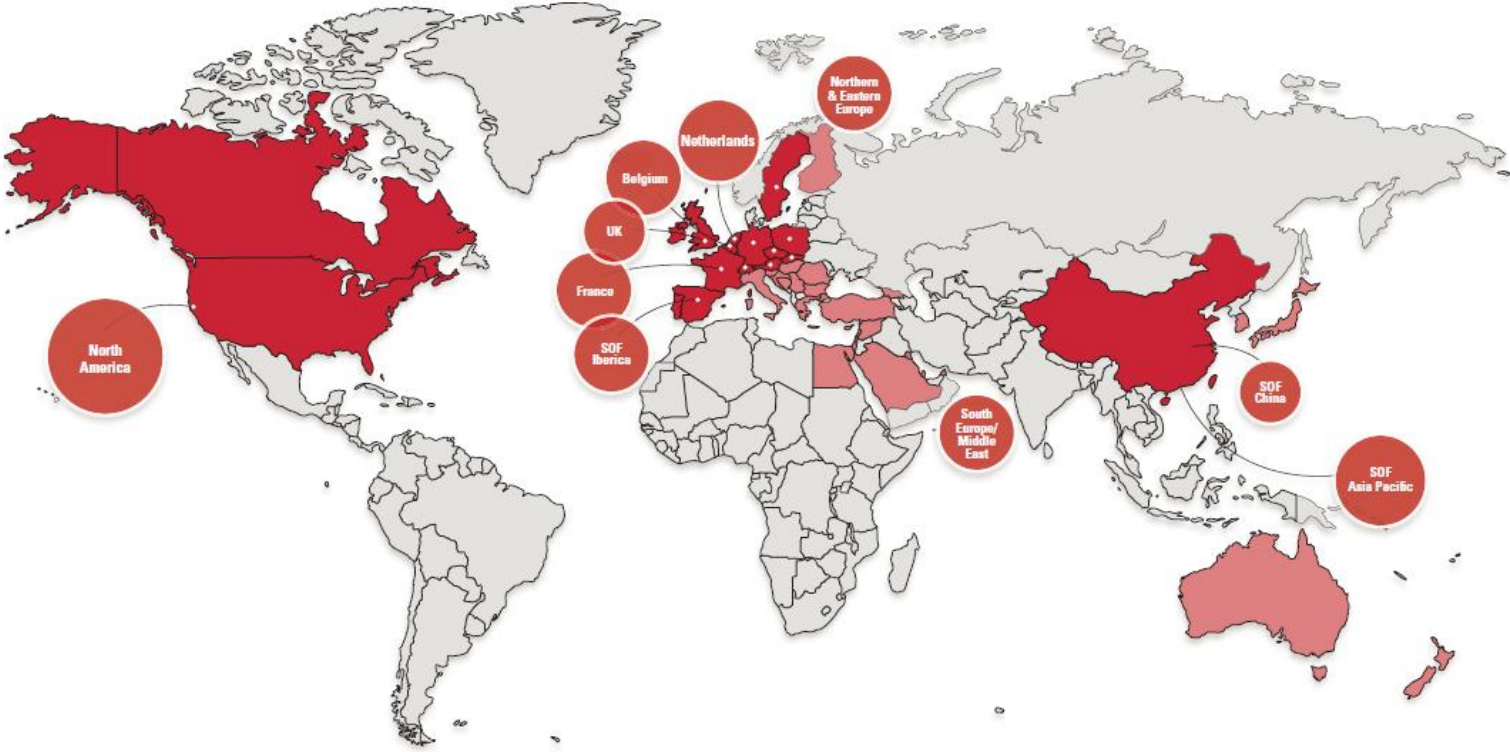
Our production sites are:

| Belgium (*) | | Netherlands | | France | | Sweden | |
|-------------|----------------------|----------------|--|-----------------|-------------------------------------|--------|-------------|
| Lembeke | caramelized biscuits | Geldrop | gingerbread | Comines | cake specialties and filled waffles | Tyresö | pepparkakor |
| Oostakker | cake specialties | Sintjohannesga | gingerbread | | Breton | | biscuits |
| Meise | waffles and galettes | Enkhuizen | Enkhuizer cookies and cake specialties | Briec-de-l'Odet | butter products | | |
| Courcelles | waffles and galettes | | | | | | |

(*) Lotus Bakeries has a logistics centre in Lokeren.



4. COUNTRY AND REGIONAL ORGANIZATIONS WITH OWN SALES ORGANIZATION (SOF) & EXPORT PARTNERS



■ own sales organization (SOF = Sales Office)
■ export partners