



**INTRODUCTION TO LOTUS BAKERIES
INVESTOR RELATIONS DECK**

PRESENTING
**LOTUS
BAKERIES**

2020 SALES: **€663** MILLION

10-YEAR CAGR **LOTUS BISCOFF: 13%**

LOTUS NATURAL FOODS BRANDS **DOUBLED** SINCE 2015*

20.5% REBITDA MARGIN 2020

€82.5 MILLION NET RESULT 2020

88%** FCF CONVERSION 2020

100%

recyclable packaging
by 2025 (already 96.8% end of 2020)

0.8

Net Financial Debt / REBITDA 2020

2,155

people

64

countries active

TOP

team spirit
open dialogue
passion

> 25

countries with > 1 million euro
sales of Biscoff

*Acquisition adjusted organic growth

**Excluding expansion capex



LOTUS BAKERIES TIMELINE

The company was **established** in Belgium by Jan Boone Snr

Listing on the **Brussels Stock Exchange**

Jan Boone appointed as CEO in succession of Karel and Matthieu Boone

Creation of a new strategic pillar with the acquisition of 3 leading, British healthy snacking companies

Acquisition of **nākd.** and **TREK**

Acquisition of **BEAR**

1932

1988

2011

2015

2015

2016

US becomes the **#1 Lotus Biscoff** country

Acquisition of **Kiddylicious**

Opening of the **BEAR** production plant in South Africa

Biscoff US plant is operational

Corporate Venture Fund **FF 2032** takes its first minority stake

Creation of a new **International HQ** for **Natural Foods** in Switzerland

Strong **HY** results **Exponential Lotus Biscoff** growth continues

2016

2018

2019

2019

2019

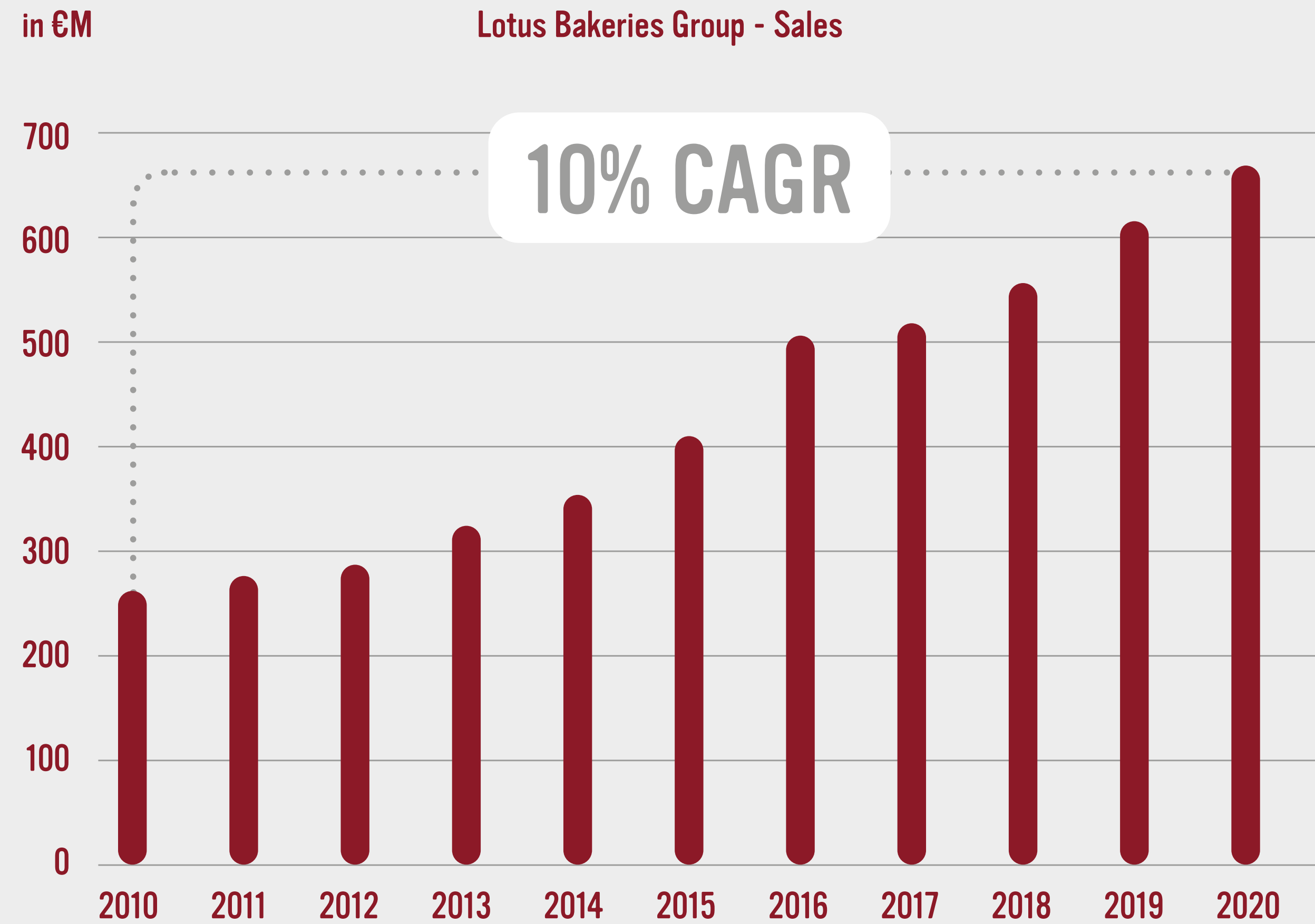
2020

2021



AN IMPECCABLE TRACK RECORD OF SUSTAINABLE GROWTH

A DECADE OF STRONG GROWTH



THREE PILLARS: A FOCUSED AND PROVEN STRATEGY

Share
of sales**

Historic
CAGR

Strategic
ambition

LOTUS BISCOFF

52%

13%
(2010 - 2020)

Build Lotus Biscoff to
a top 3 global cookie
brand



LOTUS NATURAL FOODS

21%

13%* / 40%
(2015 - 2020) / (Q2 2021 - post-COVID)

Accelerate growth of Lotus
Natural Foods through
internationalisation,
innovation and acquisitions



LOTUS LOCAL HEROES

27%

2%
(2010 - 2020)

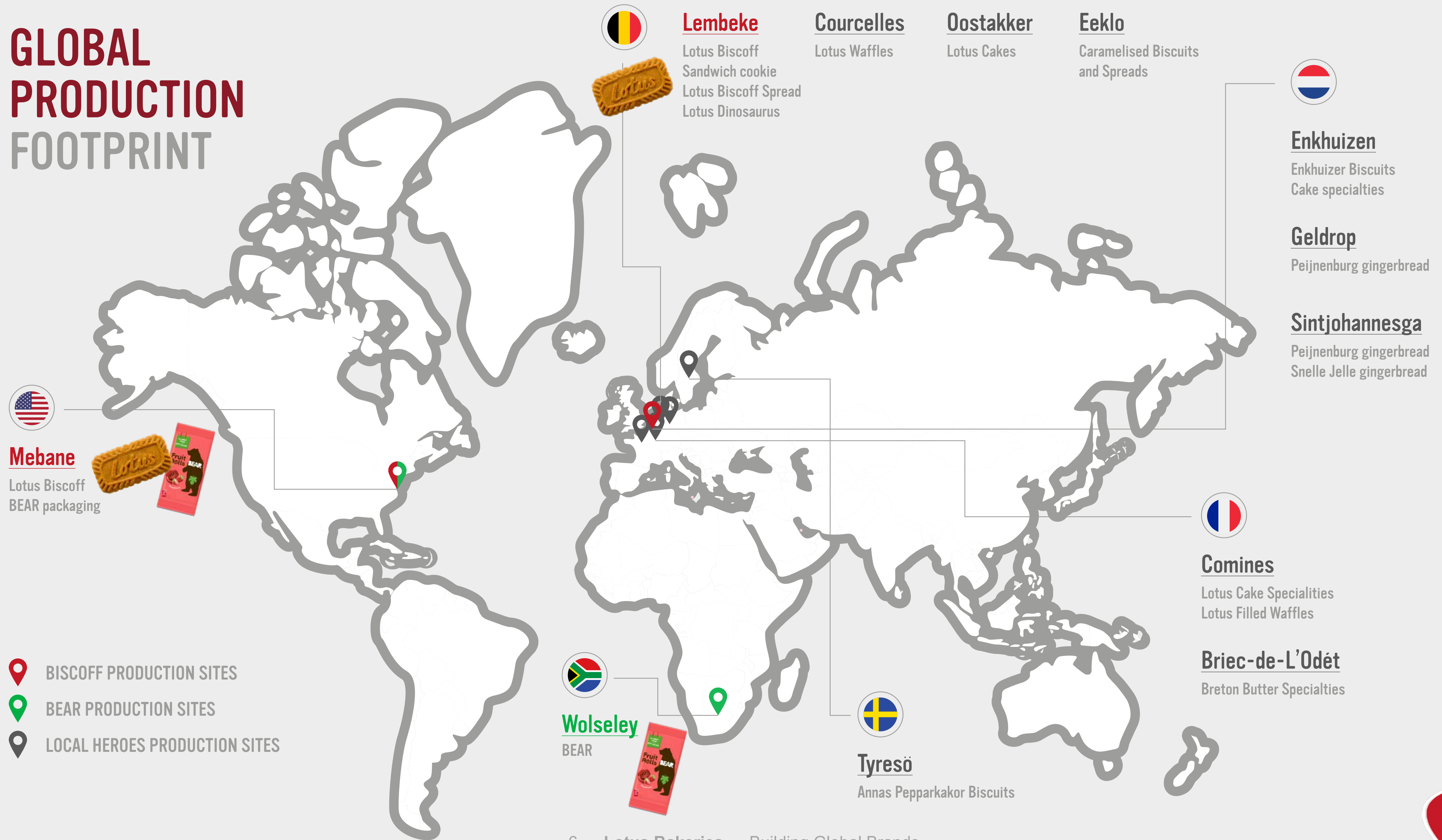
Secure market
leadership and strong
cash flow



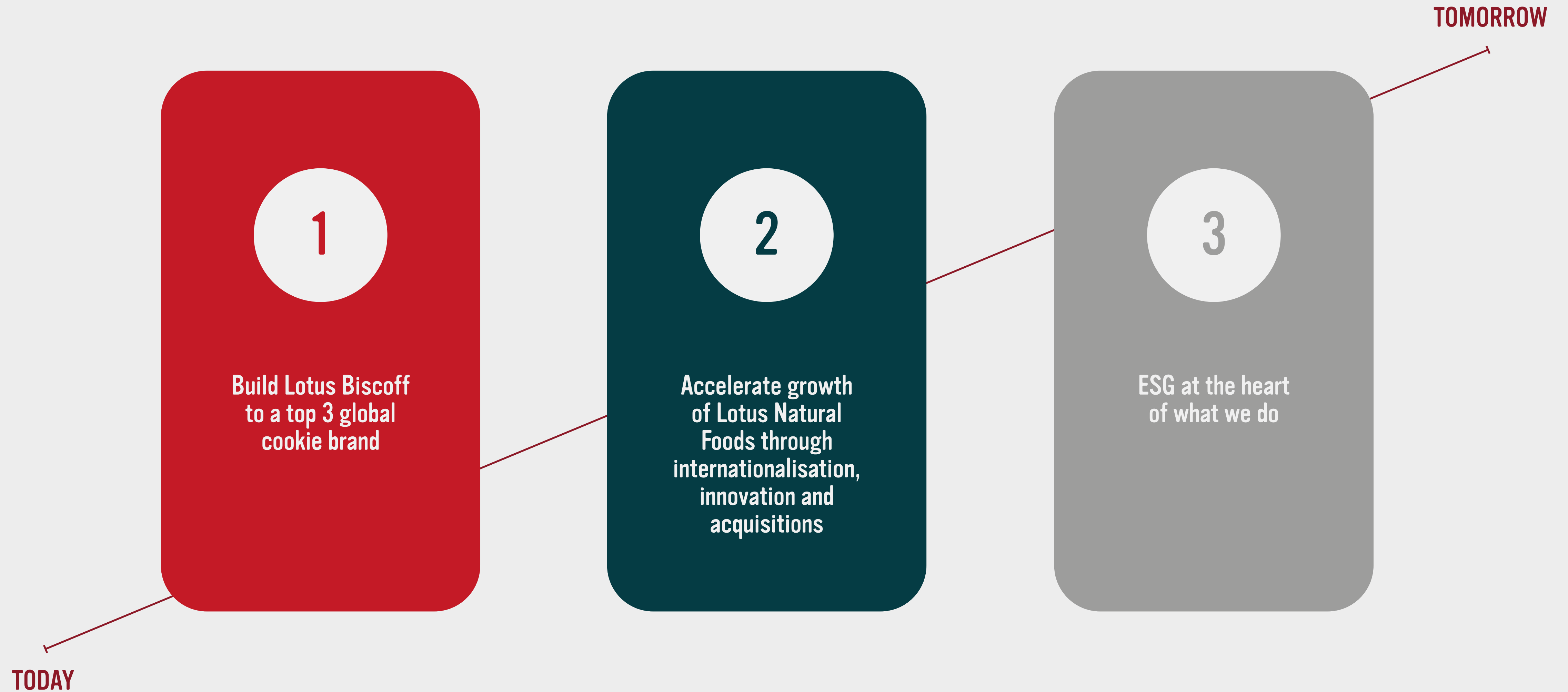
*Acquisition adjusted organic growth
**HY 2021 branded sales



GLOBAL PRODUCTION FOOTPRINT



LOTUS BAKERIES GROWTH STRATEGY





**BUILD LOTUS BISCOFF TO A
TOP 3 GLOBAL COOKIE BRAND**

LOTUS BISCOFF

A HISTORY IN THE MAKING



The birth of the unique Lotus Biscoff Cookie

First Lotus Biscoff Cookie served with coffee in restaurants and cafés

Distribution of Lotus Biscoff to neighbouring countries

Going east and starting the export to Asia

1932

1956

1960

1980

Lotus Biscoff Cookie lands in the US via airlines

Lotus Biscoff's first export to the Middle East



Launch of Lotus Biscoff Spread

Introduction of repeatable model of success

First US-made Lotus Biscoff Cookie



International roll-out of Lotus Biscoff Ice Cream

International roll-out of Lotus Biscoff Sandwich Cookie

1990

2000

2008

2011

2019

2019

2020

Decision to roll out Lotus Biscoff Chocolate internationally



Significant Lotus Biscoff capacity expansions operational in both Belgium and US



2021

2022

6 CONTINENTS, 1 FAVOURITE BISCUIT

NUMBER OF LOTUS
BISCOFF COOKIES SOLD

NORTH AMERICA
224.9 MIL

EUROPE
1.9 BIL

ASIA
374.4 MIL

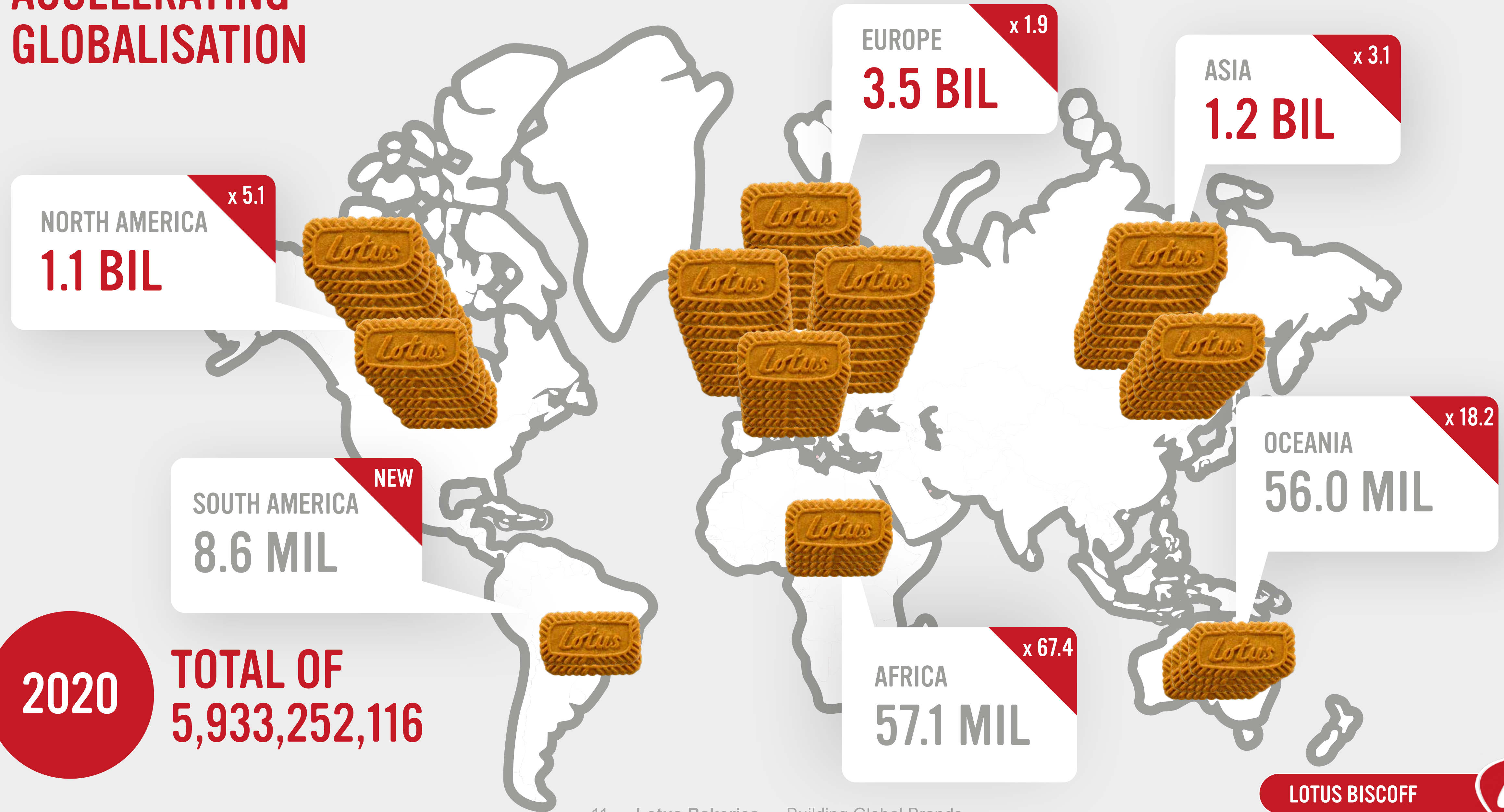
OCEANIA
3.0 MIL

AFRICA
0.8 MIL

2008

TOTAL OF
2,494,482,306

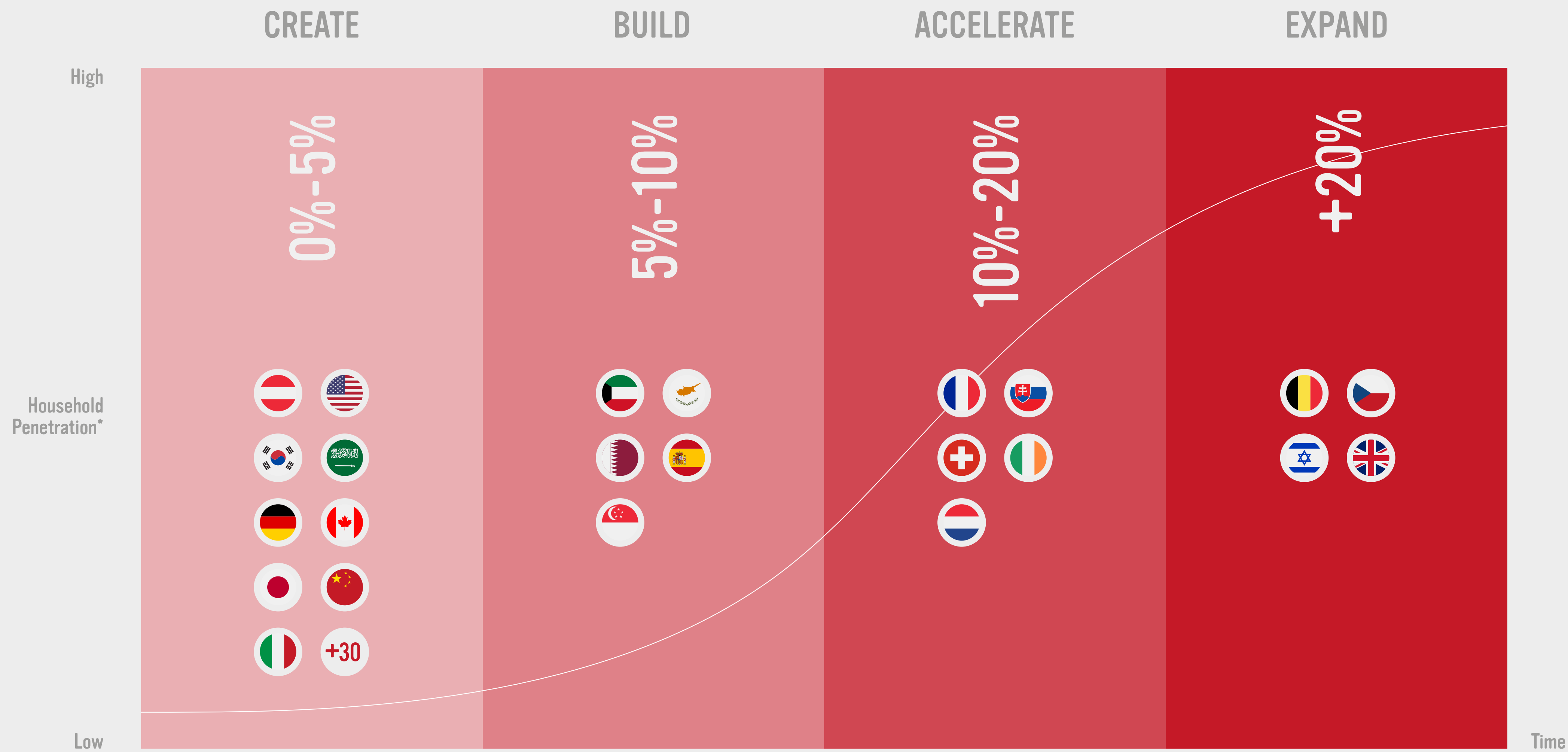
ACCELERATING GLOBALISATION



2020

TOTAL OF
5,933,252,116

LOTUS BISCOFF COOKIES REPEATABLE MODEL OF SUCCESS



*% of households buying a Biscoff product at least once a year.

HOUSEHOLD PENETRATION IS THE LEADING INDICATOR FOR GROWTH POTENTIAL 2021

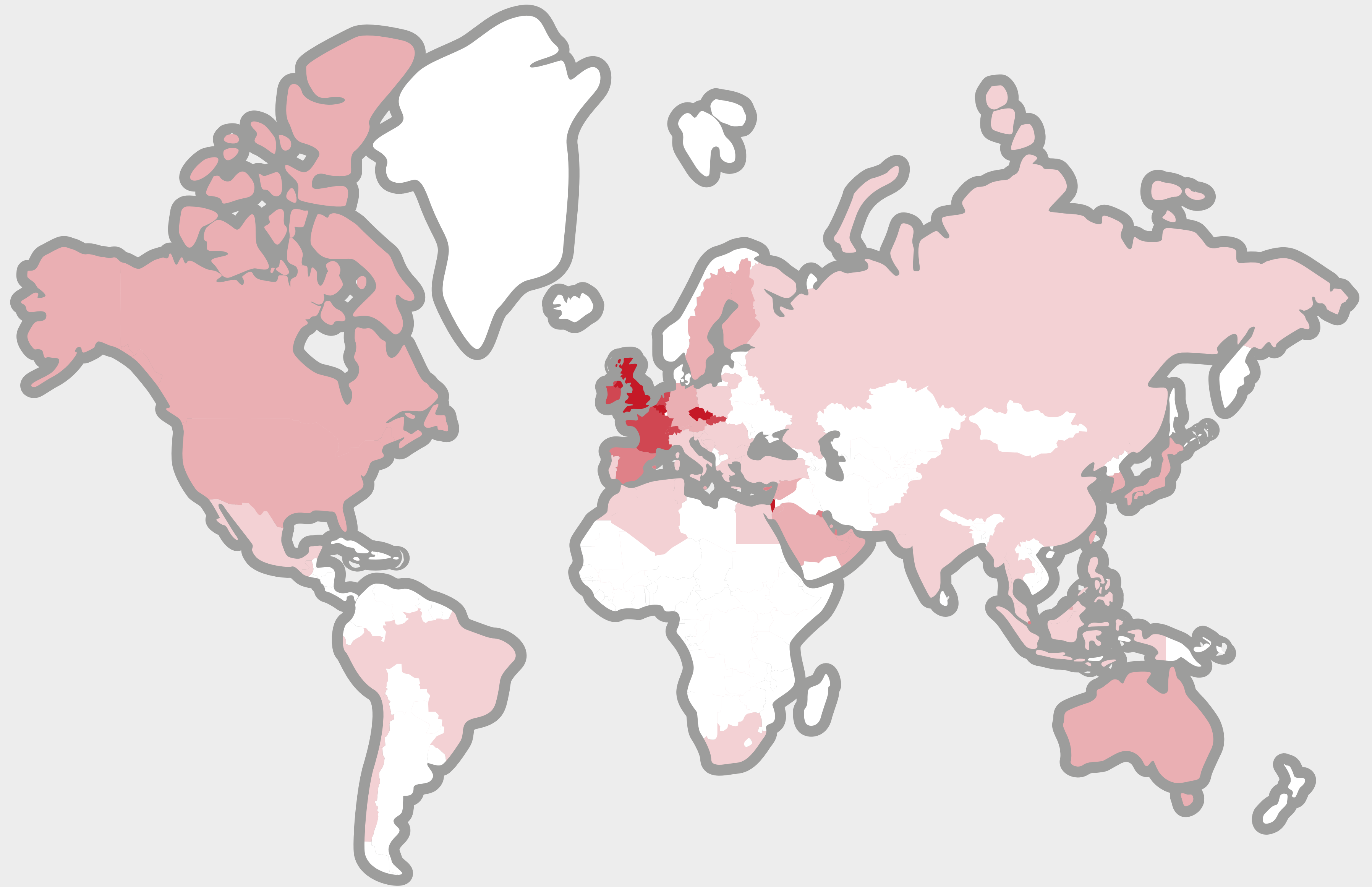
CREATE 0%-1%

CREATE 1%-5%

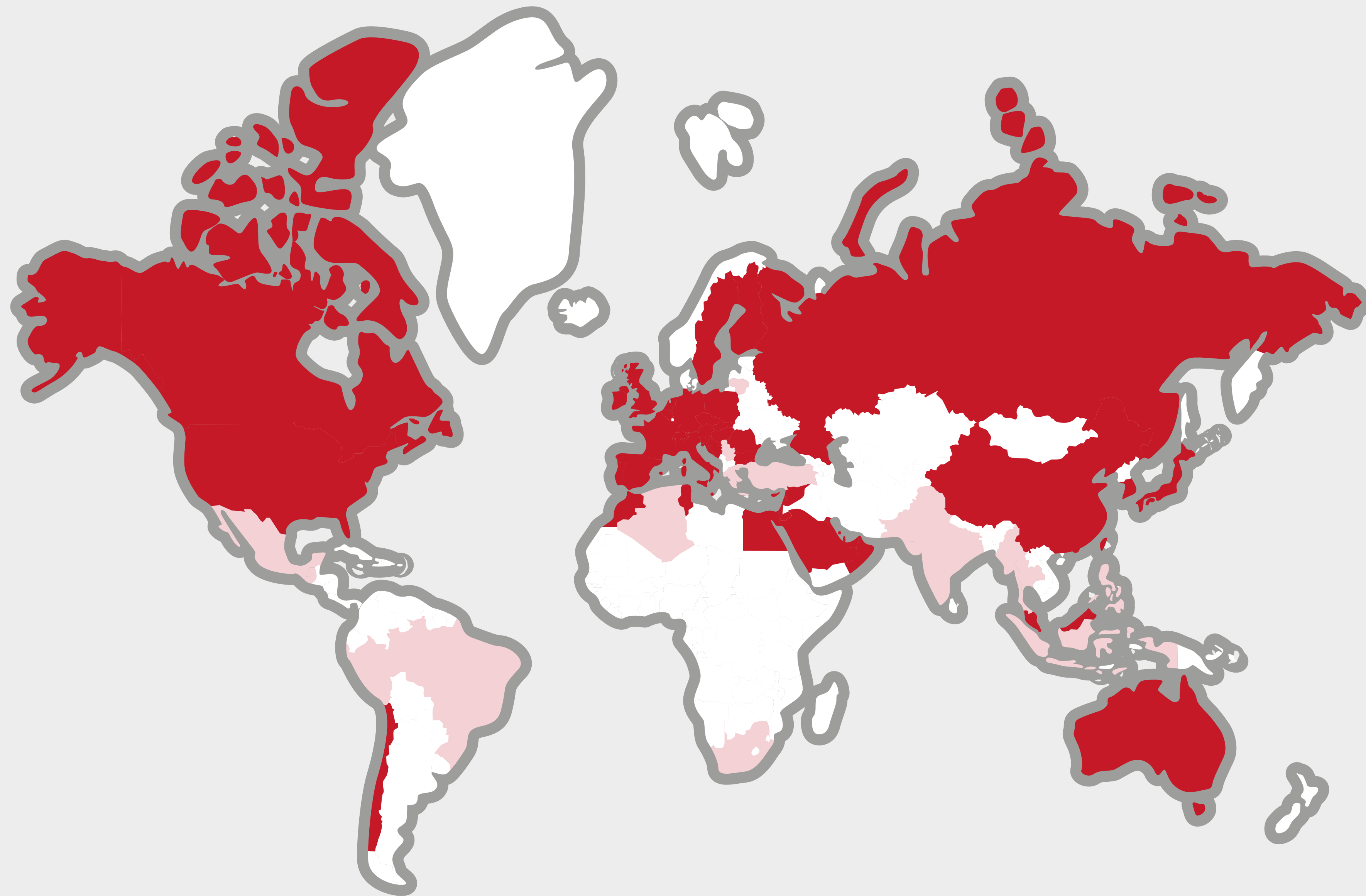
BUILD 5%-10%

ACCELERATE 10%-20%

EXPAND +20%



LONG-TERM POTENTIAL* FOR HOUSEHOLD PENETRATION GLOBALLY



COUNTRIES MOVING UP
IN HOUSEHOLD PENETRATION
PHASE OR AT +20%

*Management ambition



WE ARE BRINGING
OUR UNIQUE
BISCOFF TASTE
INTO LARGE GLOBAL
PRODUCT CATEGORIES

PROGRESSIVE ROLL OUT TO LARGE GLOBAL PRODUCT CATEGORIES

1

THE SWEET SPREAD CATEGORY

2008
LAUNCH IN BELGIUM
FOLLOWED BY FRANCE AND
THE NETHERLANDS

2011
GLOBAL ROLL OUT



2

THE ICE CREAM CATEGORY

2009
LAUNCH IN BELGIUM

2019
GLOBAL ROLL OUT



3

THE SANDWICH COOKIE CATEGORY

2020
LAUNCH IN BELGIUM,
FRANCE, UK AND US

2021
GLOBAL ROLL OUT

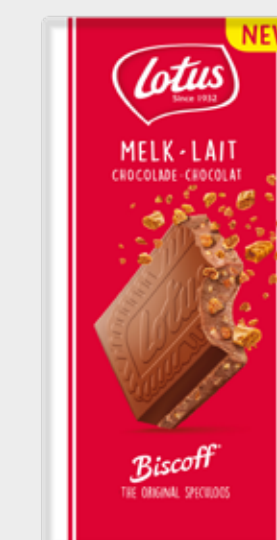


4

THE CHOCOLATE CATEGORY

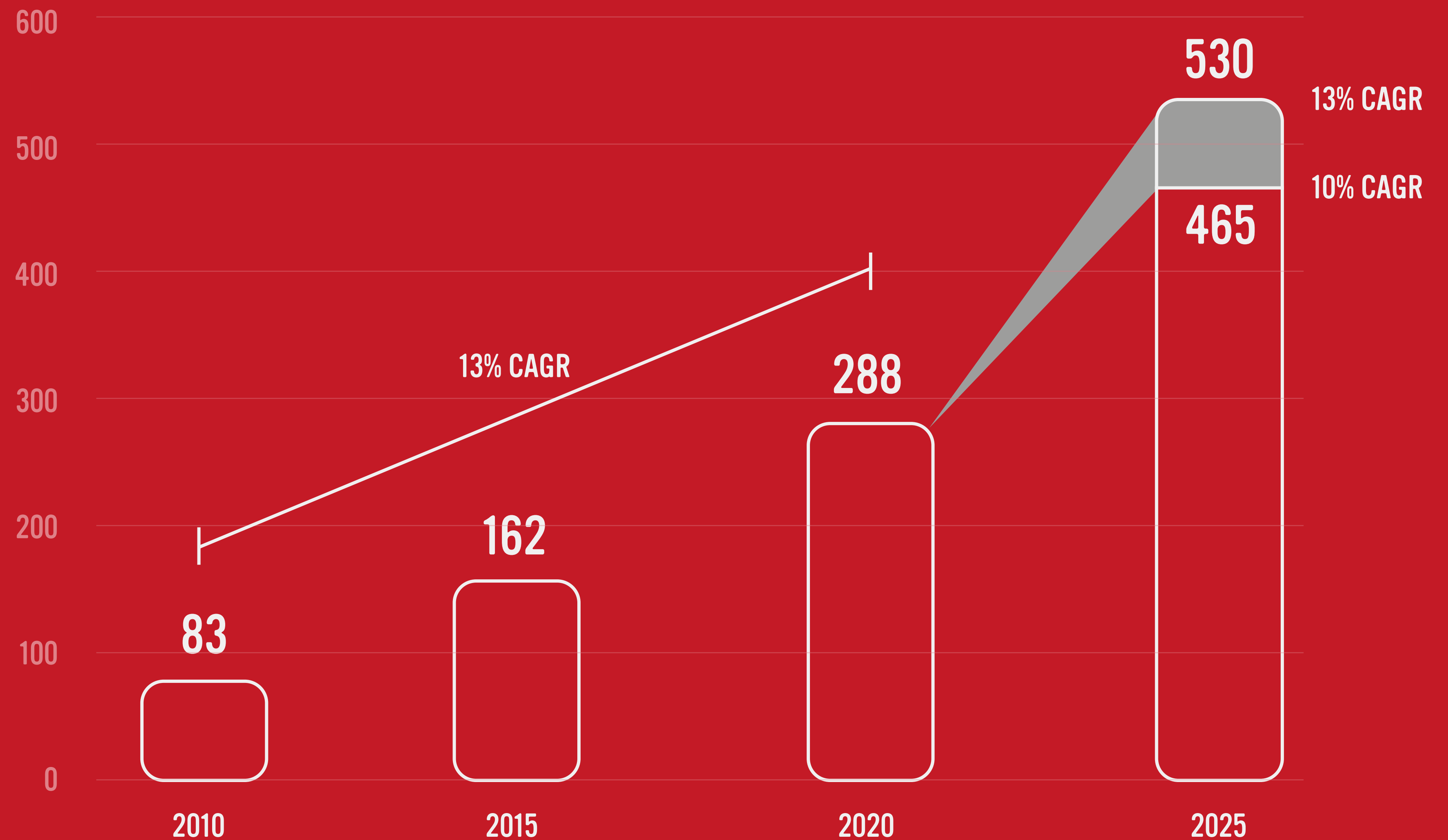
2020
LAUNCH IN BELGIUM

2021
START GLOBAL ROLL OUT












OUR AMBITION: CONTINUE ON THE DOUBLE DIGIT GROWTH PATH




Sales in Million Euro



AMBITION TO BECOME A TOP 3 COOKIE BRAND

TOP WORLDWIDE COOKIE BRANDS RANKING

2020					
	BRANDS	COUNTRY	COMPANY	RETAIL SALES VALUE USD ⁽¹⁾	HISTORIC CAGR ⁽¹⁾
1				> 1 Bio	0% - 7%
2				> 1 Bio	0% - 7%
3	brand	-	-	< 1 Bio	0% - 7%
4	brand	-	-	< 1 Bio	0% - 7%
5	brand	-	-	< 1 Bio	0% - 7%
6	brand	-	-	< 1 Bio	0% - 7%
7	brand	-	-	< 1 Bio	0% - 7%
8	brand	-	-	< 1 Bio	0% - 7%
9	brand	-	-	< 1 Bio	0% - 7%
10				< 1 Bio	> 10%

LONG-TERM	
1	
2	
3	
4	brand
5	brand
6	brand
7	brand
8	brand
9	brand
10	brand

(1) Source: External data (sweet biscuits category, mono cookie concepts); Biscoff retail sales value based on internal calculations.

NATURAL FOODS

ACCELERATE GROWTH OF LOTUS NATURAL FOODS THROUGH INTERNATIONALISATION, INNOVATION AND ACQUISITIONS

nākd.

BEAR

TREK

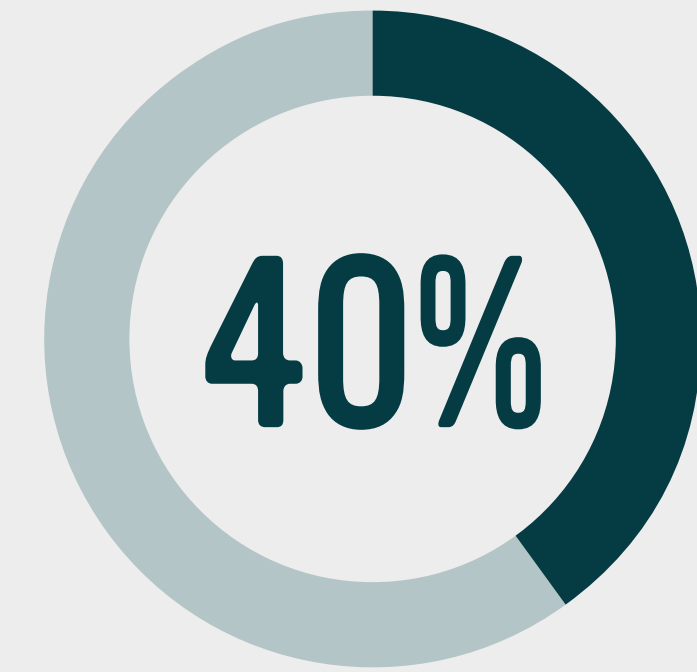
KIDDYLICIOUS
it's delicious

CONSUMERS ARE SHIFTING TOWARDS HEALTHIER SNACKS

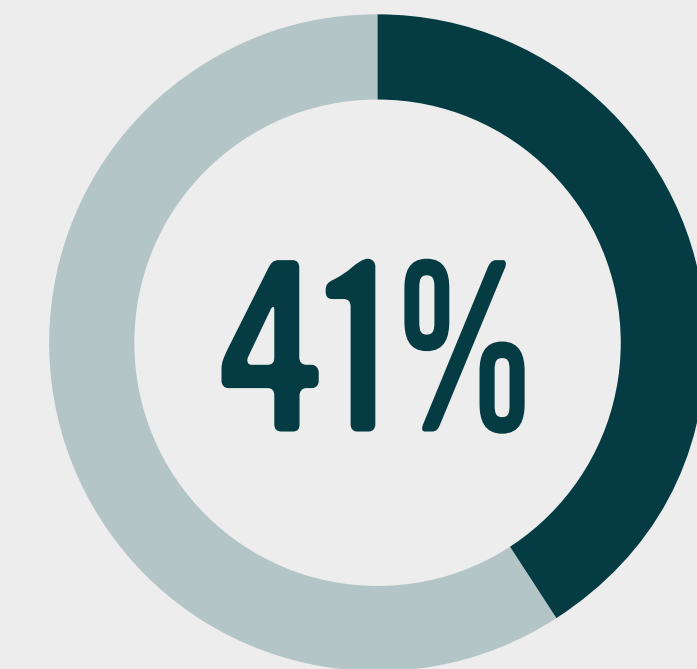
Younger generations, Gen Z & Millennials snack significantly more than older generations ⁽²⁾

90% of people look for healthier snacks ⁽³⁾

Healthy snacks grow at double the rate of overall snacking. ⁽⁴⁾



EXPECT TO PAY A PREMIUM FOR HEALTHY/FUNCTIONAL SNACKS ⁽¹⁾



SEEK OUT SNACKS THAT PROVIDE ENERGY/REFUEL ⁽¹⁾

(1) IRI - "The Power of Snacking: Welcome to the Snacking revolution" (2018)

(2) Mintel - "Food Ingredients NA: The Push and Pull between Health & Indulgence" (2019)

(3) The Nursery 2021. N= 1000 cereal bar shoppers who have bought in the cereal bar category in the last 3 months in the UK

(4) Source: SPINS - 52 w/e 13/06/2021 - TOTAL US - MULO; HWI and TPL products for all sub categories within salty snacking and confectionary

BUT WHAT IS A HEALTHIER ALTERNATIVE?

UNPROCESSED
NUTS & FRUIT
NO ADDED SUGAR
GRAIN & CEREAL
GLUTEN FREE
FIBRES
WHOLEFOOD
100% NATURAL
CALORIE CONTROL
NO ADDITIVES



WHOLEFOODS!

RAW FOODS PRESERVING THEIR VITAMINS AND MINERALS,
**WHERE INGREDIENTS THEMSELVES ARE REAL AND
UNPROCESSED ... FOOD AS NATURE INTENDED!**



nākd.

nākd. BARS ...
FOOD AS NATURE
INTENDED

JUST FRUIT AND NUTS.
THAT'S IT!



A handful of natural ingredients, minimally processed in order to keep all the good stuff inside.

WE KNOW
**nākd. IS A
MASS BRAND
THAT APPEALS
TO ALL**

STUDENTS
YOUNG MUMS
BUSY PROFESSIONALS
ETHICALLY AWARE...

**nākd. IS THE
SOLUTION FOR ALL
PEOPLE SEARCHING
FOR TASTY, HEALTHY
AND CONVENIENT
SNACKS**



BEAR

**BEAR FRUIT
ROLLS ...
FOOD AS NATURE
INTENDED**

**SIMPLE & MINIMAL
INGREDIENTS**



**Simple ingredients:
apples, pears and
strawberries.
Absolutely nothing else!**

BEAR APPEALS TO ALL FAMILIES WITH KIDS



BEAR OFFERS THE
SOLUTION FOR
PARENTS & KIDS
TO MAKE HEALTHY
SNACKING EASIER &
MORE FUN

Quality time with kids offering
snacks that kids like

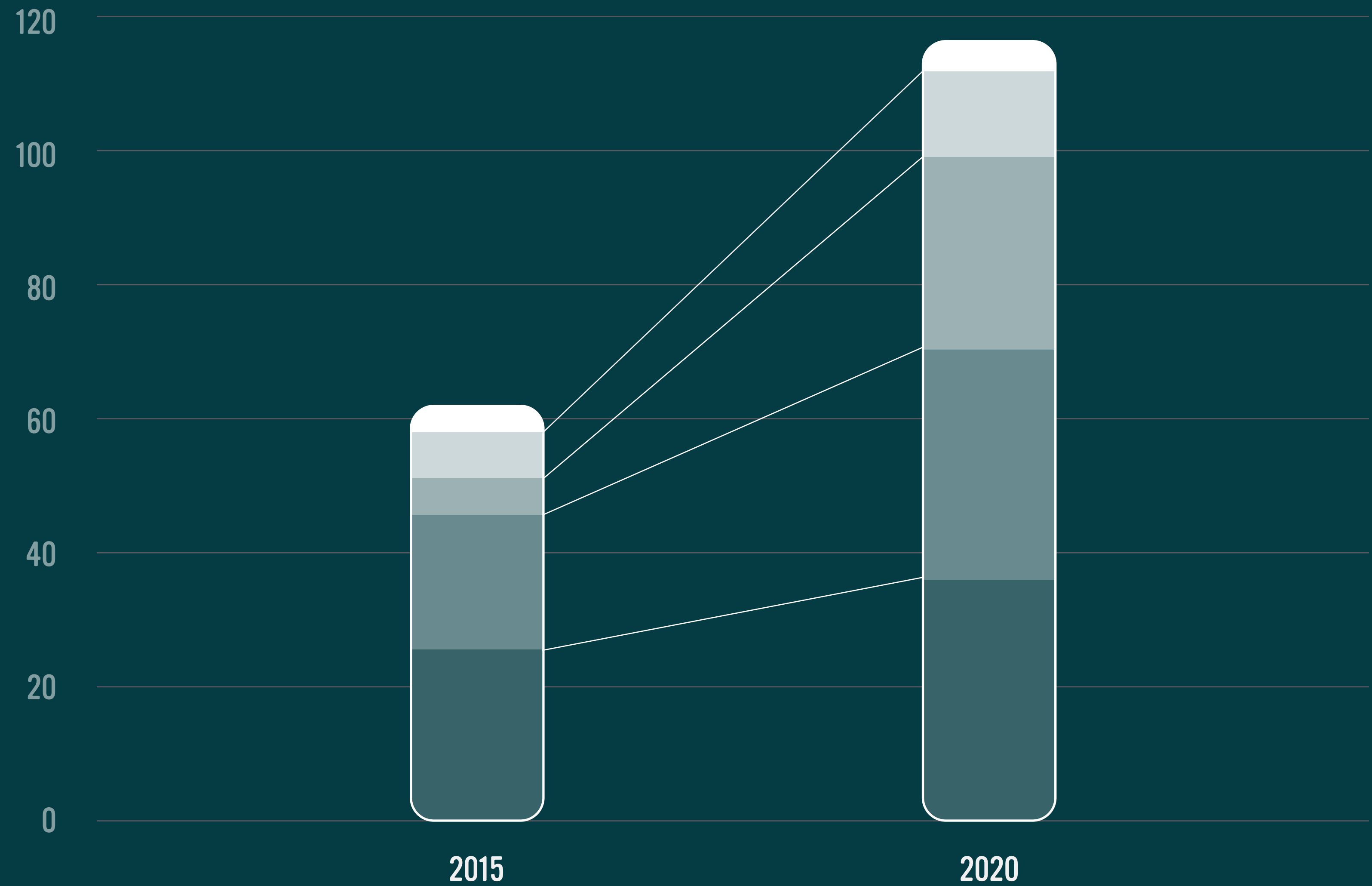
Health conscious
natural & healthy snacks

Convenience seeking
mess free & easy on the go

ALL BRANDS ARE SHOWING GROWTH

Sales in Million Euro

- URBAN FRUIT
- TREK
- KIDDYLICIOUS
- BEAR
- nākd.



STRATEGY BETTER FOR YOU PLATFORM “LOTUS NATURAL FOODS”

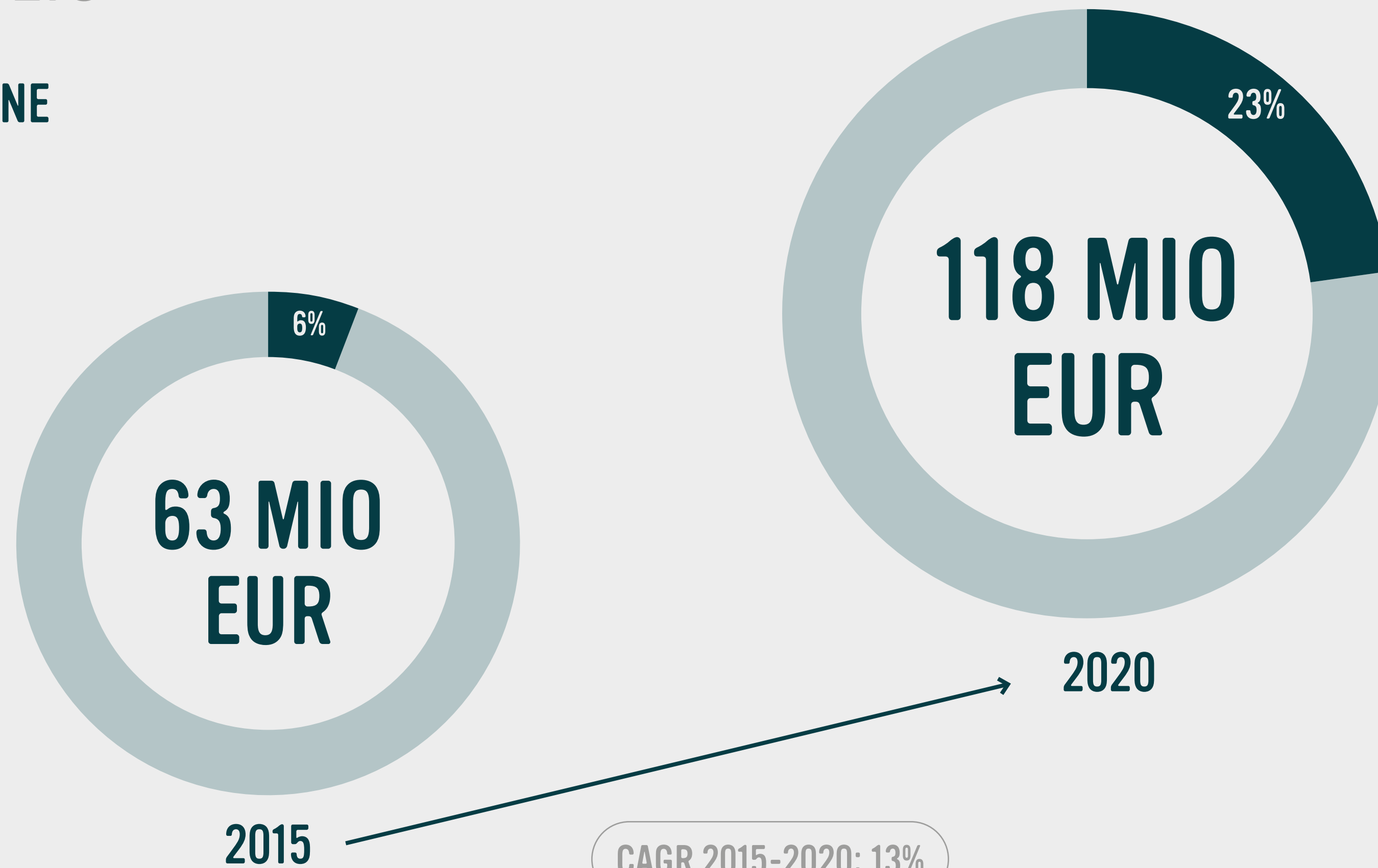
1. ACCELERATE INTERNATIONALISATION OF CURRENT BRAND PORTFOLIO
2. ACCELERATE NPD IN EXISTING AND ADJACENT CATEGORIES
3. GROWTH THROUGH ACQUISITIONS

LOTUS NATURAL FOODS FLYWHEEL EFFECT



ACCELERATED INTERNATIONALISATION OF CURRENT BRAND PORTFOLIO

IT WILL BE THE BIGGEST GROWTH ENGINE



- Sales UK
- Sales International

FF 2032 WILL CONTRIBUTE TO M&A PIPELINE,

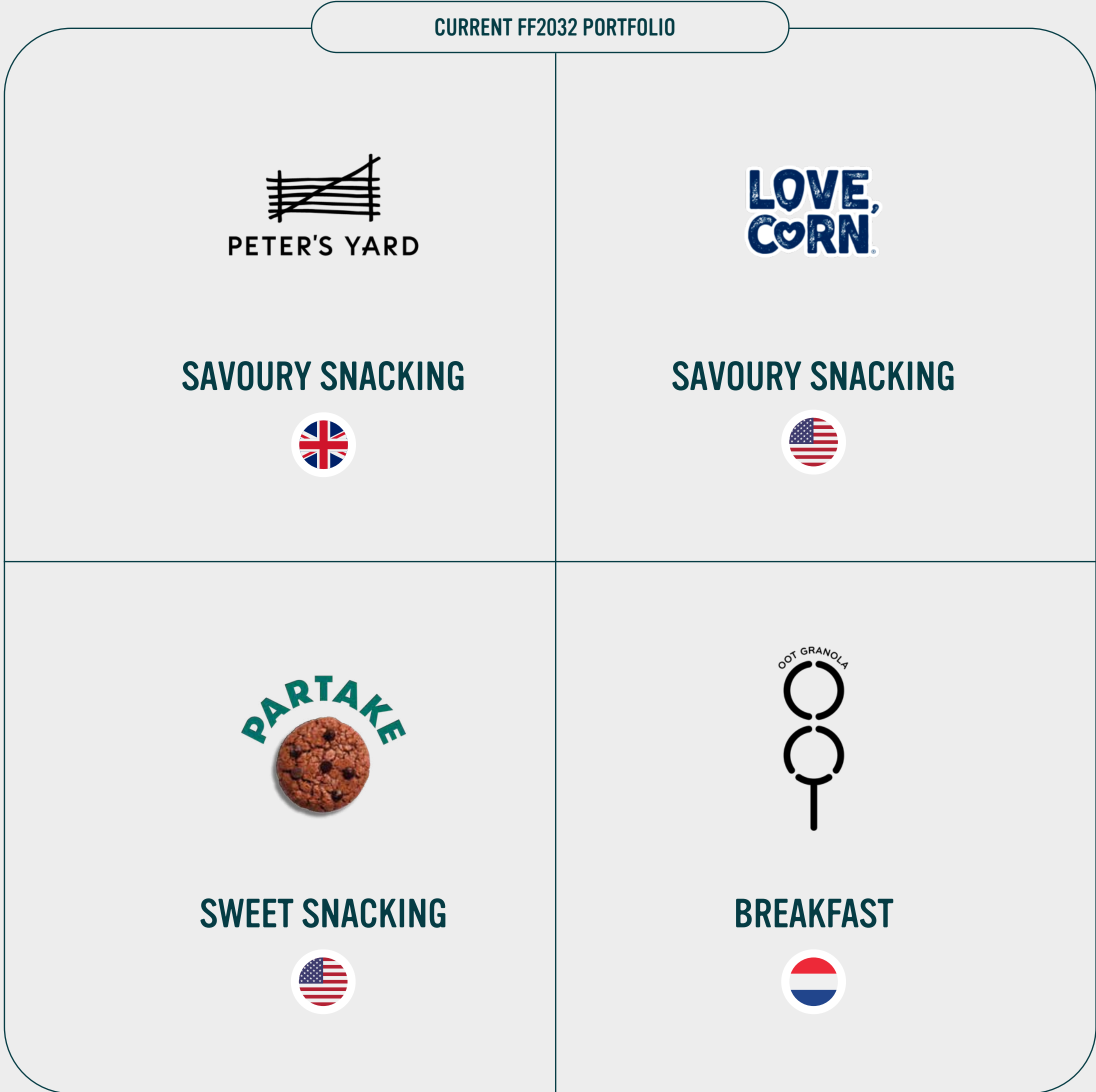
AND ALLOW TO
CLOSELY FOLLOW
MARKET TRENDS

€40M
corporate venture fund
of Lotus Bakeries

Invests early in
promising brands and
entrepreneurs

Specific focus on the
better-for-you food &
drinks space

Possibility to fully
acquire and integrate
brands into our better-
for-you platform



ESG AT THE HEART OF WHAT WE DO

ESG AT THE HEART OF WHAT WE DO

Environmental

Already a leader in recyclable packaging, target 100% by 2025



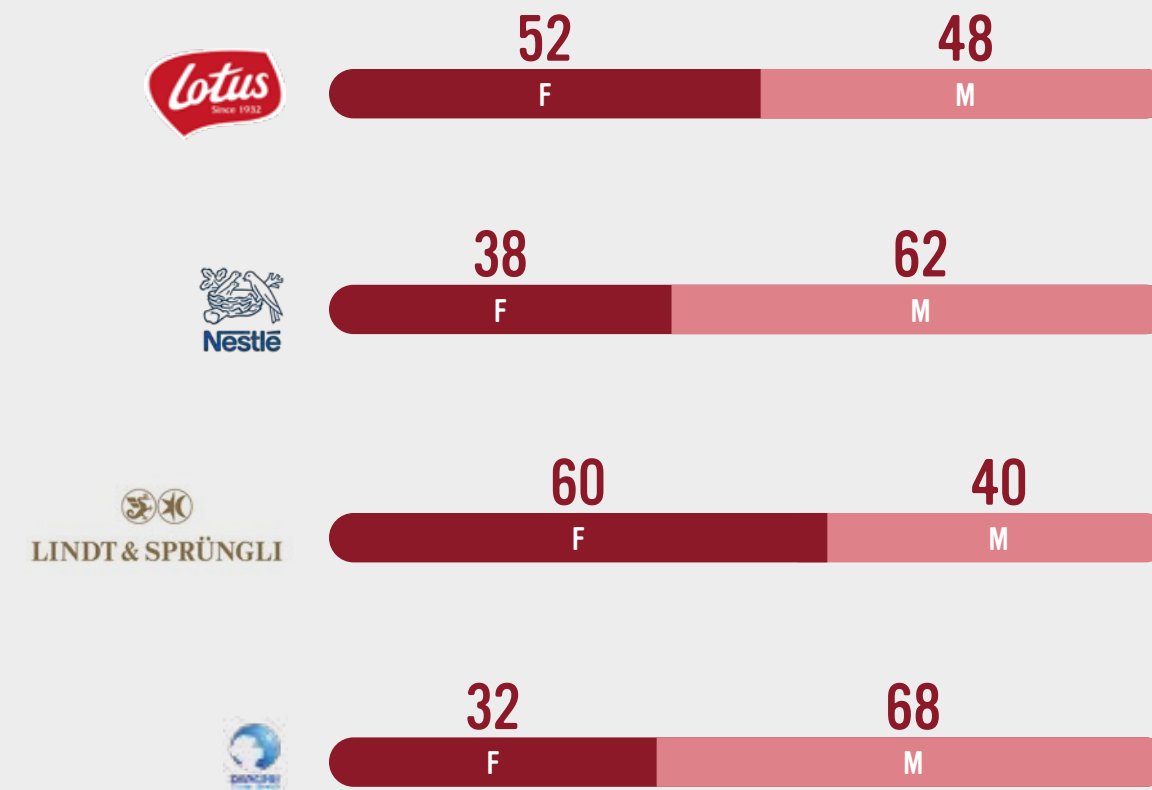
Total recyclable packaging by packaged food company (%)

CARBON NEUTRAL PLAYER SINCE 2015

All 12 sites under the company earned CO2-neutral label through transparent calculation, reduction, compensation, and communication of CO2 footprint.

Social

Near the top of the pack in gender diversity



Gender diversity by packaged food company (female employees as % of total)

EMPLOYEE CODE OF CONDUCT

Every employee of Lotus Bakeries to commit to the 6 principles of our Code of Conduct.

Community

100% RSPO certified Palm oil

One of very few packaged food players to achieve 100% RSPO certification by meeting stringent standards on sustainable palm oil production.

Supplier code of conduct



**LOTUS BAKERIES
FOUNDATION FOR
EDUCATION**

STRONG ESG CREDENTIAL RECOGNISED BY RATING AGENCIES

LOTUS BAKERIES SUSTAINALYTICS* SCORE OF 24.0 IS

**TOP 3% IN PACKAGED FOODS
AND TOP 10% IN FOOD PRODUCTS**



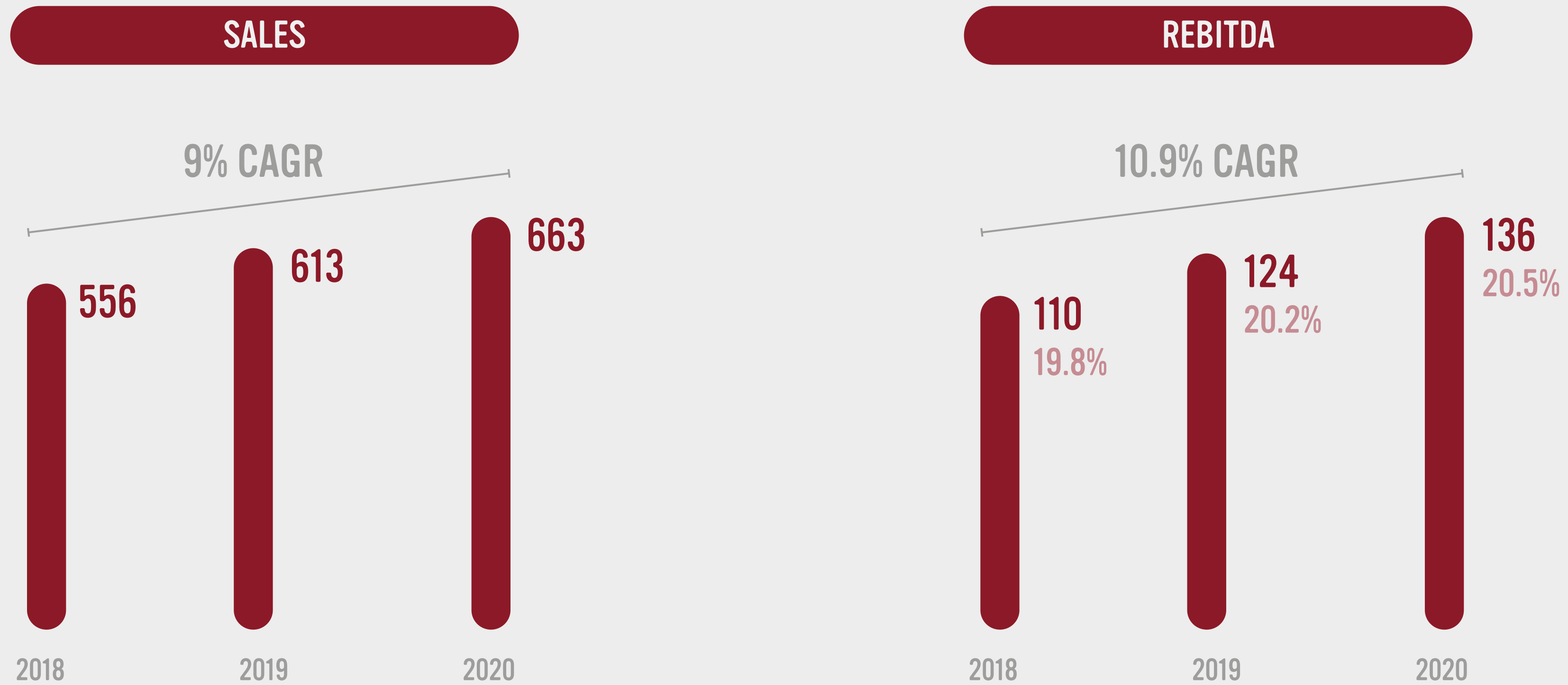
*The lower the score, the better



FINANCIALS

**STRONG TOP LINE GROWTH WITH
EXPANDING PROFITABILITY**

STRONG TOP LINE GROWTH WITH EXPANDING PROFITABILITY



SALES IN €M
2018-2020 CAGR %

REBITDA IN €M
REBITDA MARGIN %
2018-2020 CAGR %



A STABLE COST STRUCTURE

Raw materials, packaging and co-manufacturing

(in €M)



(% of revenue)

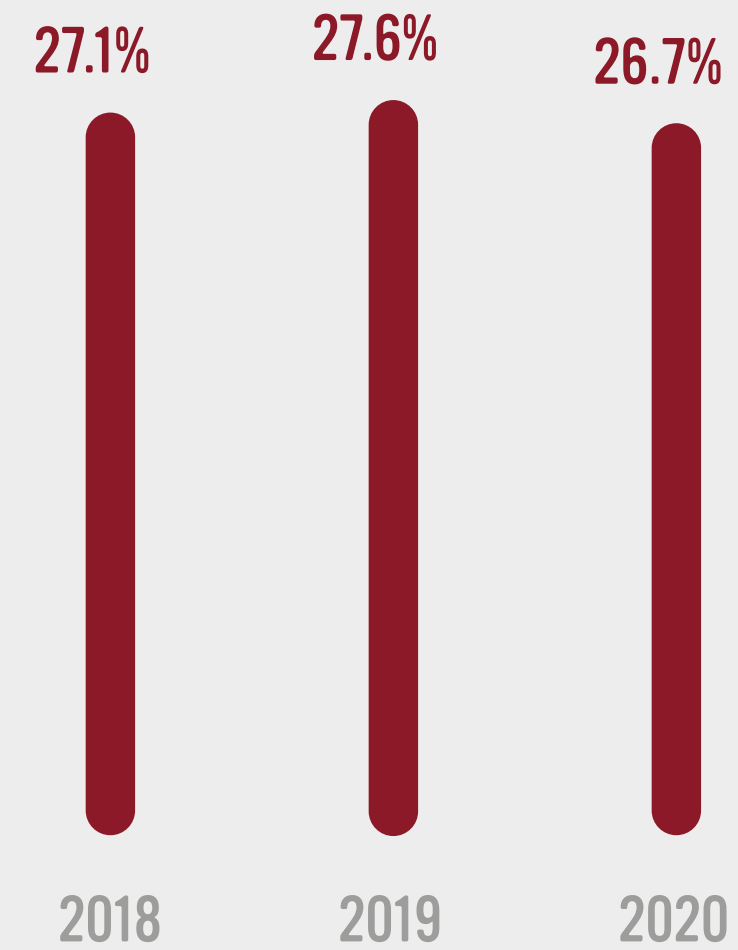


Services

(in €M)



(% of revenue)

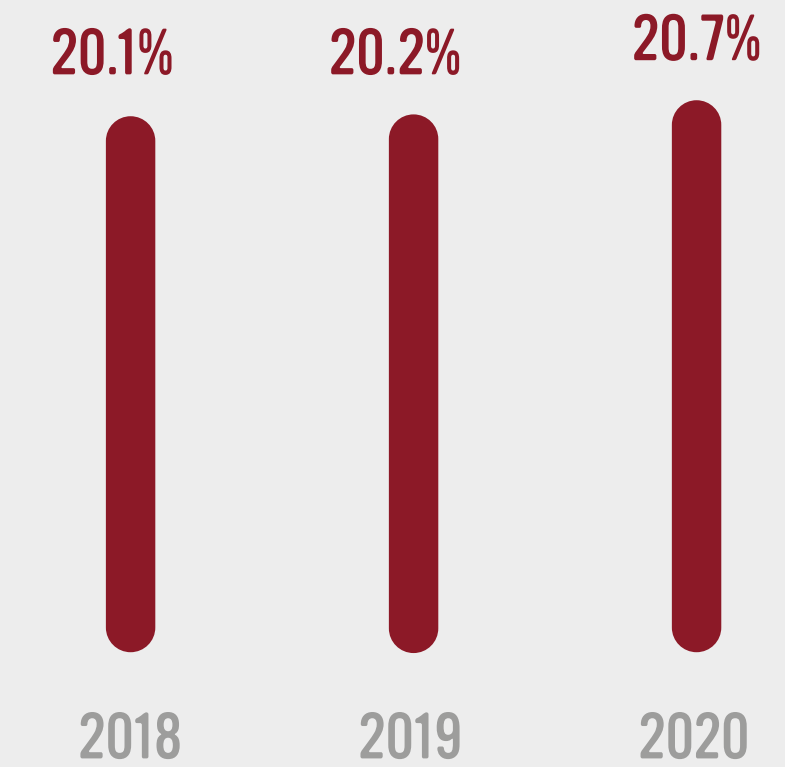


Employee cost

(in €M)

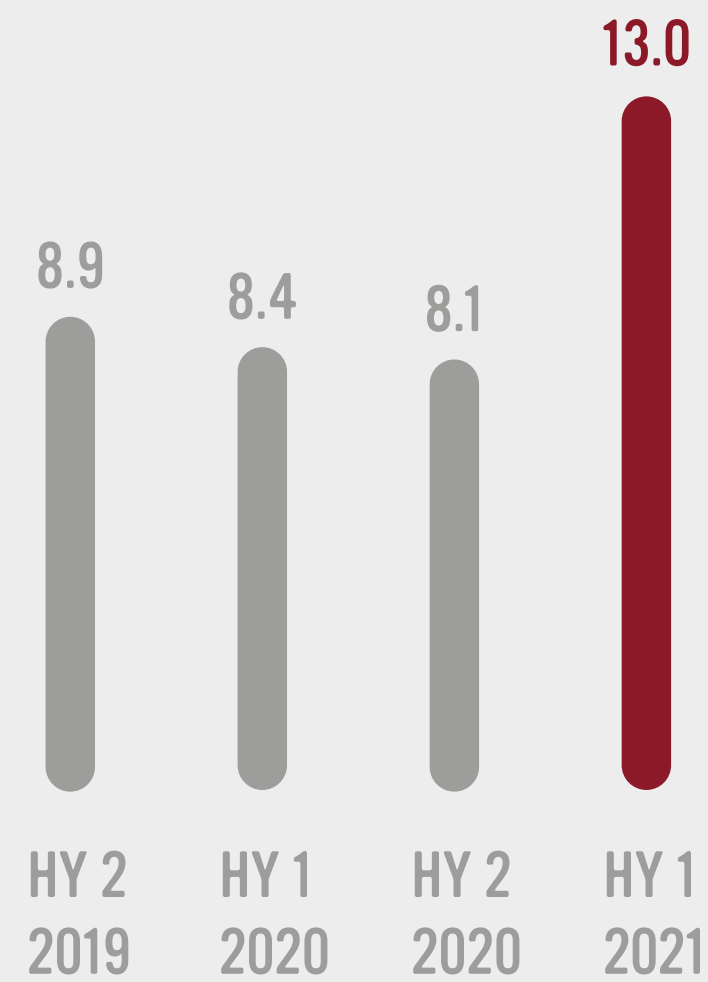


(% of revenue)

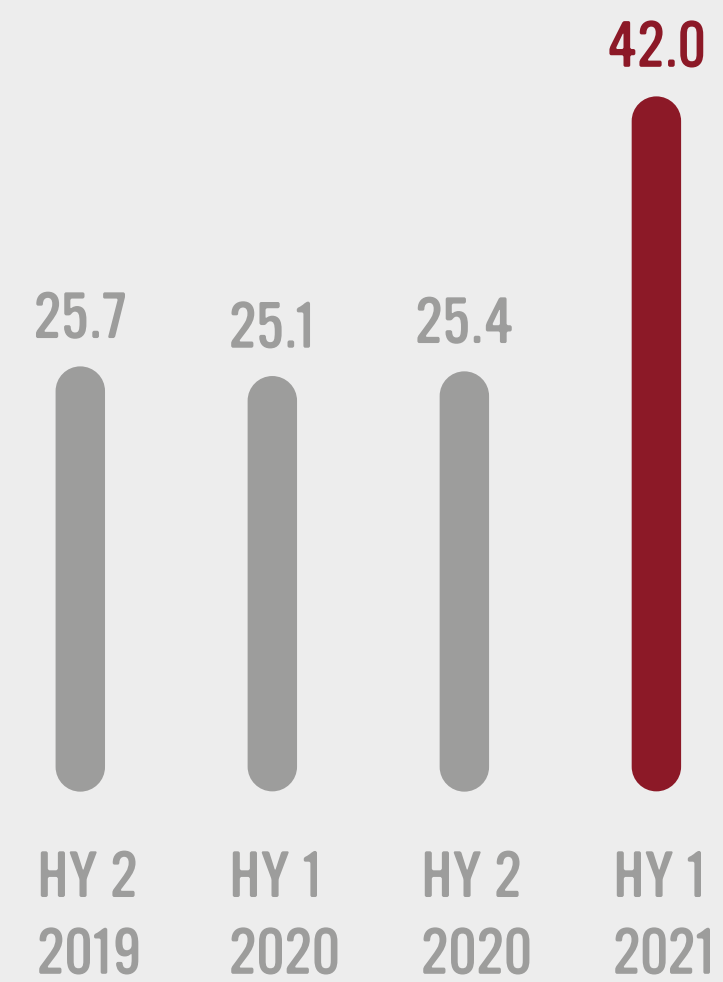


DELIVERING STRONG HY 2021 RESULTS

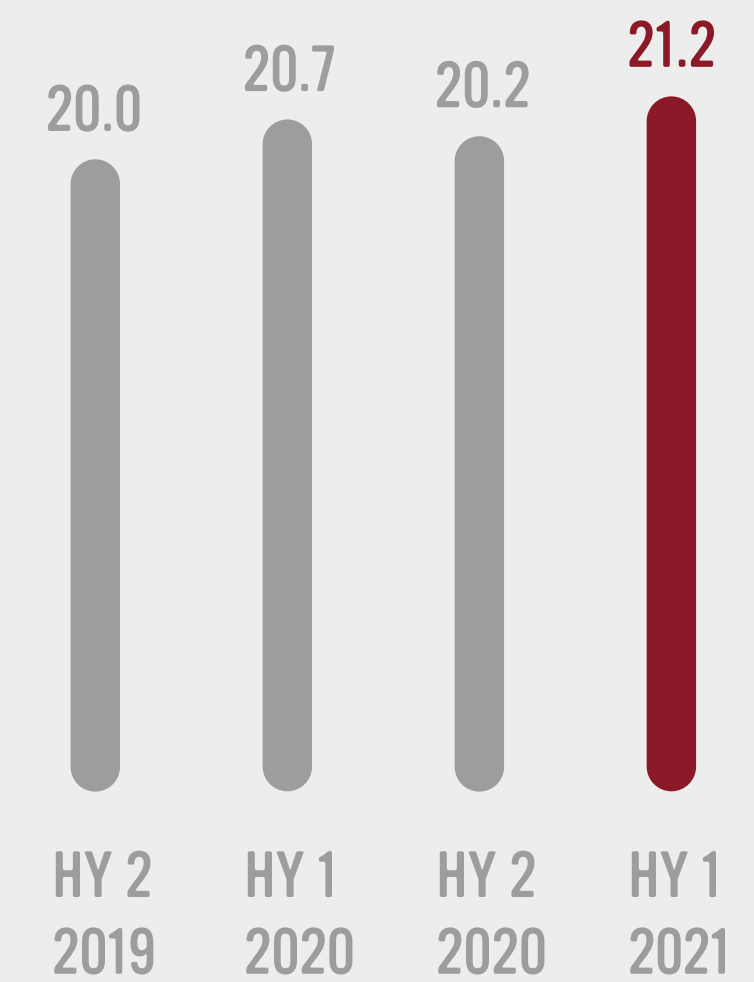
Sales Growth (%)



Sales Growth (in €M)



REBITDA % on sales

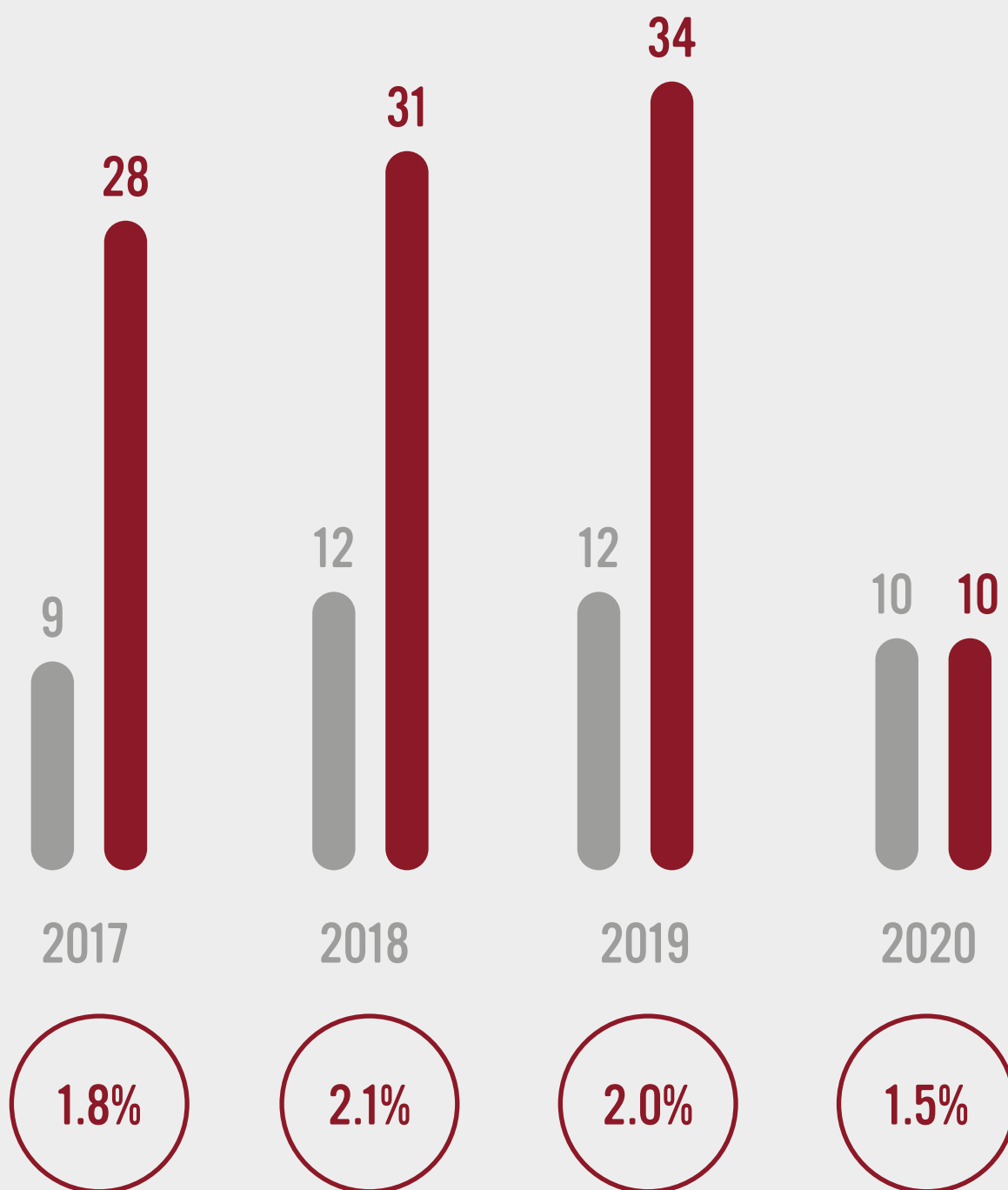


FOOTPRINT AND CAPEX

Capex

(in €M)

 Maintenance
 Expansion



Key Expansion Projects 2017 – 2020



Biscoff plant - Lembeke
 Plant 3 and new Biscoff line
 Sandwich Cookie line
 Capacity increase spread



Biscoff plant - Mebane
 New plant with 2 Biscoff lines
 BEAR packaging line

Key Expansion Projects 2021 – 2023

A 3 year investment program of 150 Million Euro



Biscoff plant - Lembeke
 Dough Room
 Sandwich Cookie line

Waffle plant - Courcelles
 Plant 2 with new waffle line

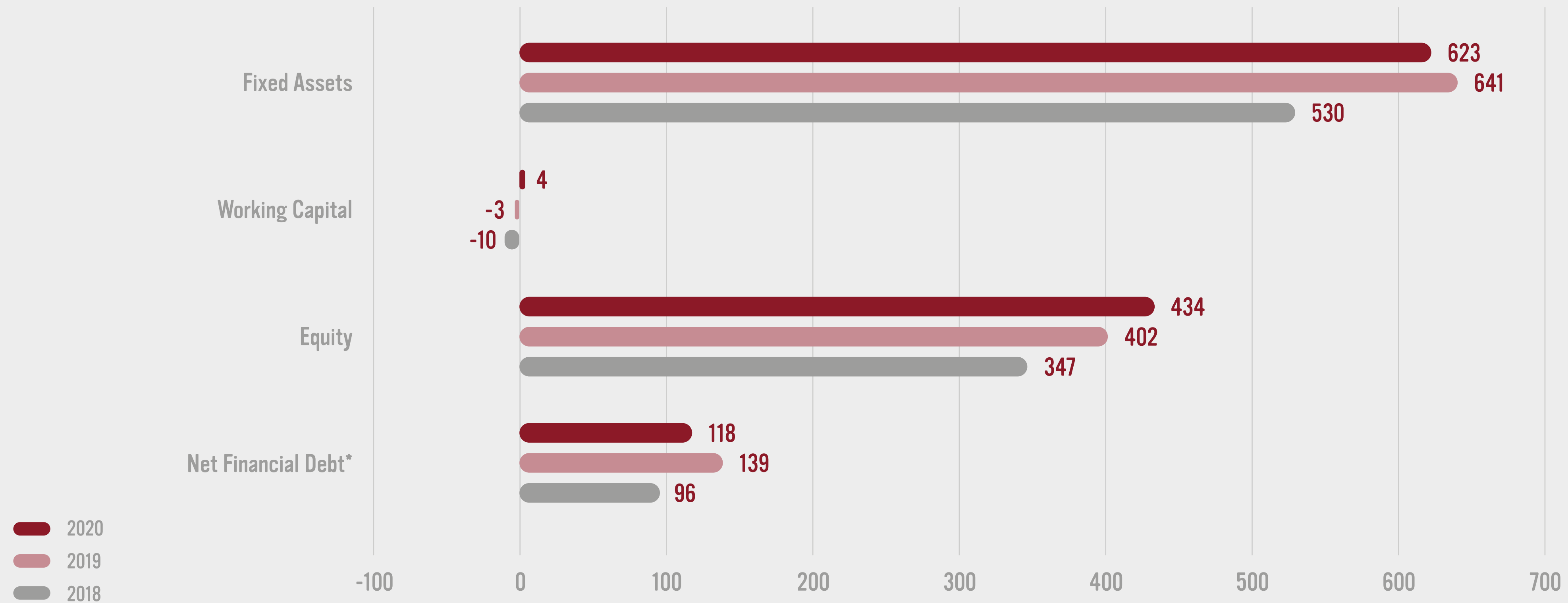


Biscoff plant - Mebane
 Plant 2 with 2 additional
 Biscoff lines

Maintenance as % on sales

STRONG BALANCE SHEET WITH LOW LEVERAGE AND LIMITED WORKING CAPITAL REQUIREMENTS

Key Balance Sheet Components



*Including IFRS16



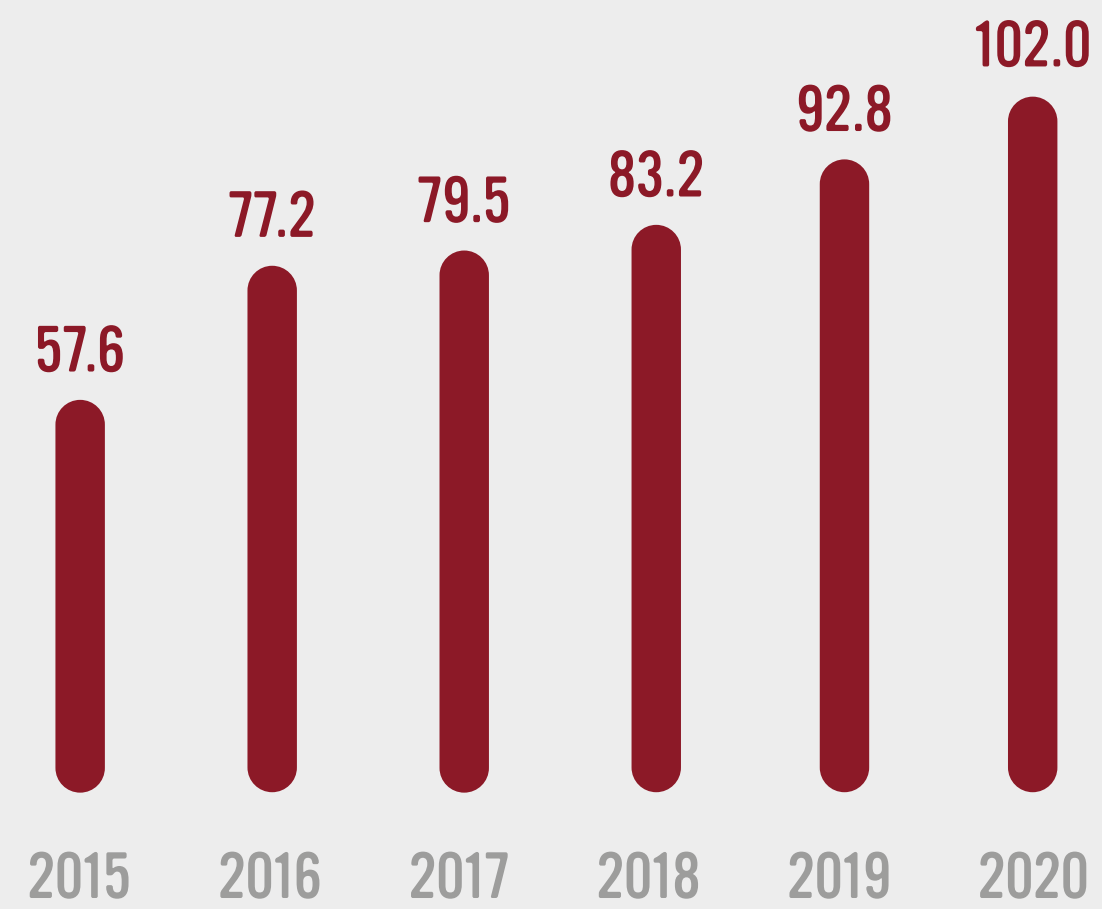
AND WITH A POWERFUL CASH FLOW ENGINE

	2018	2019	2020
REBITDA	110.3	123.6	135.7
CHANGE IN WORKING CAPITAL	-5.0	-7.0	-6.6
CAPEX MAINTENANCE	-11.7	-12.4	-9.8
FREE CASH FLOW	93.6	104.1	119.3
CASH CONVERSION	85%	84%	88%
EXPANSION CAPEX	-30.9	-34.0	-10.4
FREE CASH FLOW AFTER EXPANSION CAPEX	62.7	70.1	108.9
CASH CONVERSION AFTER EXPANSION CAPEX	57%	57%	80%

WE ARE CREATING STRONG SHAREHOLDER VALUE

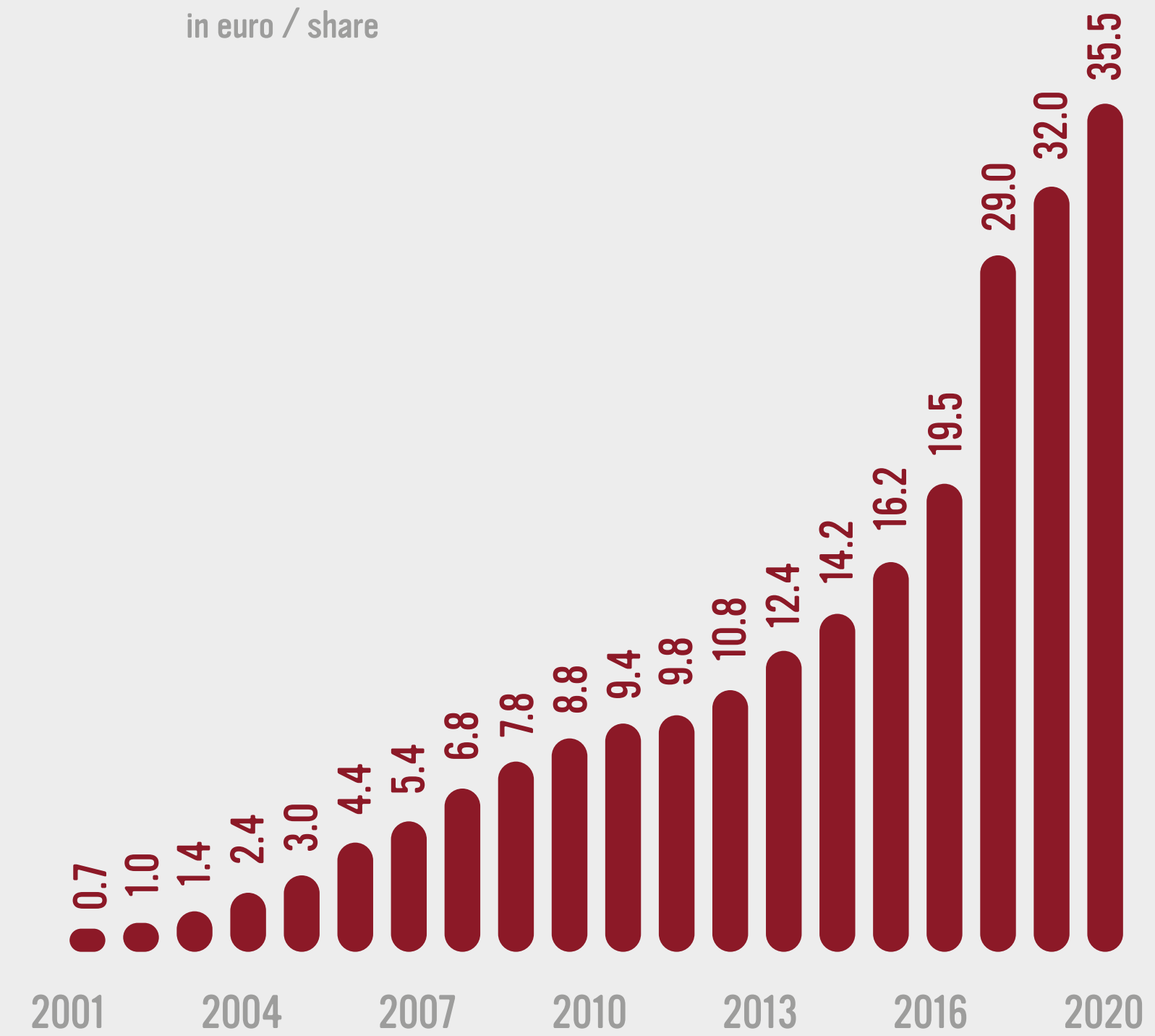
EPS growth

in euro / share



Dividend growth

in euro / share



MEDIUM TERM FINANCIAL AMBITIONS

SALES	LOTUS BISCOFF DOUBLE DIGIT GROWTH EXTERNAL GROWTH: OPEN FOR M&A OPPORTUNITIES
REBITDA MARGIN	REMAIN AT HIGH LEVEL OF AT LEAST 20% ON SALES
MAINTENANCE CAPEX	AVERAGE OF 2% ON SALES
EXPANSION CAPEX	150 MILLION OVER PERIOD 2021-2023
DIVIDEND	MINIMUM 1/3 RD OF RECURRING NET PROFIT

KEY MESSAGES

Lotus Bakeries has shown strong growth over the recent decade and has an immaculate and unparalleled track record of delivering year over year growth.

Lotus Bakeries has two future-proof growth engines with Lotus Biscoff and Lotus Natural Foods.

Lotus Bakeries has a strong Balance Sheet and low leverage with NFD / REBITDA below 1 with room voor M&A.

Lotus Bakeries cash flow generation is solid with FCF conversion up to 90%.

Lotus Bakeries corporate venture fund FF 2032 provides access to a broad M&A spectrum of better-for-you healthy snacking brands and food technology companies.

Top-notch ESG rating with ambitious ESG targets.



THANK YOU