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SUMMARY



Barilla
The Italian Food Company. Since 1877.

SUMMARY

METHODOLOGICAL NOTE

The data presented in this document concern the year 2013 and relate to Barilla G. e R. Fratelli, unless otherwise indicated. In the course of 2013, the Barilla Group signed an agreement for the sale of the company Lieken AG, owned since 2002, to the Czech group Agrofert AS. As a result, data on the latter company are not considered in the reporting perimeter.

For all the objectives and indicators on Barilla's way of doing business:

www.goodforyougoodfortheplanet.org



goodforyougoodfortheplanet@barilla.com

Good for You, Good for the Planet ...since 1877

RICCARDO BARILLA

I began working at the age of thirteen. My father would send me to pick up sacks of flour in a barrow, which we turned into bread in our old brick oven. A few years later, at a small shop where my sisters and my mother served, we sold the bread my father and I made after working up to 18 hours a day.

PIETRO BARILLA

Profit is an essential ingredient of economic life, but making it and having a civil coexistence requires moral rules and values that also need to be respected. Past generations have handed this down to us and therefore it is our duty to honor the memory. In so doing, we help the young of today to understand our history and know our roots.

I can't conceive of a company that is not sustainable. Sustainability means to improve our work every day from field to table, offering superior quality products to many people in the world.

GUIDO BARILLA
Chairman, Barilla Group

Sustainability is the aspiration that the company can continue to thrive in the coming decades forever. To achieve this, we must behave correctly, addressing the challenges that arise in the course of time. The most important thing is to realize that these challenges cannot be solved alone: the opening up of the company is fundamental to plan for the future.

PAOLO BARILLA
Deputy Chairman, Barilla Group

We consider ownership of the company not as a personal privilege, but as a responsibility for the transmission of values, conduct, and skills to be nurtured over time for the generations to come.

LUCA BARILLA
Deputy Chairman, Barilla Group

We want to double our business, not doing so at any cost, but reducing our environmental footprint, and bringing joy and nutritionally correct food into People's eating habits. Within eight years, we want to build another Barilla the same size as the one that has been built up over the last 135 years.

CLAUDIO COLZANI
CEO, Barilla Group

Barilla Group

Barilla is an international Group that operates in the food sector. It is a **world leader in the markets of pasta and ready-to-use sauces in continental Europe, bakery products in Italy and crispbread in Scandinavia**. From its beginnings in 1877, the **group's headquarters have been in Parma, Italy**. Respect for **principles and values that are consolidated** but that can be renewed over time, HR management as a key asset, and production systems that are cutting-edge in terms of output and sustainability, have made Barilla one of the world's most highly respected food producers, a byword for Italian knowhow. The Group belongs to the **Barilla Holding Società per Azioni** company. The operating subsidiaries of Barilla Holding S.p.A. are **Barilla G. e R. Fratelli Società per Azioni**, that manufactures and markets pasta, sauces and bakery products at a national and international level and **Italian Kitchen S.r.l.**, for the development and management of the project Restaurants.



TURNOVER (MLN EURO)		PRODUCT QUANTITIES (MLN TONS SOLD)	
2012	2013	2012	2013
3,155	3,198	1,668	1,734

TURNOVER BY:	
BUSINESS AREAS	GEOGRAPHICAL AREAS
<div><div>50.7% Bakery Products</div><div>48.7% Meal Solutions</div><div>0.6% Other</div></div>	<div><div>50.3% Italy</div><div>29% Europe (excl. Italy)</div><div>15.5% Americas</div><div>5.2% Asia, Africa, Australia</div></div>

BARILLA IN THE WORLD	
25 OFFICES	30 PRODUCTIVE SITES
1 ITALY	14 ITALY
14 EUROPE	10 EUROPE
10 REST OF WORLD	6 REST OF WORLD

INVESTMENTS IN CAPITAL GOODS AND RESEARCH AND DEVELOPMENT (MLN EURO)		EMPLOYEES	
2012	2013	2012	2013
151	141	8,163	8,106

Barilla and its Brands

MEAL SOLUTION



Barilla is the historic brand of the Barilla Company, founded in 1877. Now the number one pasta in Italy and the rest of the world.

- www.barilla.com
- facebook.com/Barilla
- [@Barilla](https://twitter.com/Barilla)



Filiz is one of Turkey's leading pasta producers. Filiz has been part of Barilla since 1994.

- www.filizmakarna.com.tr
- facebook.com/FilizMakarna
- [@filizmakarna](https://twitter.com/filizmakarna)



Misko is the leading brand of pasta in Greece. Misko has been part of Barilla since 1991.

- www.misko.gr
- facebook.com/misko.greece



Vesta and **Yemina** are two brands in the Mexican market, part of Barilla since 2002, following a joint venture with the Herdez Group.

- www.yemina.com.mx



Voiello was founded in 1879 as a small artisan shop in Torre Annunziata, and became part of Barilla in 1973.

- www.voiello.it
- facebook.com/Voiello
- [@voiello](https://twitter.com/voiello)

Barilla's products accompany people throughout the whole day.

Barilla
The Italian Food Company. Since 1877.

BAKERY PRODUCTS



Mulino Bianco, born in 1975, is today part of Italian food culture as a witness to daily family life.

- www.mulinobianco.it
- facebook.com/MulinoBianco
- [@mulinobianco](https://twitter.com/amulinobianco)



Grancereale was founded in 1989 as a Mulino Bianco whole grain biscuit and has grown to become a Barilla brand of whole grain and natural products.

- www.grancereale.it
- facebook.com/grancereale



Pan di Stelle was created in 1983 as one of Mulino Bianco's breakfast biscuits. In 2007 it began its career as a stand-alone brand.

- www.pandistelle.it
- facebook.com/pandistelle
- [@official_pds](https://twitter.com/official_pds)



Pavesi offers a wide range of sweet and savory baked goods, unique for their taste and their production technology. Pavesi has been part of Barilla since 1992.

- www.pavesi.it



Harrys, launched in 1970 in France, is now the foremost brand in the bread field and plays a leading role in the morning goods sector.

- www.harrys.fr



Wasa was founded in Sweden in 1919 and became part of Barilla in 1999, is one of the best-selling food brands in the countries of northern Europe.

- www.wasa.com
- facebook.com/wasasverige

OTHER BRANDS



Academia Barilla was born in 2004, dedicated to the development and promotion of regional Italian food culture as a unique world heritage.

- www.academiabarilla.com
- facebook.com/AcademiaBarilla
- twitter.com/AcademiaBarilla



On December 1, 2013, Academia Barilla opened **its first restaurant in New York, on 6th Ave., 52nd St.**, with the goal of bringing the recipe for Italian conviviality to the world.

- www.barillarestaurant.com
- facebook.com/barillarestaurants
- twitter.com/ab_restaurant



First is a brand that specializes in retail services.

The Group's Strategy

The Barilla Group has an ambitious aspiration: to double its business by 2020, while continuously reducing its footprint on the planet and promoting wholesome and joyful food habits.

To this end, it has chosen five strategies to ensure success:

1 BE THE #1 CHOICE OF BRAND AND PRODUCT FOR PEOPLE

- › Nurture People's taste, mind and heart.
- › Build iconic brands that create meaning and a sense of belonging .
- › Commit to product quality, sustainability and safety from field to consumption.
- › Innovate towards further accessibility, convenience, affordability, local adaption and better nutrition.

2 WIN IN THE MARKETPLACE

- › Persistently foster expansion in the emerging markets through a winning and adaptive model.
- › Achieve a ruthless in-market execution, putting customers, shoppers and consumers first.
- › Build win-win partnerships with current and future customers to better serve the shoppers.
- › Simplify the business for the customer, and the choice for the shopper.

3 DRIVE CONTINUOUS IMPROVEMENT

- › Relentlessly enhance competitiveness, with increasing levels of efficiency, simplification and agility.
- › Be recognized as preferred supplier by the customers.



4 ONLY ONE WAY OF DOING BUSINESS: GOOD FOR YOU, GOOD FOR THE PLANET

- › Care for the present and future wellbeing of people, the planet and the company in everything Barilla does, from field to consumption.
- › Encourage open, transparent and caring partnerships with the communities in which Barilla operates.

5 PROUDLY BE THE BARILLA PEOPLE

- › Be the ambassadors of Barilla's identity, values and food culture.
- › Be a great company to work for, promoting diversity and a balanced, sustainable lifestyle.
- › Foster empowerment, commitment, results-oriented leadership and accountability.

Good for You, Good for the Planet: Only One Way of Doing Business

Barilla brings the joy of eating well to people through a wide range of products that are tasty, safe, and offer nutritional benefits. **Right from the start, Barilla has always married the achievement of economic goals with social commitments to the areas in which it operates.** Knowledge of social and economic contexts united with integrity, transparency and innovation, enabled the founders to identify their own entrepreneurial style, and hand it down from generation to generation. **GOOD FOR YOU, GOOD FOR THE PLANET is the only way that Barilla has identified to grow and double its business by 2020**, and through which it aims to strengthen its presence in existing markets and expand into emerging markets.

“GOOD FOR YOU, GOOD FOR THE PLANET” ACTIVITIES 2013



1 TASTE, QUALITY AND SAFETY

Offer **simple products**, that are distinguished on the market for their taste, quality and safety. Eating a Barilla product must always be an **enjoyable and safe experience**.

2 BALANCED NUTRITION

Offer a range of products that contribute to a **nutritionally correct food model**, designed to create wellbeing for those who choose them, and their families. The Barilla range can easily become part of a **balanced diet** in tune with the Mediterranean model.

3 SUSTAINABLE LIFE CYCLE

Guarantee from the beginning of the cultivation of the raw materials up to the point of consumption a **product life cycle that is respectful**, from an economic, social and environmental standpoint.

4 CORRECT LIFESTYLE

Suggest to people a healthy way of life through **correct information**, favoring **food education** and awareness of food's environmental impact.

5 LOCAL COMMUNITIES

Listen, understand and exploit **the needs, uniqueness, and rights of the local communities** where the Group operates, **promoting diversity** and fostering inclusion through open and transparent partnerships.

6 BARILLA PEOPLE

Promote the professional development of the people who work for the Group, encouraging their commitment and exploiting differences, so that they **can be ambassadors of Barilla's identity, values and food culture** in the world.



The New Logo



BARILLA'S COMMITMENT TO THE WELLBEING OF PEOPLE AND THE ENVIRONMENT IS THE MAIN INGREDIENT FOR SIGNIFICANT AND LASTING DEVELOPMENT.

This is a way of thinking and acting for those who choose Barilla for themselves and their families, that must have the chance to get to know better.

BARILLA HAS SUMMARIZED ALL OF THIS IN A NEW LOGO, WHICH, IN THE COURSE OF 2014, WILL BE MADE PUBLIC THROUGH WEBSITES AND COMMUNICATION MATERIALS, IN ORDER TO INFORM PEOPLE OF BARILLA'S CULTURE AND IDENTITY, AND THE VALUE OF ITS PRODUCTS.

In the center of the new logo is Barilla's reference model: the **Double Pyramid**, that summarizes how the foods that are suggested for more frequent consumption for people's wellbeing, are also those that best preserve our planet.

A model that Barilla has adopted for its daily business and that spreads and promotes in the communities in which it works, respecting needs and diversity.

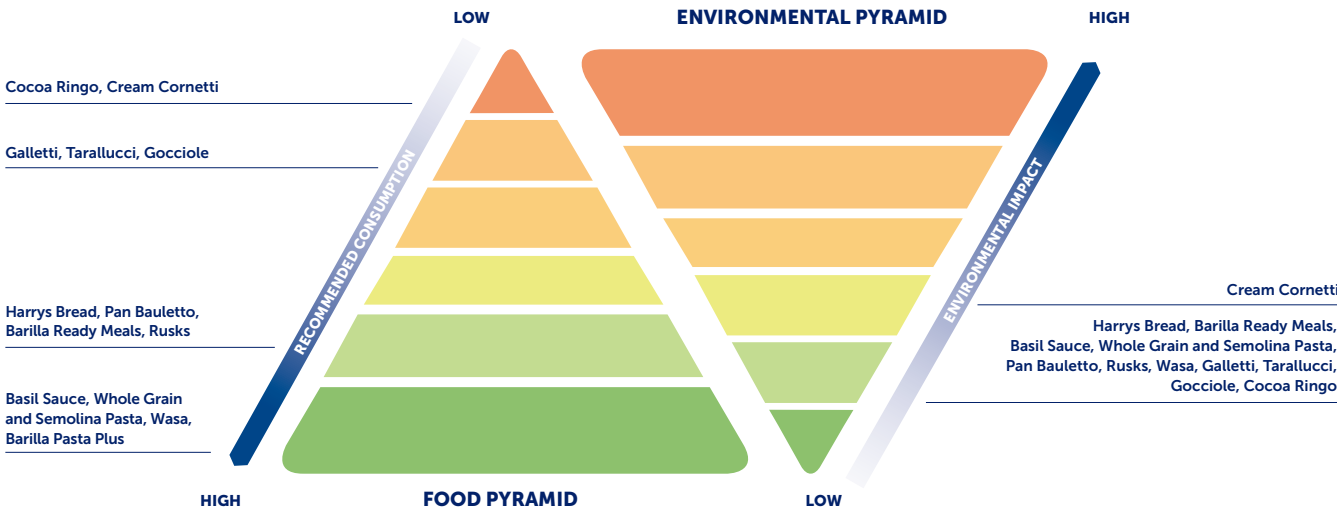
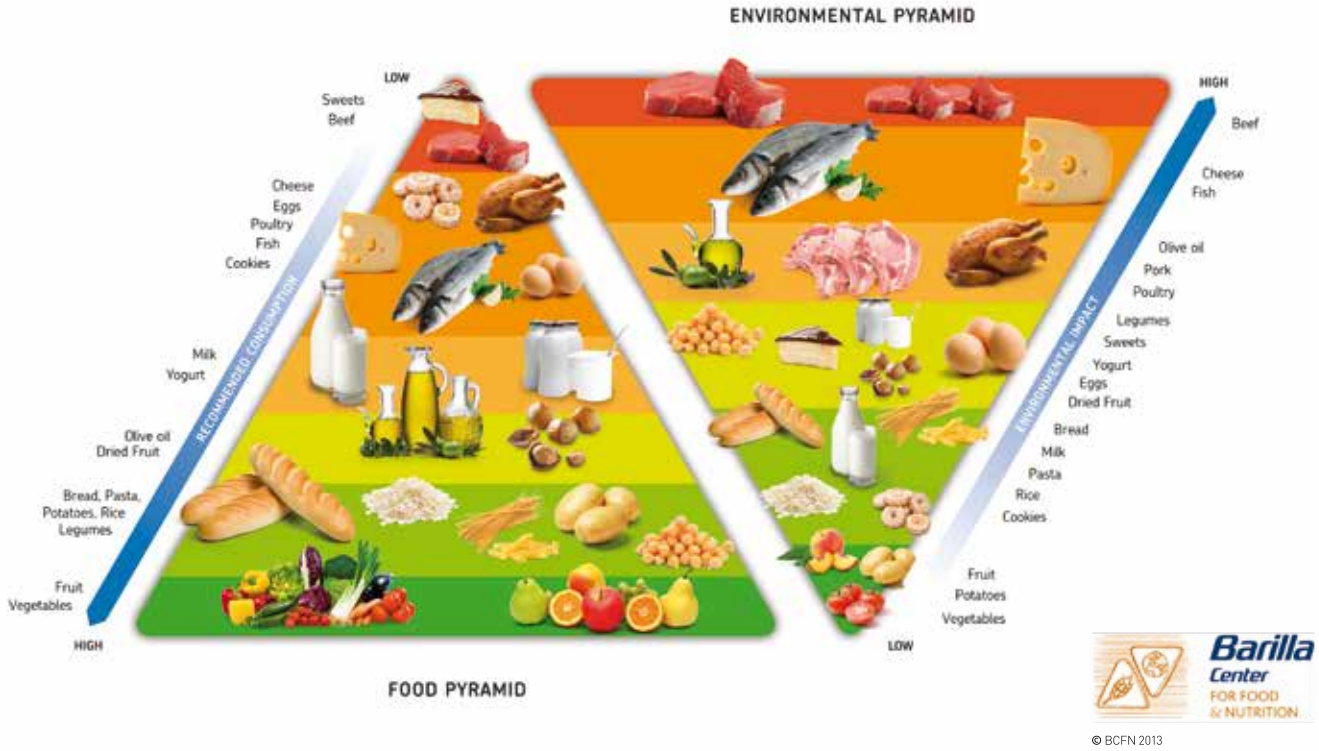


The Double Pyramid Model

The Double Pyramid is composed of two related dimensions: food to the left and the environment to the right. The pyramid on the left is the Mediterranean Diet pyramid which shows at the base the products that are suggested for more frequent consumption, and at the apex those that should be consumed in moderation. From an analysis of the environmental impact of the food in the Mediterranean Diet pyramid, the Barilla Center for Food and Nutrition Foundation noted that **the foods to be consumed more frequently are also those with a lower environmental impact.** In this way, the environmental pyramid was created. To determine environmental impact, the “life cycle” of each food was studied i.e., the main steps of the product’s life: from cultivation of the raw materials to the moment of consumption. Impacts on the planet were analyzed in terms of greenhouse gas emissions generated by each product, consumption of water resources, and the surface area of the territory occupied to regenerate the resources used.

WHAT SHOULD BE CONSUMED MORE FREQUENTLY FOR OUR WELLBEING IS ALSO THAT WHICH HAS A LOWER IMPACT ON THE ENVIRONMENT.

Barilla has analyzed its portfolio of products to include some of them in the Double Pyramid. As you can see, the group’s products can be included in several sections of the food and environmental pyramids. With this representation as a reference point, **Barilla every year improves its offer both from a nutritional and environmental point of view.**



N.B. This illustration shows only some of Barilla’s products.

Performance in 2013



+4% Volumes
Compared to 2012



85%
Product volumes in line
with Barilla's **NUTRITIONAL
GUIDELINES**



-27% CO₂
Emitted in absolute
value by the plants
compared to 2008



-25% Water
Total consumption
in the plants
compared to 2008

MAIN REFORMULATED AND NEW PRODUCTS IN 2013

products reformulated to improve their nutritional profile

41

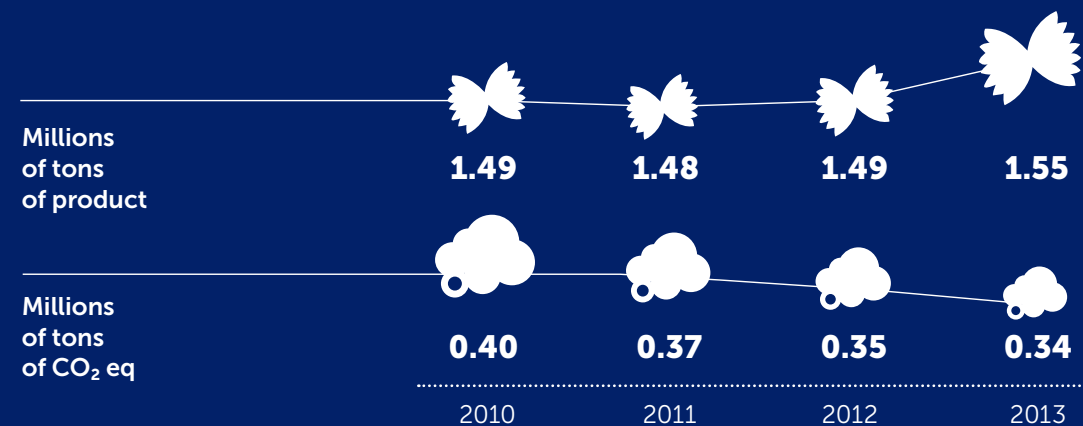
new whole-grain or with fiber products

12

products that have benefited from the elimination of additives

5

CO₂eq EMITTED BY PLANTS IN RELATION TO VOLUMES OF FINISHED PRODUCT



Goals for 2020

What the world calls “sustainability” for Barilla is a unique and distinctive way of doing business: **Good for You, Good for the Planet.** This is the only way in which each person in the Group works and of which is an ambassador.

This is a strong identity that expresses the company’s contribution to the sustainable development of the community and the planet, and is an expression of its scrupulous attention to the quality of the products and processes that are an everyday part of the work of Barilla.

GOOD FOR YOU



By 2020 Barilla will have brought the joy of eating its products and wellbeing to more than 1 billion people around the world.



Be the first choice of brand and product for people in regards to taste and nutritional profile.

Beginning in 2014, an **accurate analysis system** has been prepared for this indicator.

100% of Barilla volumes to be in line with the **most up-to-date standards of quality and food safety**, as confirmed by external certification bodies.

98.5% of Barilla products are **certified by an external body**, in line with the most up-to-date international standards.



Double the volume of products at the base of the **Double Pyramid**.

Around the **80%** of Barilla products **are at the bottom of the nutritional pyramid**.

Increase from **70%** (2010 value) to **90%** the overall volume of the products in line with **Barilla’s Nutritional Guidelines**.

85% of Barilla’s product volume are in line with Barilla’s **Nutritional Guidelines**.

GOOD FOR THE PLANET



By 2020 Barilla will only be offering products at the bottom of the environmental pyramid, acting responsibly throughout strategic supply chains.



100% of Barilla products to be **at the bottom of the environmental pyramid** according to life cycle assessment methodology.

To date, **90%** of Barilla’s products are in the **lower part of the environmental pyramid**.

30% reduction of water and CO₂ per ton of finished product in regards to the production process in the plants compared to 2010.

Since 2010 Barilla has **reduced** per ton of finished product : the **CO₂ emissions of 19%** and the **water consumption of 17%**.



100% of the strategic raw materials to be **purchased applying the most advanced responsibility standards** (Strategic Supply Chains: Durum Wheat, Common Wheat, Tomato, Rye, Oil, Eggs, Packaging, Copackers).

In 2014, Barilla will prepare its “**Sustainable Agriculture Code**” to extend to all its strategic supply chains within 2020.

Develop Barilla Projects for “**Sustainable Cultivation**” for **all the strategic supply chains** at a global level.

In 2013, the Durum Wheat pilot experiment has guaranteed the production of **10,000 tons**. Starting from 2014, the tools tested in 2013 will be available for all the Italian production.

GOOD FOR COMMUNITIES



By 2020 Barilla will spread its way of doing business “Good for You, Good for the Planet” to millions of people around the world through information, education and community activities, thereby improving social conditions and responsible choices.



Extend the **si.mediterraneo** project to all Barilla employees around the world and to people, through catering and distribution channels.

By now the **si.mediterraneo** project has been expanded to over **6,000 employees** of the company.

Provide people with **scientific based information** on food and nutrition and offering young people **educational paths**.

Barilla provides information through several **initiatives** promoted **by its brands** and, furthermore, carries out the **Giocampus** project.



Drive continuous improvement in the condition of **people in need, through food donations**, social projects and education against food waste.

Every year Barilla **donates many tons of food to people in need**: either through emergency plans to support people affected by natural disasters, or through donations of product to no profit organizations.

BARILLA G.E.R. FRATELLI-
SOCIETA' PER AZIONI WITH
SINGLE SHAREHOLDER SUBJECT
TO THE MANAGEMENT AND
COORDINATION
OF BARILLA INIZIATIVE S.R.L.

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