
GOOD FOR YOU GOOD FOR THE PLANET



2016 REPORT

Barilla
The Italian Food Company. Since 1877.

A bundle of spaghetti with a basil leaf on a blue background. The spaghetti is yellow and the basil leaf is green. The background is a dark blue, textured surface.

READING GUIDE

This document has been prepared in accordance with the sustainability reporting guidelines of the **Global Reporting Initiative (GRI), G4 version, "Core Option"** level.

The information and data refer to **Barilla G. e R. Fratelli S.p.A.** for the period 1 January - 31 December 2015, unless otherwise specified.

For additional details on targets, indicators and results achieved by the Group:

www.goodforyougoodfortheplanet.org

Info: **goodforyougoodfortheplanet@barilla.com**

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01

LETTERS

November 2015 – *The first wheat transport train arrives at the Barilla plant in Parma*



FEEDING THE FUTURE

The journey before us is increasingly clear, and thinking of our future as food entrepreneurs is now a broader commitment than in the past.

It is our job to think of healthy and responsible consumption and its impact on the Planet right from the field to the finished product, a process which is summed up with a plate of pasta, a sauce or a bakery product.

In 2015, **food and sustainability were in the world spotlight** more than ever before: the Milan World Expo, the International Conference on Climate Change in Paris and, in particular, Pope Francis' Encyclical Letter, all gave us food for thought and increased responsibility. We have taken them on board enthusiastically because of the many possibilities they afford for improving the future.

We are convinced that a company can only have a long term presence **if it is committed to caring for people and the environment**. This is why we believe that the "Good for You, Good for the Planet" approach is the only way of doing business for our Group. It is the right thing to do, something Barilla has believed in since 1877, and it is what people are increasingly demanding.

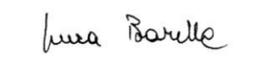
People are eager to **learn about the history behind products**: where they come from, how they are manufactured, whether the company manufacturing them respects the rights of people, and whether it is proactive and effective when it comes to working for a world that deserves greater respect.

So any help provided by **those working with us**, both in-house and outside the company, as well as external observers and those giving us advice to help us continue to improve, is invaluable.

The greater the **contribution everyone makes** to ensuring our work has a positive impact on people's quality of life, the more positive and relevant this process will be, today and for the generations to come.



Guido Barilla, Chairman



Luca Barilla, Vice-Chairman



Paolo Barilla, Vice-Chairman



ONLY ONE WAY OF GROWING

Barilla strives every day to be the preferred company for people **promoting healthy and joyful eating in line with the Mediterranean model**. 2015 was a year of complexities for the global economies: in spite of this, **the Group continued to grow** and we **increased market shares in all our key geographies**, developing also in emerging markets. We strengthened our presence in all strategic channels: the traditional ones as well as on line, exports and restaurants, and we reached important results in terms of productivity and management of production costs.

To be a **company open to diversity and inclusion** is our core value. We think this is the right thing to do, and a source of competitive advantage for our business. We are committed to working together with all our partners to create a culture of inclusiveness that embraces diversity within the Group and also in all the communities where we are present. For the results achieved, the Human Rights Campaign organization has awarded Barilla America, for the second time, a score of 100% in the **"Corporate Equality Index"**.

What distinguishes us is our unique way of doing business, focused on the **well-being of people**, animals and the environment. A **commitment that characterizes everything** we do from field to fork and which is our **purpose as a company**. This is the only way we have chosen to grow our brands' value and strengthen our reputation in all the countries where we are now and will be present in the future. In the USA we launched the "Passion for Pasta" campaign to encourage the culture of eating pasta as a correct dietary model, informing people about its nutritional qualities and environmental impact.

Moreover, thanks to the continuous improvement of our production processes, the Group was considered the most sustainable pasta supplier for the American retailer Walmart, which ranked its partners according to the **"Sustainability Index Program"**.

In 2015 we reached an important milestone for animal welfare: Barilla was the highest ranking Italian company in the global **"Business Benchmark on Animal Welfare"**, promoted by Compassion in World Farming and World Animal Protection. To better respond to the international challenges ahead, highlighted also in the recent document of the United Nations' Sustainable Development Goals, our ambition is to: **"give people food you would give to your own children"**. And for us there is only one way of doing it: **"Good for You, Good for the Planet"**, with respect for the people today and for lives to come.

This is what we believe makes a difference today and even more in the future.



Claudio Colzani, CEO





May 2015 - *Tree of Life, Expo Milan*

02

SCENARIO

MORE SUSTAINABLE AND FAIR DIETARY MODELS

THE PARADOXES OF THE GLOBAL FOOD SYSTEM

Every day about

795 mln

people in the world are suffering from hunger while

2.1 bln

people are obese.

1/3

of the entire global agricultural production is destined to feed livestock, while a growing share of agricultural land is given over to production of biofuel.

Every year

1.3 bln

tons of food are wasted, which means

1/3

of global production, 4 times the amount required to feed those who suffer from malnutrition.

2015 was decisive for sharing a new model of sustainable development:

JUNE 2015

PAPAL ENCYCLICAL LETTER

The publication of the Encyclical Letter "Laudato Si" of Pope Francis invites all of us to reflect on the way in which we are building the future of the Planet and, consequently, to undertake a profound change.

"My appeal: the urgent challenge to protect our common home includes a concern to bring the whole human family together to seek a sustainable and integral development, for we know that things can change".

Pope Francis.

SEPTEMBER 2015

SUSTAINABLE DEVELOPMENT GOALS

On 25 September 2015 several countries adopted the goals shared by the General Assembly of the United Nations to end poverty, protect the Planet and ensure prosperity to all human beings: it is the 17 **Sustainable Development Goals**.

MILAN CHARTER

On 26 September the Italian Minister for Agriculture, Food and Forestry Policies, Maurizio Martina, presented the **Milan Charter** to the United Nations. It is the most important heritage of the World Expo held in 2015 in Italy on food as "Energy for Life". Drawing inspiration also from the Milan Protocol, launched by the Barilla Center for Food and Nutrition Foundation, the Charter was signed and supported by 1.5 million people including citizens, governments, institutions, associations and companies, sharing the intention of meeting today's food-related challenges.

DECEMBER 2015

COP 21

The progress made so far and the progress expected for the coming years risks, however, to be nullified if not supported by the commitment to limit climate change. The month of December saw the signing of the **Paris Agreement on Climate**, which acknowledges the intention of the international community to find urgent solutions for climate change.

September 2015 - Coop Future Food District, Expo Milan

BARILLA'S ANSWERS TO THE INTERNATIONAL SCENARIO

- › **Promoting the wellbeing of people through a nutritionally balanced product offering** and in line with the **Mediterranean Model**, recognised by UNESCO as Intangible Cultural Heritage of Humanity.
- › **Providing people correct information on sustainable food choices** and educating the young through **educational projects** and healthy lifestyles.
- › Fostering **sustainable growing and production models** that respect the rights of people, animals and the Planet from field to consumption.
- › **Promoting diversity and including it both inside the company organisation and in the local communities** where the Group is present, becoming the advocate of a shared development.

This way the Group aims at giving its contribution to the achievement of these Sustainable Development Goals:



THE BCFN FOUNDATION

The **Barilla Center for Food & Nutrition Foundation** is a private non-profit apolitical institution. It works as a **multidisciplinary** and **independent** think tank, open to everybody.

The BCFN informs not only policy makers and insiders of the agri-food chain, but all the people on the big topics linked to **food and nutrition** with regards to **climate change and the world's paradoxes**.

There is indeed a direct link between our daily choices in terms of food and nutrition and their impact on the environment, climate change, ecosystems and human rights. All this is based

on a cause-effect relationship and has a huge impact not only on our health, but also on the health of our Planet.

This is the reason why the **BCFN Foundation** produces valuable scientific content that can be used to inform and help people to make conscious choices every day about food and nutrition, health and sustainability.

2015 ACTIVITIES

Born from an idea of the Foundation's Scientific Committee, the **Milan Protocol** was the result of the contribution of more than 500 international experts, over 100 institutions and 15,000 people. It has set three targets closely linked to the three food paradoxes identified by the BCFN: promoting healthy lifestyles, fostering a more sustainable agriculture, reducing food waste by 50% by 2020.

During EXPO, the Milan Protocol inspired the **Milan Charter**, the proposal for a global agreement to grant healthy, safe and sufficient food for all as a heritage, strongly advocated by the Italian Government, of the first Expo dedicated to food and sustainability, handed over to the Secretary General of the United Nations Ban Ki-moon.

The Protocol also inspired the community of BCFN international young researchers to write the **Youth Manifesto**: an invitation to adopt a new approach to sustainability to end the current paradoxes that drive food production and consumption. It also contains seven concrete proposals to reinterpret the seven key components of the food system: policy makers, farmers, activists, educators, food industry, journalists and researchers.

ADVISORY BOARD

The Advisory Board of the BCFN Foundation is a **multidisciplinary body** composed of scientists and experts working in different yet complementary sectors, who are identified according to the principles of independence, sharing and excellence of the best international expressions in the social, medical-scientific, environmental and economic fields.

Appointed by the Board of Directors of the Foundation, it **proposes and develops topics and analyses that will be subject to investigation** to be followed by **concrete recommendations**. It also identifies and involves external experts, research centres and universities.





March 2015 - Barilla opens a new office in Dubai

03

BARILLA GROUP

IDENTITY AND KEY FACTS

Established in Parma in 1877 out of a shop that made bread and pasta, today Barilla is among the top Italian food groups. **Leader for pasta in the world, sauces** in continental Europe, **bakery products** in Italy, and the **crispbread** in Scandinavia.

The Barilla Group owns **29 production facilities** (14 in Italy and 15 abroad) and **exports to more than 100 countries**. Every year, the Group's plants turn out around 1,800,000 tons of food products that are tasted on tables all over the world under the following brands: Barilla, Mulino Bianco, Harrys, Pavesi, Wasa, Filiz, Yemina, Vesta, Misko, Voiello, Academia Barilla.

The Group organizational structure is an operational sub-holding of **Barilla G. e R. Fratelli S.p.A.**, dedicated to the manufacturing and

sale of pasta, sauces and bakery products both in the domestic and international markets.

To improve the ability to respond to the demands of reference markets and consolidate its growth on the global market, the Group has adopted an operating structure divided into four areas:

- › **Italy;**
- › **Europe;**
- › **America (USA, Canada and Brazil);**
- › **AAA (Asia, Africa and Australia, including Turkey).**

POSITION ON THE MARKET

PASTA	#1 PASTA MANUFACTURER IN THE WORLD Market leader in Italy, USA, Germany, Greece, Turkey, Switzerland, Norway, Austria, Belgium, Australia, Sweden
SAUCES	Market leader in Italy, Germany, Greece, Switzerland, Sweden, Slovenia, Austria
BAKERY PRODUCTS	Market leader in France and Italy
CRISPBREADS	Market leader in Nordic Countries



September 2015 - The Youth of "Voce Imprenditori Italiani" at Parma

TURNOVER

(mln Euro)

2014
3,254

2015
3,383

PRODUCT

(thousand tons sold)

2014
1,821

2015
1,826

INVESTMENTS

(mln Euro)

2014
155

2015
184

EMPLOYEES

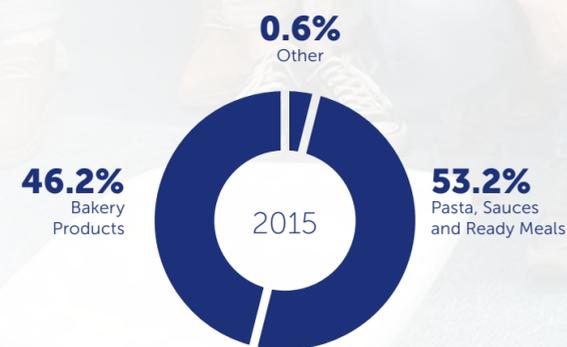
(Barilla Holding)

2014
8,290

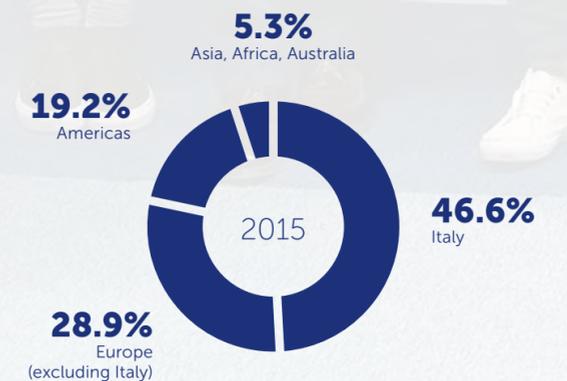
2015
8,295

TURNOVER

By Business Area



By Geographical Area



PRESENCE IN THE WORLD

26 offices and 29 production sites, 9 mills included, in 26 countries.



LEGEND

- Production Sites
- Offices
- Barilla People
- Average Daily Production
- Production Brands

PLANTS: AMERICAS

- AMES** (Iowa, the USA)
 164 334 t Barilla
- AVON** (New York, the USA)
 136 335 t Barilla
- SAN LOUIS POTOSÌ** (Mexico)
 235 227 t Yemina, Vesta, Barilla

PLANTS: ITALY

- ASCOLI PICENO**
 218 121 t
 Mulino Bianco, Pavese
- CASTIGLIONE DELLE STIVIERE**
 320 332 t
 Mulino Bianco, Pavese, Gran Cereale, Pan di Stelle, Wasa
- CREMONA**
 315 160 t
 Mulino Bianco, Pavese, Pan di Stelle
- FOGGIA**
 251 700 t
 Barilla
- MARCIANISE**
 141 275 t
 Barilla, Voiello, Academia Barilla
- PEDRIGNANO**
 550 1,141 t
 Barilla
- RUBBIANO**
 419 380 t
 Pavese, Mulino Bianco, Barilla
- MELFI**
 359 242 t
 Mulino Bianco, Pavese
- NOVARA**
 360 186 t
 Pavese, Mulino Bianco, Wasa

PLANTS: EUROPE AND ASIA

- THIVA** (Greece)
 90 175 t
 Barilla, Misko
- CELLE** (Germany)
 282 100 t
 Wasa
- FILIPSTAD** (Sweden)
 450 110 t
 Wasa, Mulino Bianco
- SOLNE** (Russia)
 387 151 t
 Barilla, Mulino Bianco, Harrys
- BOLU** (Turkey)
 200 285 t
 Filiz, Barilla
- CHÂTEAUROUX** (France)
 451 197 t
 Harrys
- TALMONT** (France)
 338 103 t
 Harrys
- VALENCIENNES** (France)
 119 41 t
 Harrys, Mulino Bianco
- PLAINE DE L'AIN** (France)
 216 96 t
 Harrys, Mulino Bianco
- GAUCHY** (France)
 52 30 t
 Harrys

STRATEGY

"Give people food you would give to your own children": this is the aspiration of Barilla every day, at the heart of the company's growth strategy for the coming years.

Purpose: Good for You, Good for the Planet

To be People's preferred choice promoting wholesome and joyful food habits inspired by the Mediterranean lifestyle.

Where to Play

We work every day to be the most reputable Italian Food Company worldwide

- › Ignite love for Pasta Meals everywhere. Pursue the development of the category and the growth of our market shares.
- › Nurture our bakery strongholds and selectively expand into attractive markets.
- › Add value to our categories to reward the trust of people.

How to Prosper

Current and future needs inspire us to drive:

- › Personalization: self-expression and self-improvement through "my food".
- › Wellbeing: research for healthier, fresher, wholesome options.
- › "Convenience": quality, availability, accessibility and lack of time are key drivers of food choice.

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

- › Build iconic brands that create emotion and meaning, always putting quality first.
- › Continuously increase the value of our categories, learning from the outside world.
- › Fulfill local consumer and customer needs through customization.

2 WIN IN THE MARKETPLACE

- › Grow ahead of the markets and lead through category and market share growth.
- › Persistently foster expansion in new emerging markets, focusing on large urbanized centers.
- › Be the preferred supplier to our customers to better serve shoppers in their multi-channel experience.

3 DRIVE CONTINUOUS IMPROVEMENT

- › Relentlessly enhance our competitiveness, with increasing levels of efficiency and efficacy.
- › Leverage digitalization and diversity to build new competences and drive simplification and speed.

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

- › Promote open, transparent and caring dialogues in the communities in which we operate.
- › Aim at fostering the wellbeing of people, the Planet and the company in everything we do.

5 PROUDLY BE THE BARILLA PEOPLE

Be the change you want to see around you, inspired by passion, intellectual curiosity and diversity.

- › People are the most valued resource.
- › Promote merit. Uphold diversity and inclusion.
- › Live the Barilla values with authenticity.

BRANDS OF THE GROUP

Barilla is a leader in the pasta market in Italy and the rest of the world. It controls the segment of ready sauces with over **40 different recipes**. It also offers almost **180 bakery products** covering different consumption moments from breakfast to snacks.

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



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



Filiz is one of the key pasta brand in Turkey. Filiz has been part of Barilla since 1994.

www.filizmakarna.com.tr
facebook.com/FilizMakarna
@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

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



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



Gran Cereale 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



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



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



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/wasaverige

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.it
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. Today three restaurants have been opened.

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



First is a brand that specializes in retail services.

BARILLA SUPPLY CHAIN

Barilla products are the result of the cooperation with more than **1,200 suppliers** across the world providing **800 types of raw materials**.

From field to consumption, Barilla involves hundreds of partners and collaborators for the manufacture and sale of its products: from the suppliers of raw materials to the players of small and large retail. This has significant impacts on the communities in which the Group operates both from an environmental, and from a social point of view.

LIFE CYCLE ANALYSIS OF THE PRODUCTS

To measure the environmental impact of the entire life cycle of its products, from the growing phase to consumption, Barilla has adopted the **Life Cycle Assessment** (LCA) methodology.

This method **monitors the impact on the Planet of each food during all the main phases from the purchasing and production chain, and sets the action priorities**.

To communicate reliable and verified information, Barilla uses the **Environmental Product Declaration** (EPD), a public document that analyzes the environmental footprint of the products and that has been developed in accordance with the EPD international system. **Each EPD is verified by an external body and is fully compliant with ISO 14025 standard**.

As at today **71% of Barilla production undergoes an LCA** and 69% of the products has an EPD.

COMMITMENT ALONG THE VALUE CHAIN

BARILLA KNOWS AND ACCURATELY DESIGNS CHAINS AND PERFORMS CONTINUOUS CHECKS. > **180** audits of suppliers in 2015.
> **83%** strategic materials procured locally, or in the production countries.

BARILLA CLEARLY SHARES THE REQUIREMENTS FOR QUALITY, RESPECT FOR THE ENVIRONMENT AND ANIMAL WELFARE EXPECTED FROM SUPPLIES. > **100%** suppliers have received the Barilla Code of Ethics.
> **4 new policies** in 2015 shared with suppliers on: Animal Welfare, No Animal Testing, Sustainable Packaging and Relations with Copackers.
> **5 chains** that require compliance with specific regulations to manage the main phases of each supply chain: durum wheat, common wheat, rye, tomato and eggs.

BARILLA AIMS AT CONSOLIDATING THE CONTINUOUS IMPROVEMENT OF THE SUSTAINABILITY OF STRATEGIC SUPPLY CHAINS. > **100%** strategic supply chains with specific sustainable cultivation projects.
> **18%** raw materials purchased responsibly.
> **100%** materials in pure fibre coming from responsibly managed forests.

6 SUPPLY CHAINS ARE CONSIDERED "STRATEGIC" SINCE AS THEY PROVIDE THE MAIN INGREDIENTS FOR THE GROUP'S PRODUCTS

Volumes purchased in 2015

1.50 mln tons
DURUM WHEAT

430,000 tons
COMMON WHEAT FLOUR

58,500 tons
RYE

24,500 tons
EGGS

52,000 tons
VEGETABLE FATS

39,400 tons
TOMATO

GLOBAL FOOD SAFETY INITIATIVE

Barilla also volunteered to take part in the Global Food Safety Initiative (GFSI), set up through cooperation between the main food producers with the aim of safely managing all the supply chain processes: **100% of Barilla's suppliers** of raw materials are audited according to a standard approved by the GFSI.

GOVERNANCE

Barilla has a “traditional” management and control system with a Board of Directors and a Board of Auditors both appointed by the Shareholders’ Meeting.

The **Board of Directors** is the body vested with the most extensive powers for the ordinary and extraordinary management of the company. It is in charge of defining the management direction, assessing the appropriateness of the organisational structure and the general performance of the management. The BoD is composed of the Chairman, the Vice-Chairmen, the CEO and two independent Directors.

The **Board of Auditors** supervises the compliance with the Law and the Statute, and with the principles of proper management.

The **Shareholders’ Meeting** chooses the members of Board of Directors and Board of Auditors, and approves the Annual Report.

Furthermore, grasping the opportunities deriving from the legislation on corporate liability (D. Lgs. 231/2001 of the Italian Parliament), Barilla has adopted an organisational model and a Code of Ethics that set the rules and procedures to prevent crime by staff of the Group.

To ensure an effective implementation of the system of controls defined by the model, the Barilla G. e R. Fratelli company has appointed a **Supervisory Body**, made up of three members, that checks the appropriateness of the Model to the changing legislation, as well as full compliance with the provisions contained therein. It reports to the Board of Directors on the control activities carried out on a six-monthly basis.

MANAGEMENT OF THE “GOOD FOR YOU, GOOD FOR THE PLANET” PATH



CHAIRMAN AND VICE-CHAIRMEN

They supervise and direct the “Good for You, Good for the Planet” path, ensuring its development in line with the identity values of the Group.

GROUP LEADERSHIP TEAM

To which the **CEO and the Line-managers** (Executives and Regional Presidents) belong, assesses and approves the 2020 strategic goals, and periodically verifies the progress made.

STEERING COMMITTEE

It is an interfunctional group that has the task of making proposals to achieve sustainable development goals, coordinate the resulting projects and monitor their performance. Furthermore, it assesses the sustainability risks and reports the main results of the stakeholders’ involvement activities to the Group Leadership Team. The Steering Committee is coordinated by the **Sustainability Unit** that operates within Barilla’s Communication and External Relations Department.

OPERATING GROUPS

They are led by the Steering Committee, ensure an effective coordination between corporate functions in carrying out specific projects.

In the process of sharing and assigning responsibilities inside the organisation, **performance objectives** linked to the management of the sustainability process are associated to the **main management offices**.

04

BARILLA PURPOSE

February 2015 - Mikaela Shiffrin won her third Gold medal



ONLY ONE WAY OF DOING BUSINESS

Improving the wellbeing of people, the Planet and the communities from field to fork.

The business model chosen by Barilla to grow in the coming years stems from the cultural heritage and values handed down by four generations of the Family at the helm of the Barilla Group and is summarised in the statement "Good for You, Good for the Planet".

It is based on the idea that the ownership of a Family run company like Barilla is not a personal privilege, but rather a heritage of competence and knowledge that should be fed over time with the contribution of future generations.

“
EVERYTHING
IS DONE FOR
THE FUTURE
”

2015 RESULTS

+6% VOLUMES COMPARED TO 2010

GOOD FOR YOU

Providing a good, safe, quality and nutritionally-balanced products offer in line with the **Mediterranean Model** and promoting sustainable lifestyles.

219

products reformulated
to improve their nutritional
profile since 2010

GOOD FOR THE PLANET

Sustainable production and supply chains that respect the rights of the Earth and everyone involved **from field to fork**.

-23% CO₂ emissions
-19% water consumption

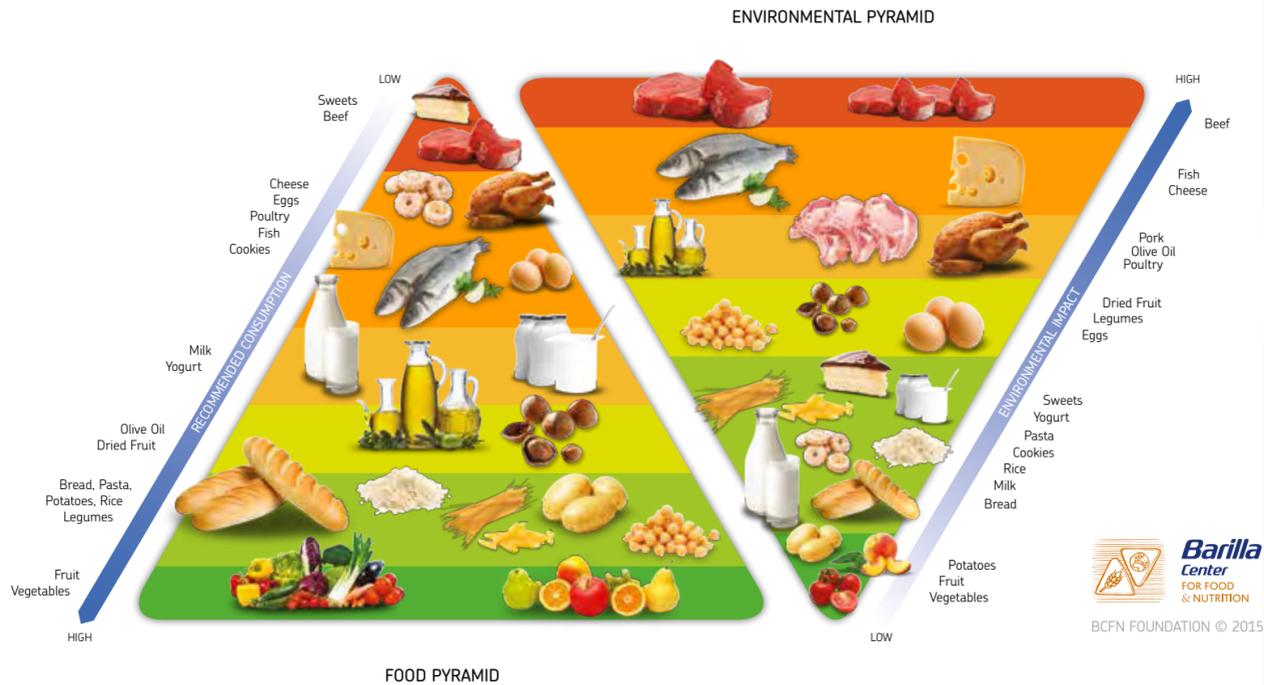
per ton of finished product
compared to 2010

GOOD FOR COMMUNITIES

The continuous **collaboration with the local territories** to encourage the inclusion of diversity, **access to food and the promotion of responsible choices** through educational paths.

Nearly 2,800
tons of donated products

THE DOUBLE PYRAMID



On the Food Pyramid of the **Mediterranean Diet**, foods are arranged according to the suggested frequency of consumption for a healthy life. **It has been demonstrated that the food that should be eaten most frequently is also the food with a lower environmental impact**, that is food whose production uses less of the Planet's resources in terms of greenhouse gases, water and land surface to regenerate the resources used.

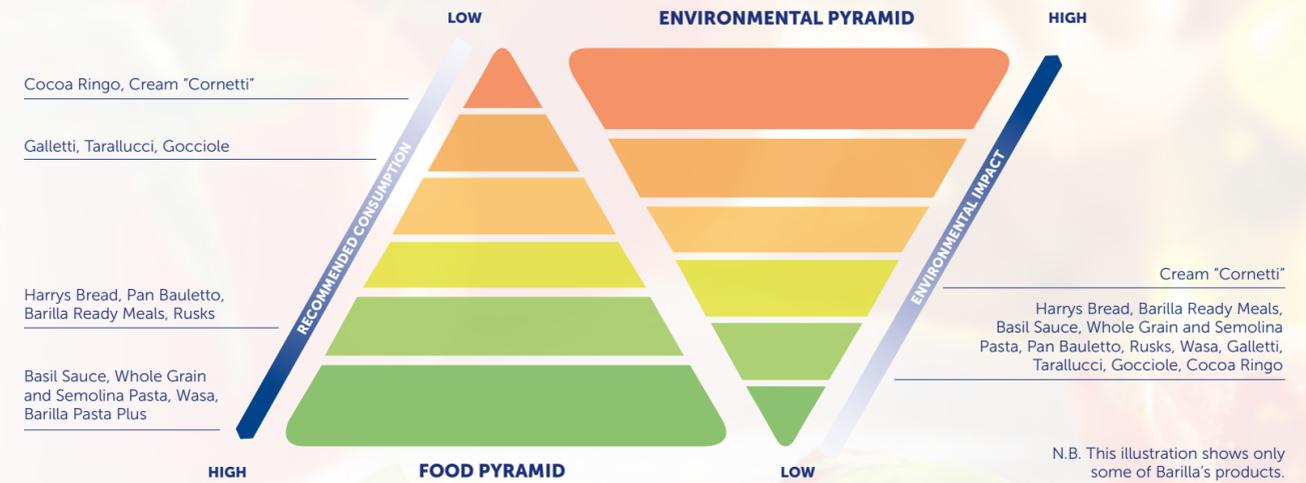
This insight led the BCFN Foundation to develop the **Double Pyramid** Model in 2009 that has become **a reference point for the Barilla way of doing business: "Good for You, Good for the Planet"**.

"DOUBLE PYRAMID" MEANS EATING ACCORDING TO THE MEDITERRANEAN DIET PYRAMID AND PRODUCING GOOD IN A SUSTAINABLE MANNER.

From the nutritional point of view, Barilla is committed to constantly improve its offering through the reformulation of existing recipes and the launch of new products that are in line with the Mediterranean Model.

All this keeping the **environmental and supply chain aspects** into great consideration, i.e. reducing Barilla impact from field to fork and promoting models of sustainable agriculture. "Double Pyramid" thus means adopting a sustainable nutritional model and a healthy lifestyle: the Mediterranean Model. This is why Barilla promotes dissemination and culture of this Model worldwide through its products, as well as information and education activities.

THE BARILLA'S PRODUCTS ON THE DOUBLE PYRAMID



FOR ALL THE SCIENTIFIC DATA ON THE MODEL, VISIT THE BCFN WEBSITE

2020 GOALS

GOOD FOR YOU

IMPROVING PEOPLE'S LIVES

By 2020 Barilla will improve people's lives by promoting consumer choices in line with the food pyramid.

QUALITY AND NUTRITION

› Raise the global volume of products in line with Barilla's Nutritional Guidelines from 70% to 90%.

85% of product volume sold.



INFORMATION

› Spread information on the "si.mediterraneo" project to promote right food habits to all Barilla employees across the world.

100% Barilla People involved.



› 100% of Barilla's product volume aligned with the most up-to-date standards for quality and food safety, as confirmed by external certification bodies.

98.5% of Barilla's product volume.



› Extend the "si.mediterraneo" project through distribution and e-commerce channels.

Dissemination projects are in progress through catering and food service channels.



› Be the first brand and product for people in relation to taste and nutritional profile.

Barilla Brand, first choice for:
 - Taste index 129 vs market average 100.
 - Nutritional profile index 116 vs market average 100.

© Brand Health Check, Millward Brown



› Offer people scientifically relevant information on food and nutrition through brand activities.

71% of products shows consumption instructions on the pack and on the website and 34% with information for a healthy lifestyle.



GOOD FOR THE PLANET

REDUCING THE IMPACT ON THE PLANET

By 2020 Barilla will offer people only products at the bottom of the environmental pyramid.

ENVIRONMENT

› Reduce CO₂ emissions and water consumption in the production process by 30% per ton of finished product compared to 2010 values.

Since 2010 Barilla has reduced CO₂ emissions by 23% and water consumption by 19% per ton of finished product.



› 100% of Barilla's products are in the lower part of the pyramid.

94% of Barilla's products.



SUPPLY CHAIN

› Develop Sustainable Cultivation projects for all strategic supply chains.

Projects for all strategic supply chains have been defined.



› 100% of strategic raw materials purchased responsibly.

18% of strategic raw materials.



GOOD FOR COMMUNITIES

ENCOURAGING THE INCLUSION OF ALL

By 2020 Barilla will promote the inclusion of people through programs for access to food, educational projects and the promotion of diversity.

SOCIAL INCLUSION

› Increase the number of farms involved in projects that improve the competitiveness of local agriculture.

1,300 farms.



› Promote the social inclusion of people in need through food donations, social projects and support in the event of emergencies.

Nearly 2,800 tons of products donated in the world.



EDUCATION

› Promote educational projects for young people on issues related to food and nutrition.

In Italy the Giocampus project has been carried on, involving 13,420 children.



BARILLA PEOPLE

› 95% of employees reporting having the flexibility they need to manage work and personal life.

77% of employees.



› Achieve equality between women and men in leadership positions.

35% of women in leadership positions.





July 2015 - Barilla sponsors the Italian National Basketball Team

05

BARILLA GROUP RELATIONS

MAP OF STAKEHOLDERS

Barilla considers the dialogue with different stakeholders fundamental for the continuous improvement of its sustainable development.

Listening to society's needs and collaboration with local players enable Barilla to better and quickly respond to the requests arising over time. The Group committed to **"promote a continuous, open, transparent and respect-**

ful dialogue with the communities in which it operates" therefore it periodically sets its goals, develops projects and establishes relations.



EMPLOYEES

Executives, middle and junior managers, office staff, workers, new employees (3 years with the company), differently-abled staff, LGBT, employees nearing the end of their careers (5 years to pension), trade union representatives, members of internal associations.

CLIENTS

Modern and traditional retail channels, new retail channels, commercial and community catering.

SUPPLIERS

Suppliers of raw materials, farmers, suppliers of packaging, plant, energy, products and finished products, copackers, sales agents, legal consultants, suppliers of services, advertising agencies, packaging and communications agencies, consultants, insurance brokers, media buying, suppliers of metals and equipment, property owners.

LOCAL COMMUNITIES

Sector representatives, local authorities and administrations, schools, citizens, civil society and charitable bodies.

NON-PROFIT ORGANISATIONS

Environmental associations, associations relating to the collection and distribution of food, NGOs.

SCIENTIFIC COMMUNITY

Scientific societies dealing with food and nutrition, medical associations, universities, scientific foundations, research centres.

CONSUMERS

Children, adults, seniors, persons with specific health problems, persons suffering from allergies, persons who choose a certain type of food for religious or other reasons.

MEDIA

Social networks, local newspapers, television, Internet, media relations (press, Italian daily newspapers, TV, Internet), specialist trade press, financial periodicals, international press, food specialised press.

TRADE ASSOCIATIONS

Associations representing growers, inter-professional bodies, employers' associations, trade associations, professional committees, national associations of transport companies, trade unions, EFFAT.

ITALIAN AND INTERNATIONAL INSTITUTIONS

Universities and Research, Educational Institutions, Italian Ministry of Agricultural, Food and Forestry Policies, Italian Ministry of Labour and Social Policies, Italian Ministry of Health, Italian Authority on Fair Competition, Italian Ministry of Education, Italian Ministry of Economic Development, Italian Data Protection Authority, Presidency of the Italian Council of Ministers, European Commission, EFSA, European Environment Agency, European Agency for Health and Safety in the Workplace, FAO, UNICEF, UNO.

COMPETITORS

Direct category competitors (pasta, bakery products, sauces), direct food industry competitors, indirect competitors.

COMMITMENT AND ENGAGEMENT

Barilla promotes initiatives with the stakeholders to build alongside them a common path for the future.

On the occasion of World Expo of Milan on the theme "Feeding The Planet, Energy for Life", Barilla organized the seventh edition of the **"Barilla Insieme Day"**, an annual meeting with the representatives of the main categories of the Group's stakeholders.

The day is an occasion for **dialogue** on the path towards sustainability already undertaken, to **evaluate the progress made** as well as **areas of improvement**. The main purpose is to **understand and enhance the needs of the local communities where Barilla operates**.

In 2015 about 100 people were involved,

among which **representatives of associations and NGOs, activist promoting animal rights, commercial and supply chain partners, journalists and academics**.

A meeting between Vice-Chairman Paolo Barilla and the representatives of partnering organizations, such as Elisa Baciotti of Oxfam Italia, Peter Stevenson of Compassion in World Farming and Paola Testori Coggi, former General Director of "Health and Consumers" for the European Commission was held.

MATERIALITY ANALYSIS

Starting from the involvement of the stakeholders, Barilla analyses each year the "materiality", which is the relevance of the themes of its work and reporting.

For this analysis specific aspects of the food industry and of groups similar to Barilla are evaluated with regards to governance and size.

Barilla managers compare them to the strategic priorities set by the Group and with the needs expressed by the outside world. It is thus possible to identify the most interesting themes and the business' most relevant areas.

Sources of the analysis have been:

- > Results of **the stakeholders' engagement** activities organized by Barilla during these last years.
- > **Sustainability Reporting Guidelines** and sector specifics mentioned on the GRI's "Sustainability Topics for Sectors" document.
- > **United Nations Global Compact**.
- > Topics considered by **international institutions** (OECD, European Directive for disclosure of non-financial information) and the "Sustainable Development Goals".
- > "National plan of action on corporate social responsibility 2012-2014", Italian Ministry of Labour and Social Policies, "Balanced and sustainable wellbeing in Italy", ISTAT (June 2014).
- > **Media analysis**.
- > Topics considered by **consumer associations and trade associations** (Consumer Goods Forum, WBCSD, Caobisco, Italian Consumers Union, Adiconsum, Altroconsumo, AIDEPI, IPO, UNAFPA).
- > Topics considered by the main sustainability **rating agencies**.

September 2015 - Barilla Insieme Day



DISCOVER THE VIDEO ABOUT THE EXPO DAY

TOPICS SHARED DURING THE "BARILLA INSIEME" DAY 2015

	TOPIC	STAKEHOLDERS' PROPOSAL	BARILLA'S RESPONSE
GOOD FOR YOU	Quality and Nutrition	Widen the range of nutritionally-balanced products to supplement pasta with other ingredients, such as vegetables and local traditional products. Report with more transparency the criteria used by Barilla to assess the nutritional aspects of the products. Widen the offering of wholegrain and organic products, as well as ready-to-eat meals.	Barilla promotes nutritionally-balanced food models in all the geographies in which it is present, adapting its offering to local habits. In 2015 the new Pestati sauces and Pasta Pronto in the USA were launched. In 2015 Barilla developed a new nutritional index, which is described in the section "Good for You". In 2015 new wholegrain and gluten free products were launched in Italy.
	Food Safety	Promote the European food safety model and apply strict standards for all the ingredients imported from non-European countries.	Barilla promotes the safety model of supplies by acting in two directions: > Priority to local supplies; > Application of the same rigorous standards independently by the origin of raw materials.
	Product liability, labelling and communication	Better communicate through products and brands Barilla's "Good for You, Good for the Planet" commitments.	Barilla developed a special edition of pasta and sauces for Expo 2015 to explain the product's path from field to fork. Barilla is working to ensure more consistency between Group and brand activities.
GOOD FOR THE PLANET	Improve sustainability of the supply chains from which the raw materials come	Promote cooperation with farmers to make the agricultural sector more sustainable according to circular economy models. Communicate more and better on the challenges regarding agri-food supply chains, with a focus on critical ones (palm oil).	The "Sustainable Agriculture" project has been reinforced, as described in the "Good for the Planet" section. In 2015 new policies were defined on: Animal Welfare, No Animal Testing, Sustainable Packaging and Relations with Copackers.
	Reduction of food waste	Reduce food waste through supply chain agreements and a better portioning of packs.	For years Barilla has been working with food banks to ensure that excess production is donated to those in need. In 2015 together with Fondazione Banco Alimentare (Italian Food Bank) the transfer process of bakery products was optimized.
	Efficient use of water and energy resources	It is the tangible sign of Barilla's commitment to reduce its impact on the Planet, being a leading example for the whole supply chain.	Barilla constantly monitors greenhouse gas emissions and water consumption in all the production plants.
	Packaging	Guarantee more sustainable packaging solutions.	In 2015 Barilla issued a new policy on "Sustainable Packaging".

	TOPIC	STAKEHOLDERS' PROPOSAL	BARILLA'S RESPONSE
GOOD FOR THE COMMUNITIES	Value diversity and promote inclusion	Encourage a new "food culture": the wealth of food traditions as a tool for inclusion and multi-culturalism.	In 2015, in Turkey and the Middle East, Barilla launched the campaign: "Add an Italian flavour to your Ramadan", a meal suggestion for the Islamic tradition.
	Barilla People: training and development; health and safety	Promote Barilla People's temporary experiences in NGOs.	Barilla is engaging its employees in projects like "Good for You, Good for the Planet" and is considering training activities on these topics.
	Economic impact on the area and the local communities	Put in place a strategy of philanthropy which combines the traditional approach with forms of "social business". Invest on young people promoting agri-food sector projects for young entrepreneurs.	In 2015 Barilla launched the web app "Good for the Communities" describing the Group's commitment towards the local communities. In 2015 Barilla launched a prize to award six food sector start-ups founded by young entrepreneurs, winners of the "Good4 - Start Up the Future" contest, born from a collaboration of SDA Bocconi School of Management and the incubator Speed MI Up.
	Awareness and education about sustainable lifestyles	Increase dialogue and research on "sustainable diets" models and support institutions and training centres in their commitments to educate the people. Promote food educational courses for young people in all of the Group's locations.	For years the Barilla Center for Food and Nutrition Foundation has been studying and promoting the topic of "sustainable diets", acting as a liaison between science and research on the one hand, and political decisions and government actions on the other. In 2015 Giocampus educational alliance was extended in Italy to new partners. In the United States the cooperation with the Girl Scouts and Common Threads continued.

CUSTOMERS AND CONSUMERS FIRST

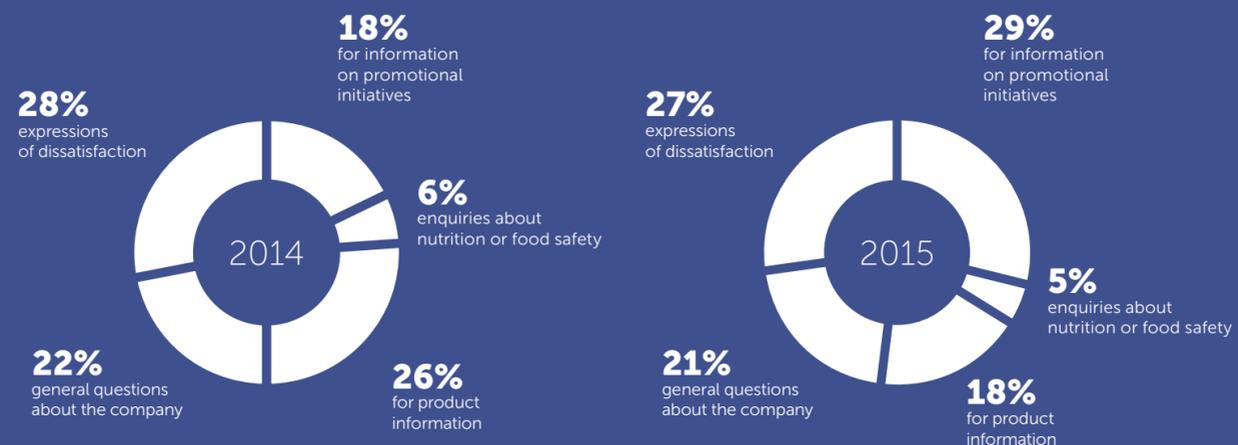
Barilla welcomes every day a transparent and active dialogue with consumers and customers.

In 2015 a **global project to listen to the consumers** started with the aim of making contact with Barilla even easier, through all the available channels: from telephone to digital platforms and thus ensure a quicker, complete and structured response. To offer the best service to the consumers listening and interacting with large and small scale retailers are considered of strategic importance. For this Barilla inaugurated in Parma the first **Customer Collaboration Center**. This is a multi-purpose space developed to welcome customers, listen to their priorities, collect sug-

gestions to grow the Group's proposals and plan common solutions for an improved experience at the points of sale. The "stores solutions" can also be shared and discussed using a virtual reality experience of navigation along the aisles and shelves in a one to one scale. Participants can indeed sit in front of a large screen showing a store personalized for each visiting customer. Wearing stereoscopic glasses for a realistic 3D experience the customer can interact with the shelves to pick up products, change their position and read the labels.



REASONS FOR BEING CONTACTED BY PEOPLE



COLLABORATIONS AND INITIATIVES

Barilla believes it is important to actively participate in various national and international initiatives, many of which have been strengthened along the years.

ASSOCIATIONS	SINCE	BARILLA'S INTEREST	ANNUAL ACTIVITIES
Food Integrity Network	2015	Share methods and systems common to the whole sector against food frauds and adulterations within the scope of the project Food Integrity financed by the European Union.	Involved as member of the Management Board and responsible for the "Industrial Integration" working group.
United Nations Global Compact	2011	Monitor international commitments on "sustainability", particularly with reference to the Ten Principles of United Nations Global Compact.	Prepare the "Annual Communication" on the Group's progress.
UN Global Compact Sustainable Agriculture Business Principles (Core Advisory Group)	2012	Participate in the creation of the document on the principles of sustainable agriculture.	Participate regularly in the meetings
Global Compact Network Italy	2012	Communicate the national prospective on sustainability and specific discussions held by Italian experts.	Regular updates with the network Secretariat.
Sodalitas	2014	Share the path toward sustainability with other companies, to get a deeper knowledge of the Italian vision on the subject of sustainability.	Participate in events and projects held by the Foundation and involve Sodalitas in Barilla's stakeholders' activities.
FAO - SAFA Sustainability Assessment of Food and Agriculture systems	2012	Share the international perspective of the Department of Management of Natural Resources and the Environment project for the implementation of specific guidelines.	Participate regularly in meetings and workshops.
International Life Sciences Institute - ILSI	1999	Share the international perspective and monitor the global trends on nutrition, health, food safety and the environment.	<ul style="list-style-type: none"> › Define the Barilla annual work group dedicated to the project and attend the meetings; › Vice-presidency of the Task Force dedicated to process contaminants and natural toxins; coordinate the work group on Mycotoxicology.
Italian Chemistry Society SCI › Inter-Division of Food Chemistry Group; › Divisions of Mass Spectrometry and Analytical Chemistry.	2004	Keep up to date on the topics of safety, health and food quality, through a dialogue with university research centres and other food and instrumentation companies.	<ul style="list-style-type: none"> › Participate regularly in meetings and workshops; › Involvement as member of the Board of the Mass Spectrometry Division; › Contribute to the preparation of official documents.
International Society for Mycotoxicology - ISM	2009	Cooperate and promote the research on toxicogenic fungi and mycotoxin contamination in cereals, to improve food safety.	› Participate periodically to meetings and workshops and to the scientific committee.
European Committee for Standardization - CEN	2005	Contribute and influence the creation of European/international Standards and Regulations, with the goal to make European trade more transparent.	<ul style="list-style-type: none"> › Participate regularly in the meetings; › Involvement in work groups "Biotoxins", "Process Contaminants" and "Food Contact Materials - Analytical Methods" (CEN TC172 and CEN TC275); › Contribute to the drafting of official documents and the preparation of standards.

The Group is also involved in:

AIDEPI	aidepi.it	IPO	internationalpasta.org
AIIPA	aiipa.it	ITALMOPA	italmopa.com
AIM	aim.be	NUTRITION FOUNDATION OF ITALY	nutrition-foundation.it
ASSONIME	assonime.it	OLDWAYS	oldwayspt.org
CAOBISCO	caobisco.eu	SEMOULIERS	semouliers.org
CENTROMARCA	centromarca.it	THE CONSUMER GOODS FORUM	theconsumergoodsforum.com
ECR EUROPE	ecr-europe.org	UNAFPA	pasta-unafpa.org
IBC INDUSTRIE BENI CONSUMO	ibconline.it	UPA	upa.it
IFIC	foodinsight.org		
ILSI EUROPE	ilsio.org		

ASSOCIATIONS	SINCE	BARILLA'S INTEREST	ANNUAL ACTIVITIES
Project "Industrial Symbiosis" - ASTER	2013	Find new opportunities to use waste products as secondary raw materials for packaging and other uses.	<ul style="list-style-type: none"> › Participate regularly in the meetings; › Supply waste for testing; › Test material produced.
Normative Italian Institution - UNI	2005	Contribute to and influence the preparation of the European/international standards and regulations, in order to make the European market more transparent.	<ul style="list-style-type: none"> › Participation in regular meetings; › Involvement in the "Food" Commission, in the "Paper" Commission and in the working platform dedicated to food protecting materials; › Contribution to the creation of official documents and the development of regulated methods.
CL.A.N. Cluster National Agri-food and National Strategy for Smart Specialization (SNSI) promoted by MIUR/MISE	2012	Contribute to define the research strategies for the National Agri-food sector, in dialogue with the Ministry for Education, Universities and Research (MIUR) and with the Ministry for Economic Development (MISE) participating in projects on nutrition and health, food safety and sustainability.	<ul style="list-style-type: none"> › Involved as member of the Coordination Board; › Contribute to the drafting of official documents (such as the strategic agenda and the implementation plans); › Define and promote the national/European framework of funding initiatives; › Co-coordination of the "Traiettorie di Sicurezza Alimentare" (Food Safety Trajectory); › Direct Participation in the food safety project "Safe&Smart".
KIC "Food4Future" consortium FOOD NEXUS	2011	Participate in the European debate to ensure that "food, nutrition and sustainability" will be topics presented at the KIC in 2016.	<ul style="list-style-type: none"> › Participate regularly in the meetings; › Involvement in the Regional Council; › Contribute to the preparation of official documents; › Define and promote the national/European framework of funding initiatives.
Emilia Romagna High-tech Network	2009	Utilize qualified research support at a regional level on topics of food and nutrition, food safety, packaging and sustainability.	<ul style="list-style-type: none"> › Member of the Steering Committee; › Contribute to the preparation of official documents; › Participate regularly in the meetings.
Italian section of the European Technology Platform "Plant for the future"	2008	Share the European perspective to identify research priorities on plants and boost/stir the national/European funding activities.	<ul style="list-style-type: none"> › Participate regularly in the meetings. › Involved as a member of the "Platform" Board; › Contribute to the preparation of official documents.
Healthgrain Forum	2008	European science network for research on whole grain cereals. Discussion and proposal for the definitions of "whole grain" for raw materials and finished products. Identify and stir European research on whole grain cereals.	Participate in regular meetings and involvement in definition and the activities of the groups: "Technology" and "Nutrition".

November 2015 - *The first wheat transport train arrives at Barilla plant in Parma*

GOOD FOR YOU, GOOD FOR THE PLANET



JANUARY

MULINO BIANCO NEW SOFT BREADS

Barilla launched three new recipes to better support its commitment towards people's wellbeing: a *Pagnotta Integrale* and two *Gran Bauletto*.

FEBRUARY

GOOD4 - START UP THE FUTURE

Barilla gives its award to the young winners of the Good4 - Start Up the Future contest: an international competition that celebrated innovative ideas and food sector start-ups promoting sustainability development.

MIKAELA SHIFFRIN: THIRD WORLD GOLD MEDAL

Through the development of young athletes, Barilla promotes healthy lifestyles. In Vail, Colorado, Mikaela Shiffrin wins for the third time the Slalom race Gold medal at the World Ski Championship.

PESTATI AND PESTO RUSTICO

Like a ready sauce, but much more than just a ready sauce. These are *Pestati* in Italy and *Pesto Rustico* in Europe. New products of the line of pasta sauces, characterized by everyday ingredients, of Mediterranean origin, with a decisive flavour and the taste of vegetables, with no additives, preservatives or added colours.

MARCH

NEW OFFICES IN DUBAI

Paolo Barilla opens the new offices of the Group in Africa and the Middle East, being always closer to the needs of local markets.

NEW PRODUCTION LINES DEDICATED TO "GLUTEN FREE"

In Ames (USA) begins the expansion of the plant to create two new production lines dedicated to gluten free pasta.

APRIL

1,000 DAYS WITHOUT ACCIDENTS

The National Safety Council awards Barilla America the **Occupational Excellence Achievement Award 2015** in celebration of the important target reached at the Ames (Iowa) plant: over 1,000 days without accidents on the workplace.

MAY

COOP FUTURE FOOD DISTRICT

Barilla inaugurates a corner in Coop's Supermarket of the Future at the World Expo and launches a special edition of pasta and sauces completely traced from field to fork.

DURUM WHEAT STORY TELLING DAYS

Barilla creates the "Durum Wheat Story Telling Days" held at its offices in Parma: a journey of exploration, innovation and involvement, dedicated to wheat and pasta for employees and stakeholders.

JUNE

WALMART SUSTAINABILITY INDEX

Invited by the America retailer Walmart, Barilla America participates in the 2015 edition of the Sustainability Index Program. Barilla Pasta comes in first place and Wasa second in their respective categories.

WORLD PASTA CHAMPIONSHIP

Chef Daniel Evangelista wins the World Pasta Championship of Academia Barilla, event dedicated to pasta as tasty, healthy and sustainable.

CUCINA BARILLA

In order to better respond to consumers' needs, Barilla launches an innovative system made of a hi-tech Whirlpool oven and special kits, containing the ingredients needed to cook pasta, risotto, bread, pizza, focaccias and cakes.

INAUGURATION IN CHATEAUROUX

Barilla opens the biggest plant of industrially produced bakery product in France, at the forefront for efficiency and environmental performances.

JULY

CUSTOMER COLLABORATION CENTER

Barilla opens a multi-functional space located at the Academia Barilla headquarters in Parma, created to welcome large retailers' customers.

VISIT OF THE ITALIAN MINISTER FOR THE ENVIRONMENT

The Italian Minister for the Environment, Gian Luca Galletti visits the Barilla plant in Parma, and states that "Barilla represents the highest level of excellence on environmental protection".

ITALIAN BASKET TEAM SPONSORSHIP

Barilla sponsors the Italian National Basketball Team confirming the Group's commitment to promote active lifestyles.

INAUGURATION IN TORONTO

Barilla opens new offices in Canada.

AUGUST

WITH BARILLA, THERE IS A GOOD DIFFERENCE

Barilla launches a "new Pasta" in Italy. Through a mix of high quality durum wheats, the level of proteins has been increased.

THE HUFFINGTON POST

The famous newspaper Huffington Post named Barilla the "Most Improved Player" among a list of companies that "took to heart the mission of inclusion, and worked hard to increase diversity and promote it in the public opinion".

SEPTEMBER

VII BARILLA INSIEME DAY

Barilla meets annually its stakeholders to share results, goals and new projects on "Good for You, Good for the Planet."

YOUTH MANIFESTO

The Barilla Center for Food & Nutrition Foundation hosts its international network of young researchers from all over the world. The Youth Manifesto was developed, a call for a new approach to a sustainable food business.

MILAN CHARTER

The Italian Government provides to the United Nations Secretary General the Milan Charter, also inspired by the Milan Protocol of the BCFN Foundation.

FIRST PASTA PRODUCTION LINE IN RUSSIA

The first Barilla Pasta Russian production line is inaugurated in Solnechnogorsk.

OCTOBER

WORLD PASTA DAY

Barilla participates in the "World Pasta Day", held at the World Expo Milan 2015. IPO, International Pasta Organisation, and AIDEPI, Italian Association of Confectionery and Pasta Industries, promote the event to celebrate Pasta, its nutritional quality and its production model sustainability.

PARTNERSHIP WITH COSTA CROCIERE

Barilla starts a partnership with the Italian Costa Crociere cruise lines through the "Pasta in festa" events, created to promote a tasty, healthy and sustainable diet.

50 YEARS OF ACTIVITY OF RUBBIANO

Barilla's Rubbiano plant (Parma) celebrates 50 years of activity.

NEW OFFICES IN PARIS

Inauguration of Barilla's new offices in France, in Boulogne-Billancourt near Paris.

NOVEMBER

WHEAT TRANSPORT TRAIN

The first wheat transport train arrives at the Barilla plant in Parma.

NEW OFFICES IN CHICAGO

Inauguration of Barilla's new offices in Northbrook, Chicago.

CORPORATE EQUALITY INDEX

The Human Rights Campaign in the United States published the annual report on **Corporate Equality Index**, an assessment tool of the corporate policies towards lesbian, gay, bisexual or transgender (LGBT) people. Barilla America participated and also in 2015 obtained the maximum index score of 100%.

DECEMBER

A NEW PURPOSE FOR BARILLA

"Good for You, Good for the Planet", besides being the only way of doing business of the Group, is also recognized as the company's purpose for the coming years.



PRIZES AND AWARDS

GOOD FOR YOU: IMPROVING PEOPLE'S LIVES

Meaningful Brands

The survey Meaningful Brands, carried out worldwide by Havas Media Group, assesses the strength of a brand by its ability to inspire wellbeing and improve people's lives. In 2015 the Mulino Bianco and Barilla brands were awarded respectively the second and the fourth place in Italy.



ABRAS National Market Leader 2015 Award

ABRAS, the Brazilian supermarkets association, gave Barilla the National Market Leader award; based on a Nielsen survey, Barilla gained first place as pasta top-selling brand in Brazil.



Greece Social Media 2015 Award

The campaign "The Italians", created by Barilla in Greece, was awarded the Bronze Medal at the Social Media Awards 2015 for the category "Best Content Marketing in Social Media".



Brazil Marketing Best Award

The campaign "Message", created by Barilla in Brazil, was among the winners of the "28th Marketing Best Award", organized by Madia Mundo Marketing and the publishing house Referência.



Prize of Prizes for Innovation

The "Barilla Pasta Gluten Free" project has been awarded with the prestigious recognition that the Italian Government annually gives to companies, public bodies or individuals who have distinguished themselves as national examples of innovation and competitiveness.

GOOD FOR THE PLANET: REDUCING THE IMPACT ON THE PLANET



CONAI Award for Prevention

CONAI, the Packaging National Consortium, gave Barilla an award for the innovative and sustainable packaging solutions put on the market in the period 2013-2014. The award was given for the packaging of Ringo Snack Family-size, Sauces and Rusks.



A' Design Award and Competition 2015

Academia Barilla special gift box "Italian Selection", entirely made of Cartacrusca Favini - 20% of the material is made of bran residue that can no longer be used for human consumption - and designed in collaboration with DraegerGPP, won the third place of the A' Design Award and Competition 2015 in the Packaging Design category.



"Oscar dell'imballaggio 2015" for Packaging

Cartacrusca (Italian for "bran paper"), a material originated through the collaboration between Barilla and Favini, won the 2015 edition of the "Oscar dell'imballaggio" (the top award for best packaging). The award was given by the Italian Packaging Institute.



Sustainability Leader Walmart

Barilla America took part in Walmart's evaluation process "Sustainability Index Program", to assess suppliers' sustainability performance. Barilla was the company with the highest sustainability results among all the pasta suppliers and the brand Wasa won second place in its own category.



Business Benchmark on Farm Animal Welfare

Barilla was the highest ranking Italian company in the global benchmark on farm animal welfare BBFAW (Business Benchmark on Farm Animal Welfare), developed in collaboration with Compassion in World Farming and World Animal Protection.

GOOD FOR THE COMMUNITIES: ENCOURAGING THE INCLUSION OF ALL



Corporate Equality Index

The Human Rights Campaign in the United States published the annual report on "Corporate Equality Index", an assessment tool of the corporate policies towards lesbian, gay, bisexual or transgender (LGBT) people. Barilla America participated and also in 2015 obtained the maximum index score of 100%.



Occupational Excellence Achievement Award 2015

The National Safety Council awarded Barilla America the Occupational Excellence Achievement Award 2015 in celebration of the important target reached at the Ames (Iowa) plant: over 1,000 days without accidents on the workplace.



June 2015 - Daniel Evangelista wins the Pasta World Championship



GOOD FOR YOU

Good, safe, nutritionally correct, quality range of products.

FOR BARILLA MEANS:

- › OFFER A RANGE OF PRODUCTS RIGHT FOR SEVERAL CONSUMPTION OCCASIONS.
- › PROMOTE A HEALTHY LIFESTYLE AND A SUSTAINABLE DIET IN LINE WITH THE MEDITERRANEAN MODEL .

BARILLA NUTRITION INDEX

A choice of good, safe and quality products.

Barilla products are created with people's wellbeing in mind and they are part of a nutritionally balanced proposal in line with the **Mediterranean Model**, considered by the scientific community as one of the healthiest in the world. The indicative values of the **content of sodium, fats, sugar and calories for each type of product** have been defined taking into account both the nutritional profile of the single foods and their contribution to a bal-

anced diet. These values are the foundations of **Barilla Nutritional Guidelines**, adopted by the Group in 2009 thanks to the work done with the **Nutrition Advisory Board**, a group of international scientists specialized in various areas, such as nutrition, cardiovascular prevention, diabetology, microbiology and bio-technology. Every three years Barilla reviews its Guidelines to keep them always updated and in synch with the recommendations of international bodies.

In 2015 the review considered various aspects:

- › Definition of the **level of nutrients** for each serving of product sold as "single serving";
- › Complete analysis of the **range of products**;
- › Calculation of a new nutritional index: the **Barilla Nutrition Index**.

LEVELS OF NUTRIENTS

In cooperation with the Nutrition Advisory Board, the **levels of the main nutrients** have been recalculated for each serving of the product sold and consumed as single serving, such as sweet and savoury snacks, crackers and other.

This gave a deeper awareness, from the early phases of development of new proposals, of the nutritional impact that each product has on people's dietary habits.

The maximum limit of **33% saturated fats** out of total fats has been confirmed for all products. This is considered one of the main nutritional commitments for the years to come, along with the recommendation to increase the **presence of whole grain products** in Barilla's offer.

For example, the levels for snacks and ready meals are:

	UNIT OF MEASURE	SNACKS	READY MEALS
TOTAL FATS	max g/serving	8	19
SATURATED FATS	max g/serving	3	6
FIBER	max g/serving	Not relevant	6
SUGARS	max g/serving	10	Not relevant
SODIUM	max mg/serving	300	800

BARILLA PORTFOLIO

Based on the review of the Nutritional Guidelines and the Mediterranean Model, Barilla portfolio has been classified in three categories:

- › **"Joy for You"**: products to be consumed occasionally and in limited quantity, because they are tasty and satisfying, but also highly rich in energy. Examples are chocolate based or cream filled snacks.
- › **"Better for You"**: reformulated products, with improved nutritional profile of one or more ingredients considered in the Guidelines and new products containing at least one nutrient with equivalent or better values compared with the category average.
- › **"Good for You"**: products that fully meet all the requirements set by the Barilla Nutritional Guidelines.

BARILLA NUTRITION INDEX

A **new index** was created to enhance the value of the Group's commitment to a better nutrition - thus to people's wellbeing, and determine, overall, whether Barilla's sales volumes are in line with the Nutritional Guidelines.

Considering the compliance to the Guidelines, a score has been assigned to each product category. After having multiplied it with the volumes sold in the year, an approximate value has been achieved. Furthermore, taking into account the sales estimates for the coming years, a 2020 value target was set.

In 2015 the **Barilla Nutrition Index** was equal to 88.5 and the Group's goal is to increase it to 91.5 by 2020.

#PASSIONFORPASTA

The truth about pasta: love for a healthy food told by a new campaign.

New eating habits and diet proposals brought many people to consider pasta as a source of bad carbohydrate that makes you gain weight and that is not suitable for a balanced diet. Scientific research, however, showed that many of these considerations are incor-

rect and often the source of non-sustainable food choices. Barilla, the global market leader in pasta, is committed to offering **correct and transparent information** on these topics, with the support of **scientific organizations** and **international experts**.

THE CAMPAIGN IN THE USA

For this reason, in 2015 Barilla launched the "Passion for Pasta" campaign in the USA with these goals:

- › Promote a **correct culture of pasta** and simple preparations to make it part of everyone's daily diet.
- › Demonstrate, through scientific support, the **nutritional properties** and the **environmental impact** of a dish of pasta.
- › Be an **active player** on this subject, both with institutions and the media, and through direct contact with the consumers.

PASTA ADVISORY COUNCIL

To keep always up to date and ensure a dialogue with opinion leaders, Barilla created the Pasta Advisory Council: a group of external experts that follows the evolution of the campaign and contributes to popularize a correct pasta culture, through social networks and digital media.



VISIT THE HUB
"PASSION FOR PASTA"

2015 ACTIVITIES

- › **PASTA PRESS ROOM**: developed to monitor the dialogue on the theme of pasta and continue the discussion on the media and communication channels.
- › **"PASSION FOR PASTA" HUB**: a new digital hub where people can find suggestions for the preparation of tasty and nutritionally balanced pasta dishes, and explanations as to why pasta is good for people and the environment.
- › **NEW "USDA" GUIDELINES**: Barilla participated in the public debate of the scientific report promoted by the USDA, the United States Department of Agriculture, to collect contributions to finalize the guidelines published in December 2015.
- › **"WORLD PASTA DAY & CONGRESS"**: held in October 2015 in Milan, it contributed to updating a scientific document on the benefits of pasta. Through the Italian Association AIDEPI, the Italian Association of Confectionery and Pasta Industries and IPO, International Pasta Organisation, Barilla cooperated to the final document with more than twenty scientists and health experts from nine different countries.

HEALTHY PASTA MEALS

Scientific Consensus Statement
Fifth World Pasta Congress.

Agreed in Milan,
26 October, 2015

- 1 Scientific research increasingly supports the importance of **total diet**, rather than individual foods.
- 2 Pasta is a key component of many of the world's traditional healthy eating patterns, such as the scientifically-proven **Mediterranean Diet**. Most plant-based dietary patterns help prevent and slow progression of major chronic diseases and confer greater health benefits than current Western dietary patterns.
- 3 Many clinical trials confirm that **excess calories**, and not carbohydrates, are responsible for obesity. Diets successful in promoting weight loss can emphasize a range of healthy carbohydrates, protein and fat. All these three macronutrients, in balance, are essential for designing a healthy, individualized diet anyone can follow for their whole life. Moreover, very low carbohydrate diets may not be safe, especially in the long term.
- 4 Pasta is satiating and **keeps you fuller longer**. A pasta meal can be moderate in its calorie content, assuming the portion is correct and the dressing-topping is not calorie-rich.
- 5 At a time when obesity and diabetes have a high prevalence around the world, pasta meals and other **low-Glycemic Index** foods may help control blood sugar and weight especially in overweight people. Glycemic Index is a factor that impacts the healthfulness of carbohydrate-rich foods. There is a beneficial effect in the way pasta is made. The process of manufacturing reduces its glycemic response. Whole grain pasta, which provides more fiber, is also a good choice.

Pasta is an **affordable, healthy** choice available in almost all societies. Promoting the affordability and accessibility of pasta meals can help overcome the misperception that healthy foods are too expensive.

6

Healthy pasta meals are a delicious way to eat **more vegetables, legumes and other healthy foods** often under-consumed. Pasta is a way to introduce other Mediterranean Diet foods (other cultural traditions), especially for children and adolescents.

7

Pasta meals are enjoyed in **cultural traditions worldwide**. As they are like a canvas, they are versatile and easily adaptable to national/regional seasonal ingredients.

8

The general population can eat pasta and should not choose a gluten-free product if not affected by a gluten-related disorder correctly diagnosed. For those with gluten sensitivities or allergies, or celiac disease, there are **gluten-free alternatives**.

9

Pasta is a simple plant-based food, and has a **low environmental impact**.

10

Pasta consumption is suitable for people who do **physical exercise** and particularly in sports. Pasta, as with other cereal foods, provides carbohydrates and is also a source of protein. Pasta may be used alone or lightly seasoned before training or combined with other foods after training, in order to improve physical performance. High protein and low carbohydrate diets are discouraged in active people.

11

Doctors, nutritionists and other health professionals should **educate the consumers** to choose varied and balanced pasta meals for good health.

12

NUTRITION

Management Approach and Performance Indicators.

MATERIALITY

Barilla's purpose is to be people's preferred choice promoting wholesome and joyful food habits inspired by the **mediterranean lifestyle**, especially through offers of tasty, wholesome and nutritionally balanced products, and also to educate and inform people on **sustainable diets**.

MANAGEMENT METHODS

To fulfil this commitment, since 2009, the Group has adopted indicative values for calories and the content of the main nutrients - such as fats, sugar, fibre and sodium - for each product category, detailed in the **Nutritional Guidelines**.

The indications of the Nutritional Guidelines are reviewed regularly by Barilla in accordance with the **"Nutrition Advisory Board"** (NAB), a group of international experts from Europe, America and Asia, to keep them always updated and in synch with international recommendations.

MONITORING AND ASSESSMENT

Barilla's portfolio of products is periodically monitored and the analysis generates revisions of **the existing recipes and the launch of new products** more and more in line with the Mediterranean Model. From 2010 until today, the levels of sugar, saturated fats, total fats, and salt have been reduced in 219 products to ensure a nutritionally balanced offer. Furthermore, indicators were introduced in the **main company processes** to monitor the "Good for You, Good for the Planet" aspects, including nutritional ones.

PRODUCTS REFORMULATED TO IMPROVE THEIR NUTRITIONAL PROFILE



PRODUCTS THAT HAVE BENEFITED FROM A SIGNIFICANT REDUCTION IN FAT CONTENT



PRODUCTS THAT HAVE BENEFITED FROM A SIGNIFICANT REDUCTION IN SALT CONTENT



INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Products in line with the nutritional indications set in the 2020 goals	85.5%	Barilla G. e R. Fratelli	85%	Barilla G. e R. Fratelli (except Harrys Russia)
Products reformulated to improve their nutritional profile	33	Barilla G. e R. Fratelli (except Harrys Russia)	13	Barilla G. e R. Fratelli (except Harrys Russia)
Products that have been reformulated with reduced salt content	3 › Fette Dorate; › Tomato and Gorgonzola Sauce; › Bolognese Sauce.	Barilla G. e R. Fratelli (except Harrys Russia)	4 › "Olive Italia" Sauce; › Tomato and Ricotta Sauce; › Tuna Sauce; › Amatriciana Sauce.	Barilla G. e R. Fratelli (except Harrys Russia)
Products reformulated with reduction in total and/or saturated fats	30 › Saccottini; › Nastrine; › Cornetti; › Doo wap Harrys; › Brioche tranchée; › Mulino Bianco and Harrys Soft breads.	Barilla G. e R. Fratelli (except Harrys Russia)	9 › Total Fats Reduction in: Granetti Classici, Granetti Integrali; › Saturated Fats Reduction in: 5 "Mulino Verde" Cookies, Piadella Classica and Piadella Sfogliata.	Barilla G. e R. Fratelli (except Harrys Russia)
Sales of reformulated products out of total sales of products not yet aligned with the Nutritional Guidelines	Not Reported		2.9%	Barilla G. e R. Fratelli (except Harrys Russia)
Products reformulated with the elimination of additives	6 › Beau & Bon Céréales et Graines; › Beau & Bon Complet; › Beau & Bon Noix; › Beau & Bon de table Complet et Seigle; › Beau & Bon de table Lin et Tournesol; › Beau & Bon de table Campagne.	Barilla G. e R. Fratelli (except Harrys Russia)	0	Barilla G. e R. Fratelli (except Harrys Russia)
Products that contain no artificial colours, hydrogenated fats or oils	No Barilla products use hydrogenated fats or oils, or artificial colours.	Barilla G. e R. Fratelli (except Harrys Russia)	No Barilla products use hydrogenated fats or oils, or artificial colours.	Barilla G. e R. Fratelli (except Harrys Russia)
New whole grain products, products containing fibers and products reformulated with an increase in fibers and whole grain flour content	14, of which 6 new whole grain products and containing fibers: › US Wholegrain Lasagna; › Wasa Small Rounds Sesam & Sea salt and French Herbs; › Wasa Surdeg Rye; › Wasa Rugknekke 5 Korn; › Wasa Rugknekke Sesame & Oat; › Wasa Sandwich Yogurt.	Barilla G. e R. Fratelli (except Harrys Russia)	7 new whole grain products and containing fibers: › Cracker Cereali Mulino Bianco; › Plum Cake; › Focaccella Rustica; › Wasa Surdeg Gourmet; › Wasa Sesame Crunch Sensation; › Wasa Muesli Crunch Sensation; › Wasa Rundrut.	Barilla G. e R. Fratelli (except Harrys Russia)
Products formulated for celiacs	32	Barilla G. e R. Fratelli	2 › Honey Cookie Gluten Free; › Gluten Free Cracker.	Barilla G. e R. Fratelli (except Harrys Russia)
Sales of products formulated for people with specific nutritional needs	Not Reported		19,794 tons Equal to 1% of total sales.	Barilla G. e R. Fratelli (except Harrys Russia)

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Research works/studies on nutrition carried out by Universities and Research Institutes	10 › Aleurone's Health Benefits (Federico II University of Naples); › Bioavailability of wheat fractions (Parma University); › Effect of cereal fractions in animal (Grenoble University); › Rye Crispbread's Health Benefits (Uppsala University); › Italian Epidemiology survey INHES (Mediterraneo Neurological Institute Neuromed); › Gluten Sensitivity (Federico II University of Naples and Parma University); › Pasta Glycemic Response in Brazil (Biofortis); › Pasta Glycemic Response in Italy (Parma University); › Nutritional Landscaping in Russian Federation (VAB - Nutrition); › Nutritional Landscaping in India (Eat Well Global).	Barilla G. e R. Fratelli	9 › The benefits of aleurone rich products (Federico II University of Naples); › Crispbread Glycemic Response (Uppsala University); › Bioavailability vitamins in bread with aleurone (Parma University); › Evaluation of association between pasta consumption and effects on weight and diabetes (Neuromed); › Data analysis of the various ways of pasta consumption in the American diet by NHANES and their association with weight and health (Dr. Fulgoni); › In vitro and in vivo evaluation of the glycemic response of pasta and other foods rich in carbohydrates (Parma University); › Measuring Glycemic Index in pasta in China (Biofortis); › Measuring Glycemic Index pasta in Brazil (Vicoso University - Brazil); › Preliminary study of the conditions of development of the "Gluten sensitivity" in children (Federico II University of Naples).	Barilla G. e R. Fratelli (except Harrys Russia)



QUALITY

Management Approach and Performance Indicators.

MATERIALITY

Guaranteeing the highest level of **food quality and safety** to people has always been of fundamental importance for Barilla. For this purpose rigorous **international standards** have been adopted to bring on continuous improvements.

MANAGEMENT METHODS

The Group applies continuous controls throughout the supply chain: from raw materials procurement to production processes, products monitoring at points of sale through an efficient **quality management system**.

It is essential to guarantee products safety to the consumers, starting from a **rigorous control of the lots of raw materials and finished products**.

In this sense Barilla has launched a monitoring plan with targeted and innovative technical analysis in order to prevent any possible risk of fraud and food adulteration.

Since 1996 the Group adopted a **Good Manufacturing Practices** manual which includes over 1,200 rules about health and safety requirements of the production areas and plants, as well as standards of behaviour for the operators.

Furthermore, as far as the **quality of the shopping experience at the point of sale** is concerned, the Group monitors the phases of transport, storage and distribution, sharing with the commercial partners the standards of service expected - the so called Good Distribution Practices - encouraging them through partners' training activities and conducting specific audits. Through sampling tests of the products on the shelves, Barilla ensures the adherence to standards of excellence of quality and service.

Finally, a **management system has been activated to face possible criticalities**. It is very efficient in undertaking any initiatives on the market, able to initiate diagnostic pathways to identify the causes and implement solutions. As it occurred in January 2015 with the withdrawal from the market of "Ragù Contadino" Sauce, due to the absence of two allergenic ingredients in the list on the label.

MONITORING AND ASSESSMENT

Barilla carries out numerous controls: each year about **2 million analyses** are performed to monitor raw materials quality and food safety, packaging materials, semi-finished and finished products. Additionally, the constant dialogue with the consumer, through the **consumer contact** channels, offers a tool to monitor satisfaction and gauge the perceived quality.

RESOURCES DEDICATED TO THE PREVENTION AND QUALITY CONTROL OF PRODUCTS

(million Euro)



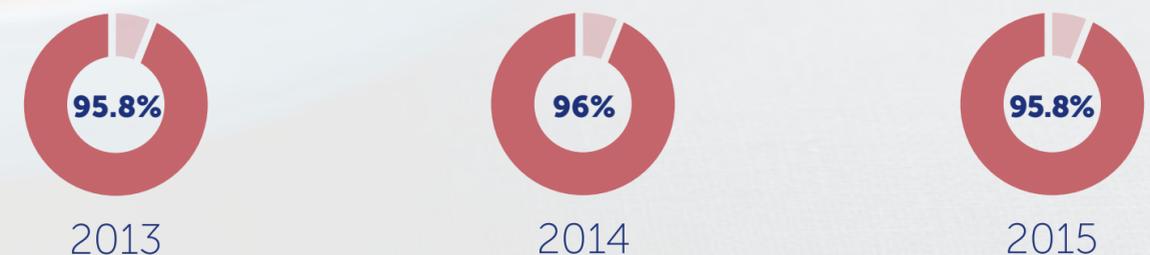
RAW MATERIALS BATCHES FULLY COMPLIANT

(% of analysed batches)



FINISHED PRODUCT BATCHES FULLY COMPLIANT

(% of analysed batches)



INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Group's total volumes aligned with the most advanced standards of quality and food safety confirmed by certified external bodies	98.5%	Barilla G. e R. Fratelli	98.5%	Barilla G. e R. Fratelli
Analyses carried out to monitor quality and food safety	2 million	Barilla G. e R. Fratelli	2 million	Barilla G. e R. Fratelli
Raw material batches analysed	Approximately 57,000	Barilla G. e R. Fratelli (only Europe)	77,079	Barilla G. e R. Fratelli
Raw material batches fully compliant	97.6%	Barilla G. e R. Fratelli	97.5%	Barilla G. e R. Fratelli
Finished product batches analysed	Approximately 130,000	Barilla G. e R. Fratelli	Approximately 140,000	Barilla G. e R. Fratelli
Finished product batches fully compliant	96%	Barilla G. e R. Fratelli	95.8%	Barilla G. e R. Fratelli
Activities and resources for prevention and control of product quality	Approximately 30 million Euro	Barilla G. e R. Fratelli	Approximately 30 million Euro	Barilla G. e R. Fratelli
Be #1 choice of brand and product for taste and nutritional profile	Taste > index 132 vs market average 100. Nutritional profile > index 117 vs market average 100. ©Brand Health Check, Millward Brown	Barilla Global Brand (except USA)	Taste > index 129 vs market average 100. Nutritional Profile > index 116 vs market average 100. ©Brand Health Check, Millward Brown	Barilla Global Brand (except USA)



INFORMATION

Management Approach and Performance Indicators.

MATERIALITY

People have the right to **make informed choices**, based on transparent, **complete and truthful communication**. For this reason, one of the Group's priorities is to always provide clear information on the product packs and in the brands and corporate communications, in a continued effort to gain **consumers' trust**. Close attention should be paid to advertising targeting minors, which needs to convey messages promoting balanced eating habits and correct lifestyles, and avoiding excessive or inappropriate food consumption.

MANAGEMENT METHODS

Barilla is committed to guaranteeing, at the global level, completeness and quality of the nutritional information printed on the product packs and on the websites, through:

- › detailed **nutrition tables**;
- › **Recommendations on balanced diets** and healthy lifestyle;
- › **Suggestions on use**, in particular about how much to eat and indications on how to best combine the products.

The fundamental values are publicized through a two-prong communication strategy: "above the line", using classic media, and "below the line" with promotions, sponsoring and social media. Among these, in 2015 the **partnership between Barilla and Costa Crociere** started to promote Barilla products and the virtues of pasta, the foundation of a tasty, balanced dietary model which also respects the Planet.

For Barilla the correct type of information needs to be inclusive of traditions and different cultures, as it was done with the **Lasagna@Iftar** campaign launched in Turkey for the month of Ramadan. In that case, a typical dish of Italian tradition was revisited and proposed as an alternative dish for people of Islamic culture.

Then through sponsoring activities, Barilla wants to promote active lifestyles, good for people's well-being. In 2015 Barilla continued **sponsoring the skier Mikaela Shiffrin** and chose to become the main sponsor of the **Italian National basketball** men's, women's and junior teams.

ASSESSMENT AND MONITORING

In addition to monitoring the results of all the advertising campaigns, Barilla also monitors its market appreciation through various means: from **market research** to **opinion surveys** on digital channels and social networks. For this Barilla created a **Listening Room**, a listening post to follow conversations on the net about the company, its brands and products.

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Products with printed suggestions for a healthy/balanced diet on the pack and on the website	31%	Barilla G. e R. Fratelli	34%	Barilla G. e R. Fratelli
Products with consumption suggestions (optimal or maximum amount to be consumed), on the pack and on the website	60%	Barilla G. e R. Fratelli	71%	Barilla G. e R. Fratelli
Group's websites containing "Good for You, Good for the Planet" information	17.3%	Barilla G. e R. Fratelli	20%	Barilla G. e R. Fratelli
Information projects for adults	<ul style="list-style-type: none"> › World: In 2014 the newsletter "Barilla Insieme" was created, an editorial plan to increase knowledge of the Group's way to do business: "Good for You, Good for the Planet, Good for Communities"; › Italy: the annual Tour del Mulino took place with messages such as "Good for You, Good for the Planet"; › Turkey: launch of a quarterly newsletter with information on the Barilla Center for Food and Nutrition Foundation and "Good for You, Good for the Planet". The recipients are institutions, academics and NGOs for a total of 3,000 people; › Singapore: 5 courses were held together with the IWG (Italian Women Group), to promote the Mediterranean nutritional model. The participation fee was donated to the Seametry Foundation that manages an elementary school in Cambodia. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › World: the newsletter "Barilla Insieme" was carried on, an editorial plan to spread the "Good for You, Good for the Planet" message to stakeholders; › Turkey: participation in several conferences, including: "Good people doing good things" organized by the organization Wheat Society, the "International Sustainable Agriculture Conference" and the "Retail Summit". Also it has been carried on the sending of a quarterly newsletter about "Good for You, Good for the Planet"; to more than 3,000 stakeholders; › United States: it has been carried on the campaign "Share the Table" to promote right eating habits for American families. 	Barilla G. e R. Fratelli
Development of interactive ways to contact consumers on the web and social networks	<ul style="list-style-type: none"> › France: initiative "Facebook post"; › Germany: on the region's website, a specific section containing Barilla's experts' answers; › America: consumers contact through Facebook, Twitter, Pinterest, Instagram, YouTube, and development of websites optimized for mobile platforms; › Italy: developed the Mulino Bianco editorial plan on the main social networks. Interaction on Facebook to provide information on nutrition and on the products. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › France: initiative "Facebook post"; › Germany: on the region's website, a specific section containing Barilla's experts' answers; › America: consumers contact through Facebook, Twitter, Pinterest, Instagram, YouTube, and development of websites optimized for mobile platforms; › Italy: developed the Mulino Bianco editorial plan on the main social networks. Interaction on Facebook to provide information on nutrition and on the products. 	Barilla G. e R. Fratelli
Marketing initiatives promoting sustainability	✱	Barilla G. e R. Fratelli	✱ 1	Barilla G. e R. Fratelli



GERMANY: brochures explaining the Group's sustainability projects; promotion of Wasa sandwiches in the schools as tasty snacks with high fiber content and whole grain flours.

AUSTRIA: monthly post on Facebook with updates and news on sustainability topics.

SWEDEN: specific in-depth articles on sustainability on consumers magazines; information poster campaigns in schools and restaurants; promoted the concept of "Snack Good with Wasa" with distribution of snacks to athletes participating to the

sports championship "Swedish Classics".

DENMARK: partnership with the national whole grain producers association, adding reciprocal links on the respective web portals and introducing specific products logos.

USA: partnership with scout groups to organize recreational and educational activities on the Double Pyramid model; participated in the Chicago Common Threads Workshop; organized talks about the Double Pyramid at Eatly's New York and Chicago sites; organized family work-

shops at the South Beach Wine and Food Festival.

CANADA: in elementary schools held teaching days on the topic of nutrition and raising awareness about the Double Pyramid.

ITALY: on-line contest where the prizes are visits to tomato cultivation fields and sauce factories; Mulino Bianco advertising campaigns focusing on sustainability; *Tour del Mulino*.

FRANCE/BELGIUM/SPAIN: Harrys campaign on the natural ingredients of products.



WORLD: Messages on the topic of food waste through the **campaign on the social page Facebook Barilla**. At **EXPO Milan**, inside the Coop Future Food District, has been created a corner with information about Barilla's products, their sustainability and a special edition completely traced.

ITALY: the sauces packs and the digital activities refer to the website "**Guardatustesso.it**" to tell the industry and production process of Barilla sauces.

USA: partnership with Illinois & North Indiana Girl Scouts Association, for organizing activities including insights on sustainability and the Double Pyramid model. Sponsorship and participation in the events in New York of **Common Threads**, NGO committed in disseminating nutrition education programs in the communities.

At the **South Beach Wine & Food Miami Festival** the Double Pyramid Model and educational activities on food were provided to 80 children.

Publication of the "**Share the Table**" guide, also available online, which promotes the Double Pyramid Model and the Mediterranean way of life.

BRAZIL: communication campaign "**Pasta is Healthy**" on the nutritional quality of pasta. With 94 culinary events (1,344 participants) dedicated to the presentation of the Mediterranean Diet and the whole grain/gluten free products. **Social communication** campaign (1.2 mln people involved) for the launch of the gluten free range in Brazil. Also presented at the 6th edition of the Fair "**Gluten Free Brasil**". The Food Truck, that animated the Barilla's products campaign in 13 stores in São Paulo and Rio de Janeiro, is powered by solar panels, serves tastings in biodegradable plates (ca. 5,000 tastings offered) and adopts solutions to limit food waste.

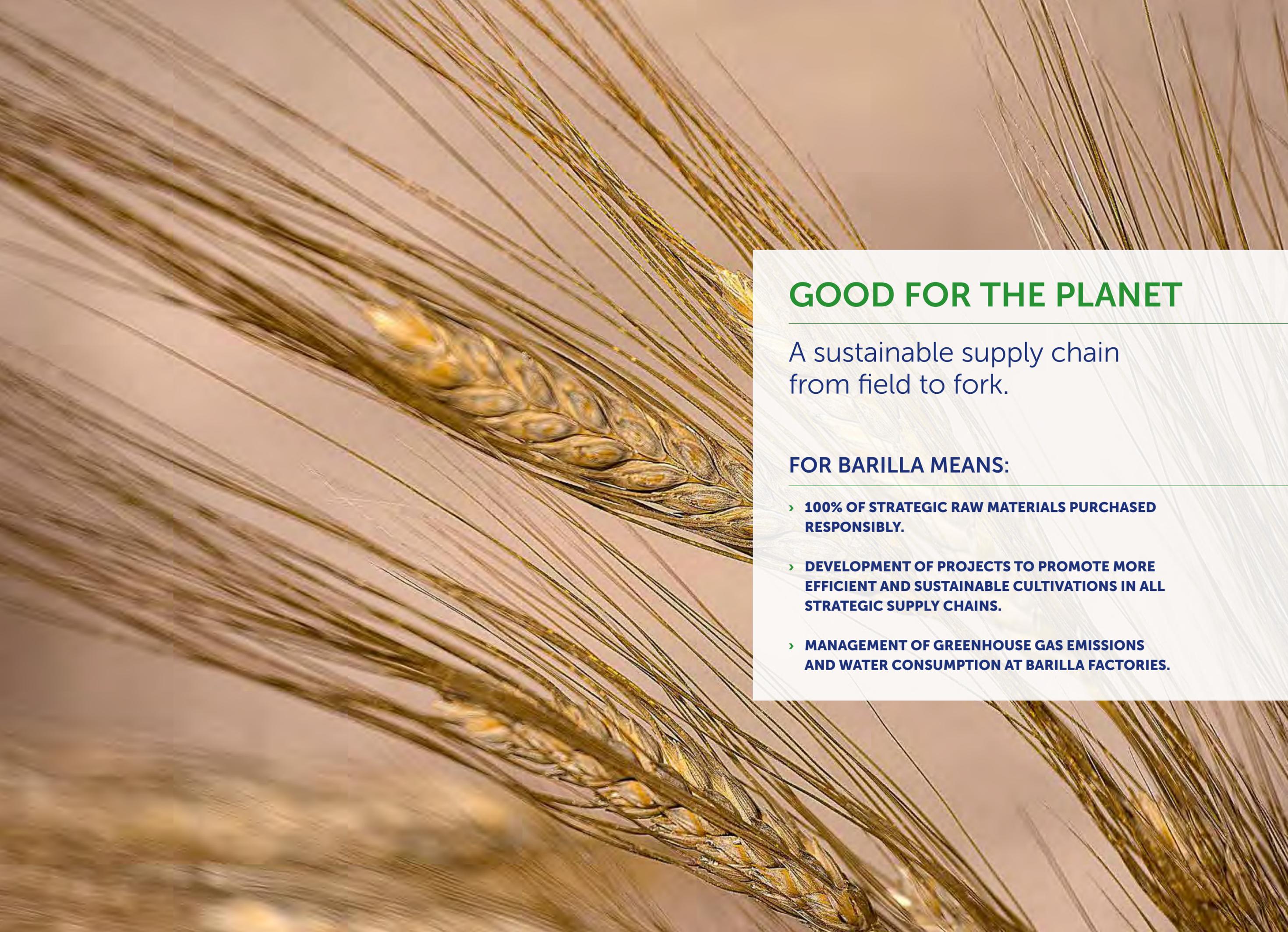
GERMANY: promotion in schools of the Wasa sandwiches as a tasty snack with high fiber and whole grains.

TURKEY: references on pasta packs about the results achieved by Barilla in **reducing water and energy consumption** in the production phase.

SWEDEN: sponsorship of the sports league "Swedish Classics" with Wasa brand: distribution of free tickets and tasting of products during the event. In Store activities and contests to promote healthy and active lifestyles. 75% reduction of printing promotional materials.

DENMARK: partnership with the **National Association of Whole Grain Manufacturers**, with cross-reference to the websites and placement of logos on Wasa products. Contests on points of sales to promote active lifestyles.

NORWAY: Collaboration with the platform of nutritional education "**Grete Rode**" to promote healthy lifestyles and Wasa whole grain products.



GOOD FOR THE PLANET

A sustainable supply chain
from field to fork.

FOR BARILLA MEANS:

- › **100% OF STRATEGIC RAW MATERIALS PURCHASED RESPONSIBLY.**
- › **DEVELOPMENT OF PROJECTS TO PROMOTE MORE EFFICIENT AND SUSTAINABLE CULTIVATIONS IN ALL STRATEGIC SUPPLY CHAINS.**
- › **MANAGEMENT OF GREENHOUSE GAS EMISSIONS AND WATER CONSUMPTION AT BARILLA FACTORIES.**

SUSTAINABLE AGRICULTURE

Ingredients from supply chains that respect people and the Planet.

For years the Barilla Group has been committed to finding the best raw materials for its products: in terms of **quality, food safety and respect for the rights of the people, the environment and animal welfare.**

The life cycle analyses of the products, from production to retail, have shown that the most

significant impact on the environment occurs during the phase of **cultivation**. Thus the Group, together with suppliers and scientific partners, has identified **Sustainable Cultivation projects** for all the strategic agricultural supply chains, which are the ones that provide the main ingredients for Barilla's recipes.

BY 2020 BARILLA IS COMMITTED TO BUYING 100% OF THE STRATEGIC RAW MATERIALS IN A RESPONSIBLE WAY.

GOALS	REACHED RESULTS	QUANTITY USED
CEREALS		
<p>Publish by 2016 a Sustainable Agriculture Code, distribute it and encourage suppliers to apply it.</p> <p>Identify the most efficient sustainable cultivation systems in all the countries where the Group does purchasing to reduce environmental impact and improve farmers' profits.</p>	<p>DURUM WHEAT Cooperation projects started in all the main countries where Barilla purchases the raw material (see next pages).</p> <p>COMMON WHEAT AND RYE Cooperation relations in Italy, France, Sweden and Germany started to identify the best agricultural practices and guarantee by 2020 the application of the Sustainable Agriculture Code principles.</p>	<p>DURUM WHEAT: 1,500,000 tons/year</p> <p>COMMON WHEAT FLOUR: 430,000 tons/year</p> <p>RYE: 58,500 tons/year</p>
TOMATO		
<p>Use local supplies, choosing tomatoes cultivated in the same countries where they will be used for production.</p> <p>Work together with local producers to improve cultivations' environmental impact and farmers' competitiveness.</p>	<p>Italy: 68% of the tomato certified by Global G.A.P., thus aligned with global standards ensuring sustainable agricultural practices.</p> <p>The agreement between Barilla and the Consorzio Casalasco del Pomodoro continued to support the farmers on a more sustainable long term agricultural system, guaranteeing sales of all production generated from rotation of tomato and durum wheat.</p> <p>United States: Assessment of the sustainability impacts of cultivation techniques of the tomato supply chain in California, working with UC Davis University and the suppliers Morning Star and Ingomar.</p>	<p>ITALY: 39,400 tons/year</p> <p>UNITED STATES: 35,000 tons/year purchased by copackers</p>

GOALS	REACHED RESULTS	QUANTITY USED
VEGETABLE OILS		
<p>Use exclusively palm oil RSPO certified with full origin traceability – from the plantations to the mill – and exclude oils originating from forests converted to plantations.</p>	<p>100% palm oil purchased in Malaysia and Indonesia, certified in compliance with the RSPO scheme. Barilla is a member of the Roundtable on Sustainable Palm Oil, like all its suppliers, among which the main is Unigrà. Commits not to purchase palm oil from producers responsible for fires and deforestation.</p>	<p>PALM OIL: 34,000 tons/year</p>
<p>Use only sun flower oil from supply chains with environmental sustainability high standards.</p>	<p>Italy: the cooperation with Italy's main company for grains and oilseeds processing, Cereale Docks, continues to provide support services to farmers, encouraging rotation of crops such as rapeseed, sunflower and durum wheat.</p> <p>Romania: the criteria of the Sustainable Agriculture Code for the use sunflower oil are applied.</p>	<p>SUNFLOWER OIL: 7,000 tons/year</p>
EGGS		
<p>Procurement only from supply chains that adhere to Barilla Guidelines on Animal Welfare:</p> <ul style="list-style-type: none"> By 2020 only eggs from cage-free hens. 	<p>Italy: 100% category "A" eggs from cage-free hens.</p> <p>France: 100% eggs from cage-free hens for Mulino Bianco. An analysis on the supply of eggs from cage-free hens for Harrys brand was completed.</p> <p>United States and Brazil: ongoing analysis to identify suppliers of eggs from cage-free hens.</p> <p>Total Volumes of eggs from cage-free hens: 80%.</p>	<p>24,500 tons/year From 2 million hens. 75% used in Italy and the rest in France, United States, Russia and Brazil</p>
SUSTAINABLE PACKAGING		
<p>100% purchased according to the Barilla's "Sustainable Packaging" Guidelines with the goal to:</p> <ul style="list-style-type: none"> Reduce the quantity of material for packaging. Use recyclable packaging. Use materials originated from responsibly managed forests. Validate packaging choices with a careful analysis of their life cycle. 	<p>In 2015 the new Barilla's Guidelines for the sustainable packaging design were published.</p> <p>100% of cardboard in virgin fiber is certified according to the standards of FSC (Forest Stewardship Council), PEFC (Programme for the Endorsement of Forest) and SFI (Sustainable Forestry Initiative).</p> <p>98% of Barilla packages are recyclable and show the specific icons for correct disposal.</p>	<p>2 billion paper and cardboard packs more than 25,000 tons of flexible film</p>

DURUM WHEAT

ITALY

Durum Wheat Used: 680,000 tons/year

of which:

475,000 purchased in Italy

400,000 through "Cultivation Contracts"

140,000 through the **Sustainable Durum Wheat** project using Barilla's "**Handbook for the Sustainable Cultivation of Durum Wheat**", and the decisions support system **granoduro.net**

Every year Barilla signs "**High Quality Durum Wheat Cultivation Contracts**" that require the application of Regulations for the cultivation and storage of raw materials, shared with the farmers' associations.

The application of the **Regulations** allows the farmers to obtain a better quality wheat, greater production and lower environmental impact. Barilla also gives premiums to farmers, according to the quality level they achieve.

SUSTAINABLE DURUM WHEAT PROJECT

A project for the development and spread of more sustainable cultivation techniques developed since 2009 in cooperation with **HORTA**, a spinoff of the Piacenza Catholic University. The comparison of various agronomic practices, including crop rotation, has identified the most efficient and sustainable ones to apply in various Italian areas.

Then Barilla drafted and published the "**Handbook for the Sustainable Cultivation of Quality Durum Wheat**".

Additionally, the farmers have access to a **support system for technical decisions, granoduro.net**, linked to a meteorological network providing advice on how to optimize main cultivation practices. The system is available also for the durum wheat not intended for sale to Barilla.

The project proved that greenhouse gas emissions and production costs can be reduced by up to **30%** and production yields increased by **20%** with improved revenue for the farmers. Since 2012 this system has always succeeded in reducing the environmental impacts, increasing profits and system resilience, especially during critical years.

TURKEY

Durum Wheat Used: 142,000 tons/year

of which:

40,000 purchased in South-East Anatolia **6,000** through "Cultivation Contracts"

Cooperation with the **Bahri Dağdaş International Agricultural Research Institute of Konya** to identify more sustainable cultivation methods in Central Anatolia.

USA AND CANADA

Durum Wheat Used: 329,000 tons/year

of which:

267,000 purchased in the Northern plains **59,000** purchased in the Desert Durum

Cooperation with the **Agri-Food Canada** and **North Dakota Universities** to analyse durum wheat cultivation techniques.

FRANCE

Durum Wheat Used: 25,000 tons/year

Cooperation with local organizations to complete the assessment of current agronomic practices.

GREECE

Durum Wheat Used: 60,000 tons/year

of which:

20,000 through "Cultivation Contracts"

Cooperation with the **University of Thessaly** to define sustainable cultivation methods. The "Greek Handbook" for durum wheat sustainable cultivation was completed and the testing of the agronomic decision support system granoduro.net is ongoing.

MEXICO AND RUSSIA

Durum Wheat Used: 110,000 tons/year

Continue the analysis of the local context and possible relationships of cooperation.

OTHER SUPPLY CHAINS

BARILLA'S COMMITMENT TO SUPPLY CHAINS THAT MAY PRESENT CRITICAL ASPECTS.

GOALS	REACHED RESULTS	QUANTITY USED
SUGAR		
Encourage wheat rotation projects in the European sugar beet supply chains.	Italy: it continues the cooperation with Co.Pro.B - a cooperative of sugar beet producers - and Italia Zuccheri for the rotation of "durum wheat-sugar beet".	54,500 tons/year
Encourage sustainable procurements projects in non-European sugar cane supply chains.	Working together with the main suppliers, define ethical and environmental standards applicable to sugar cane cultivations and methods to monitor their correct implementation.	
COCOA		
Use only monitored cocoa supply chains that can guarantee cultivation practices respectful of the workers and the environment.	Cooperation with the largest cocoa supplier, Barry Callebaut , to develop growers support projects in West Africa. 100% of cocoa suppliers are members of the World Cocoa Foundation .	11,500 tons/year
MEAT		
Procurement only from supply chains that adhere to Barilla Guidelines on Animal Welfare : 100% by 2020.	Italy: exclusively meat from certified traceable to the individual animal supply chains, from selected farms with high standards of animal welfare in particular the transport and the prohibition to use hormones and cloned animals. Starting from 2016, 100% in line with Barilla's Guidelines.	MEAT AND ANIMAL FATS: 2,100 tons/year

BARILLA'S COMMITMENT TOWARDS ANIMAL WELFARE

Thanks to its commitment to a **Global Guideline** for Animal Welfare, the pledges made and the results achieved, **Barilla is the highest placed Italian company among those analysed in the global benchmark** on farm animals welfare **BBFAW (Business Benchmark on Farm Animal Welfare)**, developed in collaboration with **Compassion in World Farming** and the **World Animal Protection**.

In 2015, thanks to a **cooperation with PETA, People for Ethical Treatment of Animals**, Barilla published its global position: "**No Animal Testing**". The Group made a commitment not to test its products or the raw materials used on animals and not to fund, commission, co-author or support in any other way animal testing.

To assess quality and safety of its products the Group uses a vast range of methods which **totally exclude any type of animal testing** and requires all its suppliers to use alternative methods. The only exception allowed is the case in which animal tests be required by authorities to evaluate food safety or for special regulations. Even in this case, however, **Barilla makes every possible effort to identify and propose alternative methodologies** that could, where possible, be in compliance with the legal requests.

Barilla has a keen interest in the latest scientific research methods alternative to animal testing and in future results produced by institutions, scientists and NGOs. It pledges to publish and share any **new research using methods alternative** to animal testing and to continue the cooperation with third-parties to implement new non-animal alternative experimental methods.

#EXPOSPECIALEDITION

Barilla Special Edition **for the Expo** describes the journey of Barilla products **from field to fork**.

More than

1,000,000

visitors
to the Future Food District

On the occasion of the World Expo of Milan, within the **Future Food District** held by the retailer COOP Italy, a limited edition of Farfalle and Barilla Tomato & Basil Sauce were developed as a result of a supply chain fully traced through digital technology, with precise and transparent information accessible to all.

Using a QR Code printed on the packages, through a web platform, consumers and stakeholders discovered the "history" of the produced batches, made up of many steps and participants involved along the supply chain: from cultivation to retail.

It was possible to follow the journey of Barilla pasta and sauce from the fields where the raw materials come from to the shelves. People found out where and how the varieties of wheat and tomatoes had been sowed, cultivated and harvested, they learnt the various stages of the processing of the wheat into semolina in the mills and followed all

More than

1,000

packs
of the Barilla special edition sold

the phases inside the plant: from production to packaging and labelling of the finished product. Furthermore, this highlighted the study of the **life cycle and the environmental impact** of each batch of production.

The special edition was the outcome of a collaboration with **Cisco, Penelope and NTTDATA**, which, for some time now, have been engaged in the initiative Safety For Food (S4F) which uses the ValueGo® technology platform to follow and trace agri-food productions according to international rules and standards of safety, quality of food and origin of the raw materials.

The traceability applied to the agri-food chain, in accordance with principles of transparency and collaboration between different parties, represents not only a new communication strategy towards the consumers and the stakeholders, but also a valid control tool to safeguard the protection for the entire industrial compartment and for the bodies responsible for the verification of the supply chains and of food safety.



May 2015 - Barilla Corner at the Future Food District of Coop in Expo



**FIND OUT MORE ABOUT
BARILLA'S PRODUCTS**

FARFALLE

SUPPLY CHAIN

Management Approach and Performance Indicators.

MATERIALITY

Considering the relevance of the environmental and social impact which the phases of cultivation and purchase of raw materials may have, the Barilla Group intends to guarantee **raw material procurement processes mindful of the wellbeing of the people and of the Planet**. The commitment is to constantly improve the product life cycle with virtuous supply chains from a resource management point, as well as mindful of the lasting development of the territories and the communities involved.

MANAGEMENT METHODS

In addition to the **direct management of raw material procurements**, Barilla defines and shares **sustainable cultivation standards** and responsible procurement processes.

In 2015 the Group adopted four new company positions, which detail the Group's standards in reference to:

ANIMAL WELFARE

Barilla is asking its suppliers to manage their farm animals with full respect of the five fundamental freedoms of animal welfare: freedom from hunger or thirst, pain, fear and distress and freedom to have a suitable physical environment. These principles have turned into requests for action: for example, defining the maximum density of animals in the farms, establishing the prohibition to use growth hormones, as well as animal transport not lasting more than eight hours.

NO ANIMAL TESTING

Prohibition to conduct tests on animals to assess safety and quality of products and raw materials: Barilla uses a wide range of methods which completely exclude any type of animal test and requires all its suppliers to use alternative methods.

SUSTAINABLE PACKAGING

- › Reduction of the quantity of packaging material.
- › Use of recyclable packaging.
- › Use of materials from responsibly managed forests.
- › Validation of the choices in packaging solutions with life cycle impact analysis.

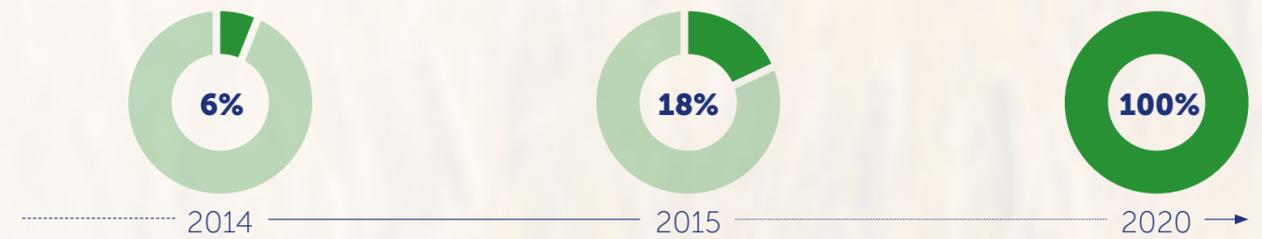
COPACKER

Barilla shared with its "copackers", the third-party product manufacturers, the path to sustainability and the respect of equivalent criteria for procurement of strategic and critical materials. Since 2016 each copacker will be given an action plan to ensure the alignment with the principles of sustainability of the Group.

MONITORING AND ASSESSMENT

Every year Barilla monitors and reports the level of achievement of its goals. For the critical supply chains, Barilla asks the suppliers to subscribe to the **Sedex platform**, validated on a quarterly basis, to ensure full respect of human rights. Additionally, 100% of the suppliers receive **Barilla's Code of Ethics**.

RAW MATERIALS FROM SUSTAINABLE SUPPLY CHAINS



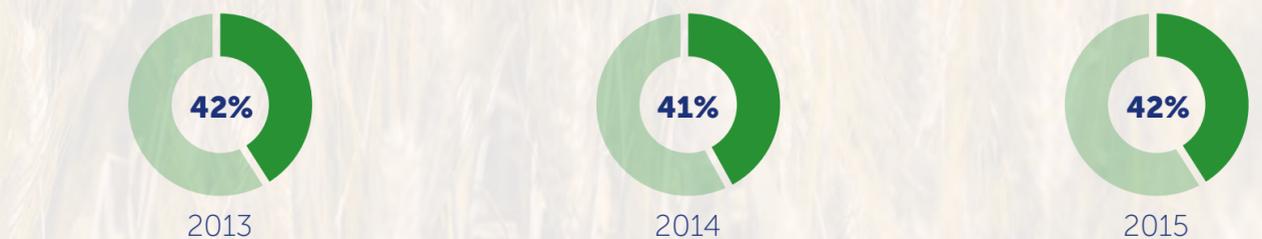
TOMATOES CULTIVATED LOCALLY



DURUM WHEAT CULTIVATED LOCALLY



PACKS MADE FROM RECYCLED MATERIAL



INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Main raw materials used by Barilla	<ul style="list-style-type: none"> › Semolina: 1.05 million tons; › Flour: 426 thousand tons; › Rye: 56 thousand tons; › Sugar: 53 thousand tons; › Vegetable fats: 49 thousand tons; › Tomatoes: about 30 thousand tons; › Eggs: about 24 thousand tons; › Cocoa: about 10.3 thousand tons; › Animal fats: 6.7 thousand tons. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Semolina: 1.12 million tons; › Flour: 430 thousand tons; › Rye: 58.5 thousand tons; › Sugar: 54.5 thousand tons; › Vegetable fats: 52 thousand tons; › Tomatoes: 39.4 thousand tons; › Eggs: about 24.5 thousand tons; › Cocoa: about 11.5 thousand tons; › Animal fats: 6.8 thousand tons; › Dairy Products: 9 thousand tons. 	Barilla G. e R. Fratelli
Wheat grown locally, i.e. in the country where the pasta is produced	76% Data by individual country: › Italy: 61%; › Greece: 98%; › Turkey: 92%; › Mexico: 100%; › North America: 100%.	Barilla G. e R. Fratelli	80% Data by individual country: › Italy: 66%; › Greece: 81%; › Turkey: 100%; › Mexico: 100%; › North America: 100%.	Barilla G. e R. Fratelli
Durum wheat semolina purchased on local markets, i.e. in the country of production	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli
Semolina milled in-house at Barilla mills	72%	Barilla G. e R. Fratelli	74%	Barilla G. e R. Fratelli
Common wheat origin, % of wheat of local origin	67% Data by individual country: › Italy: 51%; › France: 100%; › Germany: 100%; › Sweden: 100%; › Russia: 100%.	Barilla G. e R. Fratelli	69% Data by individual country: › Italy: 54%; › France: 100%; › Germany: 100%; › Sweden: 100%; › Russia: 100%.	Barilla G. e R. Fratelli
Common wheat flour purchased on local markets, i.e. in the country of production	100% Data by individual country: › Italy: 100%; › France: 100%; › Germany: 100%; › Sweden: 100%; › Russia: 100%.	Barilla G. e R. Fratelli	100% Data by individual country: › Italy: 100%; › France: 100%; › Germany: 100%; › Sweden: 100%; › Russia: 100%.	Barilla G. e R. Fratelli
Flour milled in-house at Barilla mills	26%	Barilla G. e R. Fratelli	15%	Barilla G. e R. Fratelli
Rye purchased on local markets	100% Data by individual country: › Germany: 100%; › Sweden: 100%.	Barilla G. e R. Fratelli	94% Data by individual country: › Germany: 100%; › Sweden: 91%.	Barilla G. e R. Fratelli
Rye milled in-house at Barilla mills	60%	Barilla G. e R. Fratelli	62%	Barilla G. e R. Fratelli
Tomatoes purchased on local markets	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli	100% Data by individual country: › Italy: 100%; › North America: 100%.	Barilla G. e R. Fratelli
Eggs purchased locally	90% Data by individual country: › Italy: 100%; › France: 70%; › USA: 100%; › Brazil: 100%.	Barilla G. e R. Fratelli	90% Data by individual country: › Italy: 100%; › France: 70%; › USA: 100%; › Brazil: 100%.	Barilla G. e R. Fratelli
Volumes of production assigned to a copacker	121 thousand tons	Barilla G. e R. Fratelli	151 thousand tons	Barilla G. e R. Fratelli
Packs broken down by raw material used	› Paper and Cardboard: about 25 mln tons (equal to 2 bln packs); › Flexible Film: more than 25 thousand tons.	Barilla G. e R. Fratelli	› Paper and Cardboard: about 25 mln tons (equal to 2 bln packs); › Flexible Film: more than 25 thousand tons.	Barilla G. e R. Fratelli
Packs made from recycled material	41%	Barilla G. e R. Fratelli	42%	Barilla G. e R. Fratelli
Virgin fibre packs from responsible growth forests	98%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Recyclable packs placed on the market	98%	Barilla G. e R. Fratelli	98.7%	Barilla G. e R. Fratelli
Packs with recycling instructions	98%	Barilla G. e R. Fratelli	99%	Barilla G. e R. Fratelli

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Strategic raw materials purchased applying responsibly managed processes	6%	Barilla G. e R. Fratelli	18%	Barilla G. e R. Fratelli
Durum wheat supplied through Cultivation Contracts	Data by individual country: › Italy: 44% (about 400,000 tons) of purchased durum wheat; › Turkey: 8% (about 12,000 tons) of purchased durum wheat; › Greece: 18% (about 12,000 tons) of purchased durum wheat.	Barilla G. e R. Fratelli	Data by individual country: › Italy: 58% (about 400,000 tons) of purchased durum wheat; › Turkey: 4% (about 6,000 tons) of purchased durum wheat; › Greece: 34% (about 20,000 tons) of purchased durum wheat.	Barilla G. e R. Fratelli
Raw materials supply chain with sustainability standards	› The durum wheat supply chain is governed by cultivation and storage standards for all contracts in Italy; › The common wheat and rye supply chains are governed through regulations on storage and transport of the cereals for all purchase contracts in Italy; › The tomato supply chain is fully controlled through cultivation regulations applied by all growers' organizations supplying Barilla.	Barilla G. e R. Fratelli	› The durum wheat supply chain is governed by cultivation and storage standards for all contracts in Italy; › The common wheat and rye supply chains are governed through regulations on storage and transport of the cereals for all purchase contracts; › The tomato supply chain is fully controlled through cultivation regulations applied by all growers' organizations supplying Barilla; › The sunflower oil supply chain is controlled through cultivation regulations; › The palm oil supply chain is controlled by purchasing from certified RSPO suppliers with full traceability, to exclude the origin from forests being converted to plantations.	Barilla G. e R. Fratelli
High Oleic Sunflower Oil in line with the Sustainable Agriculture Code	0%	Barilla G. e R. Fratelli	10%	Barilla G. e R. Fratelli
Palm oil RSPO-certified on the total purchased	32%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Volumes of eggs from cage-free hens	82%	Barilla G. e R. Fratelli	80%	Barilla G. e R. Fratelli
Global G.A.P. certified tomatoes	25%	Barilla G. e R. Fratelli	68%	Barilla G. e R. Fratelli
Volumes of cocoa purchased from suppliers SA8000 certified	100%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Gadgets and promotional objects purchased from suppliers SA8000 audited	100%	Barilla G. e R. Fratelli	100%	Barilla G. e R. Fratelli
Activities with high risk of forced or compulsory labour and measures adopted to contribute to their abolition.	Cocoa and palm oil supply chain. Preventive measures against exploitation of child labour: › all Barilla suppliers have signed the general purchase conditions, whereby they undertake to abide by the company's Code of Ethics; › recourse to suppliers holding certifications on recognized international standards.	Barilla G. e R. Fratelli	Cocoa and palm oil supply chain. Preventive measures against exploitation of child labour: › all Barilla suppliers have signed the general purchase conditions, whereby they undertake to abide by the company's Code of Ethics; › recourse to suppliers holding certifications on recognized international standards.	Barilla G. e R. Fratelli
Social and environmental benefits tied to projects intended to increase the level of sustainability of the supply chain	Durum Wheat Supply Chain: › 639 farmers have taken advantage of the decision support system "granoduro.net"; › Greenhouse gas emissions reduction per ton of wheat: -12%; Production costs reduction per hectare: -8%; › Value increase of the production (increased yield and wheat protein content): + 2%.	Barilla G. e R. Fratelli	Durum Wheat Supply Chain: › 1,300 farmers have taken advantage of the decision support system "granoduro.net"; › Greenhouse gas emissions reduction per ton of wheat: -12.6%; › Production costs reduction per hectare: -6.4%; › Value increase of the production (increased yield and wheat protein content): + 26.6%.	Barilla G. e R. Fratelli

ENVIRONMENT

Management Approach and Performance Indicators.

MATERIALITY

To ensure a **sustainable life cycle of the products**, Barilla monitors each phase of the supply chain and directly manages the **greenhouse gas emissions** and **water consumption** in its production processes, in order to reduce the use of natural resources and the impact on climate change.

MANAGEMENT METHODS

ENVIRONMENTAL PRODUCT DECLARATION

The **Environmental Product Declaration (EPD)** is a public document showing the environmental performance of each product along the life cycle. It is an international tool of analysis and communication verified by an external board and compliant with ISO 14025 standard.

ENERGY SAVING PROJECTS AND RENEWABLE ENERGY

The environmental performance of Barilla plants is achieved by using co-generation plants, energy saving projects and the selection of energy suppliers based on **supply from renewable sources**. The production plants of Celle in Germany and Filipstad in Sweden use electric power purchased from providers who can certify the origin from hydroelectric sources. The brands Mulino Bianco, Grancereale and Pandistelle, furthermore, use **GO certification** (Guarantee of Origin) to confirm the origin from renewable sources of the electricity used for production.

PARMA'S RAILWAY LINE

November 2015 saw the inauguration of the new silos for durum wheat storage, served by a **new railway** link for transport in the Parma area. This will reduce by about **1,100 tons the emissions of greenhouse gases** per year and **about 3,300 lorries** will no longer be used on European roads.

MANAGEMENT MODELS AND ISO CERTIFICATIONS

The 86% of Barilla's plants has an Integrated Safety and Environment Management System (SGSA), certified by a third-party body in accordance with international management standards for safety and the environment, **OHSAS 18001** and ISO 14001. In 2015 has been added the certification Environmental Management System **ISO 14001 for the plant in Ames**, USA. In 2015 continued also the implementation and certification of the Energy Management System, **ISO 50001**. Today the certified plants are Castiglione delle Stiviere, Ascoli Piceno, Celle and the mills of Altamura and Castelplanio.

WASTE AND WATER

The plants are encouraged to reduce the quantity of waste produced and to favour **methods of recovery**. In 2015 has been recorded an average of about 16.8 kg of waste per ton of finished product, of which 94% is destined for recovery operations. Systems of water re-use and specific projects to reduce consumption have been put in place to manage water resources.

HOME-WORK MOBILITY

In order to reduce the greenhouse gas emissions tied to the workers' commute from home to the work locations, agreements have been signed to promote the purchase of bicycles and participate in the maintenance of cycling lanes. Additionally Barilla provides incentives for the use of public transport, giving the staff concessions for the purchase of journey passes and guaranteeing shuttle connections between the plant and the cities, even at hours not covered by public transport service. In May 2015 a **"Mobility Management Agreement"** has been signed between Barilla and the City council of Parma, to define and decree mutual commitments in reference to sustainable mobility.

MONITORING AND ASSESSMENT

Since the plants are equipped with **Management Systems certified in accordance with international standards**, audits are regularly scheduled to pursue the "constant improvement" of the service.

CO₂ EMISSIONS REDUCTION

per ton of finished product compared to 2010



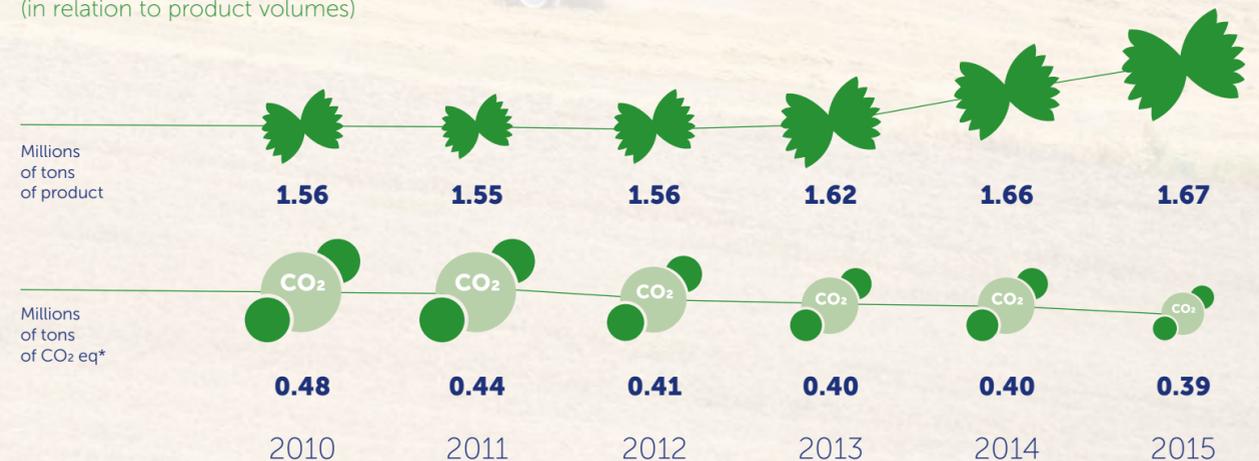
WATER CONSUMPTION REDUCTION

per ton of finished product compared to 2010



CO₂ eq EMITTED BY PLANTS

(in relation to product volumes)



*Reporting Boundary: Barilla G. e R. Fratelli, included San Luis Potosi, Solne and Mills.

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Greenhouse gas direct emissions (Scope 1)	141,000 tons CO ₂ eq	Barilla G.e R. Fratelli	175,000 tons CO ₂ eq	Barilla G.e R. Fratelli
Greenhouse gas indirect emissions (Scope 2)	263,000 tons CO ₂ eq	Barilla G.e R. Fratelli	217,000 tons CO ₂ eq	Barilla G.e R. Fratelli
Reduction of CO ₂ equivalent emissions in absolute value compared to 2010	-15%	Barilla G.e R. Fratelli	-18%	Barilla G. e R. Fratelli
Reduction of CO ₂ equivalent emissions compared to 2010 for finished product	-20%	Barilla G.e R. Fratelli	-23%	Barilla G.e R. Fratelli
Greenhouse gas emissions in strategic supply chains	Not Reported		<ul style="list-style-type: none"> › Semolina: 750,000 tons CO₂ eq; › Flour: 235,000 tons CO₂ eq; › Eggs: 100,000 tons CO₂ eq; › Vegetable Fats: 45,000 tons CO₂ eq; › Rye: 25,000 tons CO₂ eq; › Tomato: 15,000 tons CO₂ eq. 	Barilla G. e R. Fratelli
Projects of reduction of road transport lower environmental impact	<ul style="list-style-type: none"> › New centralized warehouse in Germany, with intermodal transport; › Railway line at the Pedrignano plant for durum wheat transport. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Railway activation for the transport of durum wheat to the new storage silos in Pedrignano. Estimate of GHG emissions reduction:- 1,100 tons CO₂ eq. Reduction of 3,300 lorries on European roads; › Modal moving from road transport to train for district of central and northern Europe of Celle, Filipstad, Hamar. More than 50,000 kilometers of train, reduction. 	Barilla G. e R. Fratelli
Total energy consumption (electricity + thermal energy)	5.3 mln GJ	Barilla G. e R. Fratelli	5.3 mln GJ	Barilla G. e R. Fratelli
Energy consumption per unit of finished product	3.17 GJ/t	Barilla G. e R. Fratelli	3.17 GJ/t	Barilla G. e R. Fratelli
Coverage of energy supply sources with the certification of origin system	44%	Barilla G. e R. Fratelli	48%	Barilla G. e R. Fratelli
Rating Carbon Disclosure Project	<ul style="list-style-type: none"> › Score 80 points on 100 (supply chain average = 53); › CDP 2014 climate performance: C (scale A-E, supply chain average = C). 	Barilla America	<ul style="list-style-type: none"> › Score 93 points on 100 (supply chain average = 60); › CDP 2015 climate performance: D (scale A-E, supply chain average = D). 	Barilla America
Supply chains where the environmental impact was measured	339	Barilla G. e R. Fratelli	362	Barilla G. e R. Fratelli
Production monitored by LCA studies (Life Cycle Analysis)	71%	Barilla G. e R. Fratelli	71%	Barilla G. e R. Fratelli
Number of Environmental Product Declarations (EPD) certified	49	Barilla G. e R. Fratelli	60	Barilla G. e R. Fratelli
Volumes covered by Environmental Product Declaration (EPD)	67%	Barilla G. e R. Fratelli	69%	Barilla G. e R. Fratelli
Barilla products present in the lower part of the environmental pyramid	93%	Barilla G. e R. Fratelli	94%	Barilla G. e R. Fratelli
Total weight of waste per types and disposal methods	Not Reported		<ul style="list-style-type: none"> › Hazardous waste: 0.5 kt, of which: 0.3 kt recovered; 0.2 kt disposed of in landfill. › Non-hazardous waste: 27.5 kt, of which: 25.9 kt recovered; 1.6 kt disposed of in landfills. 	Barilla G. e R. Fratelli

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Total weight of waste per ton of product	17.1 kg/tons	Barilla G. e R. Fratelli (except Harrys Russia, Yemina, Vesta, Mills)	16.8 kg/tons	Barilla G. e R. Fratelli
Waste produced to be recovered	95%	Barilla G. e R. Fratelli (except Harrys Russia, Yemina, Vesta, Mills)	94%	Barilla G. e R. Fratelli
Total water consumption in absolute value	2.35 mln m ³	Barilla G. e R. Fratelli	2.39 mln m ³	Barilla G. e R. Fratelli
Reduction of total water consumption in absolute value compared to 2010	-15%	Barilla G. e R. Fratelli	- 13%	Barilla G. e R. Fratelli
Water consumption per ton of finished product	1.42 m ³ /tons	Barilla G. e R. Fratelli	1.43 m ³ /tons	Barilla G. e R. Fratelli
Reduction in water consumption per finished product compared to 2010	-20%	Barilla G. e R. Fratelli	-19%	Barilla G. e R. Fratelli
Water supply sources	<ul style="list-style-type: none"> › 61% from wells; › 39% from pipelines. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › 59% from wells; › 41% from pipelines. 	Barilla G. e R. Fratelli
Total water discharge broken down by quality and destination	<ul style="list-style-type: none"> › 211,000 m³ surface water; › 671,000 m³ sewer. 	Barilla G. e R. Fratelli (except Harrys Russia, Yemina, Vesta, Mills)	<ul style="list-style-type: none"> › 212,000 m³ surface water; › 678,000 m³ sewer. 	Barilla G. e R. Fratelli
Discharge treated water from sewage treatment plants in the factories	Not Reported		667,000 m ³	Barilla G. e R. Fratelli
Volumes of production carried out in ISO 14001 certified plants	80%	Barilla G. e R. Fratelli	89%	Barilla G. e R. Fratelli
Plants ISO 50001 certified	4	Barilla G. e R. Fratelli	5	Barilla G. e R. Fratelli
Number of sanctions for non-compliance with environmental laws and standards	0	Barilla G. e R. Fratelli (except Russia, Yemina, Vesta)	0	Barilla G. e R. Fratelli
Other ongoing projects of certification	<ul style="list-style-type: none"> › Certification of the Sustainable Management System of the event "Tour Mulino Bianco" in compliance with ISO 20121 standard; › Preparation and certification of a procedure to define, validate and publish statements on the matter of environment, referencing ISO 14020 and 14021 standards. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Renewal of the procedure for the definition, validation and publication of environmental assertions, with reference to ISO standards 14020 and 14021. 	Barilla G. e R. Fratelli
Investments in the Environment	1.8 mln Euro	Barilla G. e R. Fratelli	1 mln Euro	Barilla G. e R. Fratelli
Environmental costs sustained for the plants management	3.3 mln Euro	Barilla G. e R. Fratelli	4.8 mln Euro	Barilla G. e R. Fratelli
Environmental costs sustained for preventive measures	0.8 mln Euro	Barilla G. e R. Fratelli	0.6 mln Euro	Barilla G. e R. Fratelli
CONAI environmental contributions paid (Consorzio Nazionale Imballaggi)	1.8 mln Euro	Barilla Italia	2.1 mln Euro	Barilla Italia





GOOD FOR THE COMMUNITIES

Open, Transparent and Caring
Collaborations.

FOR BARILLA MEANS:

- › PROMOTE PATHS OF FOOD EDUCATION AND ENCOURAGE YOUNG ENTREPRENEURS IN THE WORLD OF FOOD.
- › ENDORSE ACCESS TO FOOD AND FOOD SECURITY AND HELP PEOPLE IN EMERGENCY SITUATIONS.
- › BE A GREAT COMPANY TO WORK FOR, PROMOTING DIVERSITY AND A BALANCED AND SUSTAINABLE LIFESTYLE.

DIVERSITY AND INCLUSION

“Diversity and inclusion” means that the voice, perspective, individuality, and needs of each and every one of the employees, partners, customers, members of the communities, matter.

As a family-owned business, in Barilla fostering and maintaining diversity and inclusion companywide are considered **a core part of the company identity**.

Quoting the words of the Chief Executive Officer, Claudio Colzani: *“Promoting diversity and inclusion is not just about doing the right thing, but also about supporting our growth strategy.*

*A diverse workforce and inclusive culture boost engagement and allow for a **deeper***

***understanding of society**, leading to stronger decision making”.*

The reason is deeply rooted in the growth model of the Group and in its way of doing business: respecting and promoting diversities is, in fact, a source of competitive advantage, by creating a **more engaged workforce** that makes better decisions, based on a **superior understanding of the company’s consumers, communities and customers** around the world.

ACTIVITIES FOR BARILLA PEOPLE

- › In the company’s strategy document - the “Barilla Lighthouse” - diversity and inclusion (D&I) are presented **fundamental enablers to Barilla’s business goals**.
- › Barilla’s commitment to D&I is also reflected in its **Global Code of Ethics**.
- › In 2013, the Group named its first **Chief Diversity Officer** who reports directly to the CEO.
- › In 2013, the **D&I Board**, composed of Barilla employees and external experts, was established to drive the culture change and further strengthen the company’s approach to D&I.
- › Several of the Group leaders, including the CEO, have **D&I related goals in their performance reviews**. Globally, **short and long term targets** are set on leadership commitment, gender balance, flexible work and inclusiveness.
- › Barilla promoted a D&I training of its entire global workforce, starting with senior leaders and office employees, reaching all its office employees in 2014, the majority of its sales employees in 2015. All remaining employees, including plant workers, will receive training by the end of 2016.



BARILLA'S COMMITMENT IN THE LOCAL COMMUNITIES

- ▶ Barilla believes that only the promotion of open, transparent and caring dialogues within the communities can develop better solutions for learning how to be more inclusive. For this reason Barilla partners with or supports a number of organizations - such as **Catalyst, ValoreD, Parks, U.S. Special Olympics, Human Rights Campaign, GLAAD, 30% CLUB** and the **Tyler Clementi Foundation** – and the company is continuously working to identify and establish relationships with additional diverse organizations that represent the full scope of its communities.
- ▶ In 2015 **food donations and social inclusion programs** have been carried on in all the key countries of the Group: in US, for example, through the collaboration with Feeding America, Girl Scouts, Caterina's Club, Common Threads, and Serious Fun.
- ▶ In Italy the collaboration with the **Italian Food Bank Foundation** has been strengthened by developing a faster way to donate products with a short shelf life, such as bakery products.
- ▶ Barilla has sponsored the Italian event "**Games without Barriers**", organized by the association Art4sport Active, to promote physical and psychological therapy for children and teenagers with physical disabilities. The event brought together 200 athletes for a fun competition in the spirit of the Paralympic Games.
- ▶ In 2015 Barilla promoted the contest **Good4 – Start Up The Future**, in collaboration with SDA Bocconi School of Management and the incubator Speed MI Up. It was dedicated to start-ups that can contribute to improving the quality of people's life and the wellbeing of the Planet through food. The contest involved 256 under-30's coming from 14 countries worldwide. 84 innovative projects were presented, of which 6 were awarded by an international jury for their ability to promote food as a tool for fostering economic, social and environmental wellbeing.
- ▶ The collaboration with the Italian Civic Protection has been carried on to guarantee the support of people in need for emergencies both through product donations and volunteering activities: the **Barilla Angels**, employees of the Group, have given their support in several occasions, like the flood that hit the Municipality of Piacenza.
- ▶ Also in 2015 the Group supported the alliance "**Parma Facciamo Squadra**", organized by the local volunteer service center "**Forum Solidarietà**" in collaboration with Barilla, the Cariparma Foundation and the pharmaceutical company Chiesi. In 2015 Barilla contributed with the donation of 50,000 Euros and the development of the new edition aimed to include people in need through micro-credit actions.

EXTERNAL RECOGNITION

The **Human Rights Campaign (HRC)**, which announces each year its "**Corporate Equality Index**" (a national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual and transgender employees), rated Barilla with a perfect 100 percent score in both 2015 and 2016 editions.

Furthermore the famous American journal, **Huffington Post**, in partnership with Monster, featured Barilla as the "Most Improved Player" in a list of companies that have "taken the mission of inclusion to heart, working to increase diversity within their ranks and pushing for progress in the public eye."

Barilla was also invited to share its story of "driving inclusion from the inside out" with large corporations, and was featured in webinars held by reputable organizations such as **Catalyst** and **Korn Ferry**.

In 2015 Barilla signed the **United Nations Women Empowerment Principles**.



September 2015 - The boys of the "Magik Basket" team sponsored by Barilla

2015
NEWS

#NEWOPENINGS

New communities for Barilla People.

Barilla has been present in Italy since 1877 and, in the course of almost 140 years, expanded its presence in various countries. Today it has 29 production sites and 26 offices, and employing more than 8,000 people. In addition to generating an **economic impact** in the local communities, this has a significant **impact on employment**.

The economic impact includes both remuneration to Barilla People, and also the purchase of goods, services and investments in intangible assets, as well as taxes and con-

tributions paid to each country. From the point of view of the impact on employment in addition to Barilla's employees, all the people who work for the suppliers with which the company has direct or indirect business relations are included.

Furthermore the **presence of Barilla in the local communities** is characterized by strong roots in the territory and constant support, through projects centred on food as agent for development and inclusion of diversity.

2015 OPENING OF NEW OFFICES AND PRODUCTION LINES

- › **TORONTO:** a new Barilla office was inaugurated in Canada.
- › **DUBAI:** Barilla presence in new markets, from Egypt to the Arab Emirates, is becoming more and more important. At the beginning of March 2015 a new office was inaugurated in Dubai.
- › **CHÂTEAUROUX:** with an investment of 30 million Euro, the biggest plant of industrially produced bakery products was opened in France joining together two of the Group's historical production plants.
- › **BOULOGNE-BILLANCOURT:** on 14 October 2015 in Boulogne-Billancourt, not far from Paris, Barilla's new offices in France were inaugurated.
- › **CELLE:** Celle's plant is located in north Germany near Hannover. In July the new Wasa "Shop & Museum" was inaugurated at the entrance of the plant, a space to celebrate history, culture and Wasa products.
- › **PARMA:** in Parma (Italy), the first Customer Collaboration Center was inaugurated. It is a multifunctional space, located at the headquarters of Academia Barilla,

created to welcome guests, listen to their priorities and exchange points of view and market research about consumers and products.

- › **AMES:** with an investment of 26.5 million Dollars, new production lines for gluten free pasta were built and the warehouses for raw materials, packaging and pallets equipment were expanded at Ames - the first Barilla production plant in the United States.
- › **NORTHBROOK:** during 2015, Barilla America relocated about 150 workers from the Bannockburn office to the new office on 885 Sunset Ridge Rd. in Northbrook. Barilla selected a new office of 7,000 square metres, to enhance the experience of workers and customers as well, and to increase research, development and innovation capacities.
- › **SOLNE:** two new production lines for the production of Barilla pasta were inaugurated in Russia, inside a bakery plant.

July 2015 - Opening of the Barilla's office in Toronto



BARILLA PEOPLE

Management Approach and Performance Indicators.

MATERIALITY

Barilla's strategy is to be a great company to work for, with an inclusive culture to promote the company's growth. Key elements are: **value People**, create the right organization for the business, be proactive about competence needs and nourish a culture of performance based on company's values.

Health and physical safety are the first protections guaranteed to the workers, but building a **diversified workforce and an inclusive culture** are equally important. This leads to a deeper knowledge of society, buyers, consumers and customers.

MANAGEMENT METHODS

HEALTH AND SAFETY

Matters of health and safety in all Barilla plants are guaranteed through the adoption and certification of management systems in compliance with international technical standard **OHSAS 18001** (Occupational Health and Safety Assessment Series). In 2015 more than 57,000 hours were spent on training on matters of health, occupational safety and fire prevention. The global audit program regarding safety, environment and fire prevention remains also in force: in 2015 more than **80 specific activities of third-party verification** inside all the pasta production plants, the bakery plants and the Group's mills were carried out.

PERFORMANCE MANAGEMENT AND TRAINING

Barilla manages the performance of each employee, except the plants' staff, with an **accurate measurement system**, intended to reward the achievement of the company's goals, and also the development of individual plans for each person.

Our development model is based mainly on **"learning from experience"**, i.e. from horizontal and vertical career paths, supported by mentoring and coaching programs.

"Academies" have been setup for the growth of our office employees, for the main group types of professions, which organise training meetings, exchanges and virtual spaces for dialogue among the workers and external experts. There are also ad hoc training paths on leadership competence and training tied to large organizational change projects and to build the company's identity.

DIVERSITY AND EQUAL OPPORTUNITY

Many of the indicators chosen to assess the performance of the production plants contribute to define the strategy "Good for You, Good for the Planet", such as reduction of water and energy consumption, waste containment, decrease in occupational injuries, valuing diversity. About this last point, in 2015 Barilla and the most important French Trade Unions signed the "agreement on disability" meant to promote employment and integration for people with disabilities.

MONITORING AND ASSESSMENT

In 2015 Barilla in Italy signed up for the network **"Parks – Free and Equal"**, a non-profit organization that gathers employers whose objective is to understand and realize business potentials tied to the good practices of promoting diversity.

In particular, Barilla participated for the first time in a process of assessment of the level of integration of LGBT employees within the organization.

On the matter of health and safety, the OHSAS 18001 technical standard requires the implementation of specific activities of verification and monitoring with the goal to achieve constant improvements. Indicators for occupational injuries are substantially unchanged, whereas **eight production units reached important goals**: the mill of Castelplanio (Italy) celebrated more than 10 years without occupational injuries, same for the pasta plants in Ames (USA) and Thiva (Greece) the mill at Volos (Greece) more than 4 years; the Galliate (Italy) mill 2 years; the pasta factory of Solne (Russia) and the mills of Ferrara (Italy) and Altamura (Italy) ended 2015 without recording accidents.

DIVERSITY AND INCLUSION: RESULTS AND GOALS

Barilla has learned a lot in the past few years and is more determined than ever to create a diverse and inclusive company that supports its employees equally, that provides equal opportunity, that respects its customers and consumers, that embraces the differences among us as human beings and recognizes the richness those differences bring to our lives and to the company.

LEADERSHIP COMMITMENT

Share of managers actively committed to diversity promotion measured by the annual D&I internal survey.

66% 2014
69% 2015
85% 2020

GENDER BALANCE

Female representation in leadership and talent pipeline.

Women in leadership positions
28% 2014
35% 2015
40% 2020

Women in Global Talent Pool
32% 2014
41% 2015
40% 2020

FLEXIBLE WORKPLACE

% of employees reporting having the flexibility they need to manage work and personal life.

78% 2014
77% 2015
95% 2020

INCLUSIVENESS

Fulfilment of activities focused on gender, race/ethnicity, LGBT and disabilities.

N/D 2014
2 2015
4 2020
or more per country or more per country

EMPLOYMENT

Total number of employees, broken down by geographical areas, gender and contract.

2015 DATA - BOUNDARY: BARILLA G. E R. FRATELLI, EXCEPT RUSSIA, MEXICO AND POLAND

COUNTRY	PERMANENT CONTRACT			FIXED TERM CONTRACT			
	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
ITALY	3,987	2,901	953	3,854	70	63	133
FRANCE	1,539	946	449	1,395	87	57	144
SWEDEN	513	254	200	454	35	24	59
USA*	473	329	144	473	0	0	0
GERMANY	352	242	82	324	18	10	28
TURKEY	283	206	77	283	0	0	0
GREECE	196	164	22	186	3	7	10
BRAZIL	45	30	15	45	0	0	0
NORWAY	41	22	19	41	0	0	0
CHINA	16	9	7	16	0	0	0
REST OF THE WORLD	112	59	47	106	3	3	6
TOTAL	7,557	5,162	2,015	7,177	216	164	380

BARILLA G. E R. FRATELLI TOTAL: 8,182 including 336 employees in Russia (170 men, 166 women), 269 in Mexico (81 men, 188 women) and 17 in Poland (8 men and 9 women).

BARILLA HOLDING TOTAL: 8,295 including 113 employees of Academia Barilla Restaurants.

* According to the current national legislation, the distinction between fixed term and permanent contract is not applicable: the employment relationship can be interrupted by each party without any liability at any time.

Number of new hires broken down by geographical area, age and gender.

2015 DATA - BOUNDARY: BARILLA G. E R. FRATELLI, EXCEPT RUSSIA, MEXICO AND POLAND

COUNTRY	TOTAL RECRUITMENTS	TOTAL TERMINATIONS	< 30 YEARS		30-50 YEARS		30-50 YEARS							
			RECRUITMENTS		TERMINATIONS		RECRUITMENTS		TERMINATIONS					
			M	W	M	W	M	W	M	W				
ITALY	50	122	16	10	4	2	13	10	17	16	1	0	72	11
FRANCE	38	74	11	11	6	9	13	3	14	20	0	0	17	8
SWEDEN	10	32	1	2	2	1	5	2	6	6	0	0	12	5
USA	83	65	16	7	12	2	41	7	27	8	8	4	11	5
GERMANY	34	22	13	6	5	1	8	7	5	6	0	0	4	1
TURKEY	27	19	8	10	2	0	2	7	10	5	0	0	2	0
GREECE	2	12	1	0	1	1	1	0	4	2	0	0	3	1
BRAZIL	4	12	0	1	0	0	1	2	3	6	0	0	1	2
NORWAY	4	0	1	1	0	0	2	0	0	0	0	0	0	0
CHINA	6	10	1	1	2	1	4	0	4	3	0	0	0	0
REST OF THE WORLD	24	20	3	5	2	0	5	9	11	6	1	1	1	0
TOTAL	282	388	71	54	36	17	95	47	101	78	10	5	123	33

INDICATOR	2014 DATA	2014 BOUNDARY	
Total number of employees, broken down by geographical area	8,136 people, of which: > 4,037 in Italy; > 1,422 in France; > 520 in Sweden;	> 494 in the United States; > 330 in Germany; > 279 in Turkey; > 201 in Greece; > 48 in Brazil; > 50 in Norway; > 20 in China; > Rest of the World 735.	Barilla Holding
Total number of employees on fixed term contracts broken down by job type and gender	> Managers: 28 (m 12, w 16); > White collar workers: 172 (m 88, w 84);	> Sales force: 14 (m 8, w 6); > Blue collar workers: 167 (m 108, w 59).	Barilla G. e R. Fratelli (except Mexico, Poland, Russia)
Total number of employees, broken down by contract	> Permanent contracts: 7,238; > Fixed term contracts: 381.		Barilla G. e R. Fratelli (except Mexico, Poland, Russia)
Women broken down by occupational level	Total 28.6%, of which: > Executives 1.1%; > Managers 14.9%;	> White collar 31.2%; > Sales force 2.6%; > Blue collar 50.2%.	Barilla G. e R. Fratelli (except Mexico, Poland, Russia)
Number of new hires broken down by age, gender and geographical origin	✳		Barilla G. e R. Fratelli (except Mexico, Poland, Russia)
Turnover rate by age and gender	✳ ¹		Barilla G. e R. Fratelli (except Mexico, Poland, Russia)

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Total number of employees broken down by job type and gender	Fixed Term Contracts Employees: > Managers: > Men 12; > Women 16; > White collar workers > Men 88; > Women 84; > Sales force > Men 8; > Women 6; > Blue collar workers > Men 108; > Women 59.	Barilla G. e R. Fratelli (except Mexico, Poland, Russia).	All employees (fixed term and permanent contracts): 8,182, of which 5,639 men and 2,543 women Executives > Men 138; > Women 33; Managers > Men 460; > Women 241; White collar workers > Men 955; > Women 734; Blue collar workers > Men 3706; > Women 1385; Sales force > Men 380; > Women 150.	Barilla G. e R. Fratelli
Total number of employees, broken down by job type	> Full time 7,417; > Part time 302.	Barilla G. e R. Fratelli (except Mexico, Poland, Russia)	> Full time 7,273, of which 1,968 women; > Part time 284, of which 211 women.	Barilla G. e R. Fratelli (except Mexico, Poland, Russia)
Indirect employment and local suppliers in relation to the most significant operation sites	Italian sales force has 212 employees. The Italian company FIRST includes 19 employees and 16 agents, who employ 283 sales sub-agents deployed across the country. Barilla works also with agencies providing hostesses and merchandisers which in turn employ 2,382 people in points of sale.	Barilla G. e R. Fratelli	Italian sales force has 211 employees. The Italian company FIRST includes 31 employees and 16 agents, who employ 308 sales sub-agents deployed across the country. Barilla works also with agencies providing hostesses and merchandisers which in turn employ 2,480 people in points of sale.	Barilla G. e R. Fratelli
Employees recruited through national collective contracts	Italy: 100% (except for management positions, who have a specific contract); Northern Europe: 100%; Central Europe: 54.83%.	Barilla G. e R. Fratelli (Italy, Northern Europe, Central Europe only)	100% (except for management positions, who have a specific contract).	Barilla Italy



By age:
 > Over 50 years: 64;
 > Between 30 and 50 years: 230;
 > Up to 30 years: 586.

By gender:
 > Men 509;
 > Women 371.

By geographical origin:
 > Algeria 2;
 > America 56;
 > Australia 3;

> Austria 2;
 > Belgium 1;
 > Brazil 18;
 > Canada 7;
 > China 16;
 > Colombia 1;
 > Croatia 2;
 > Cuba 1;
 > Ecuador 1;
 > Egypt 4;
 > Estonia 1;
 > France 224;
 > Germany 32;

> Holland 3;
 > Ghana 1;
 > Greece 9;
 > India 2;
 > Italy 336;
 > Ivory Coast 1;
 > Lebanon 1;
 > Marocco 4;
 > Norway 2;
 > Pakistan 1;
 > Poland 2;
 > Portugal 1;
 > Romania 21;

> Singapore 4;
 > Slovenia 4;
 > Spain 2;
 > Sweden 75;
 > Switzerland 5;
 > Thailand 1;
 > Tunisia 2;
 > Turkey 30;
 > Ukraine 2.



Global data: 5.7% men and 7.8% women;
Detail for Italy: 4.4% men and 7.5% women.

Age:
 > from 21 to 30: 10.7%;
 > from 31 to 40: 3.3%;
 > from 41 to 50: 1.4%;
 > from 51 to 60: 7.8%;
 > over 60: 42.7%.



DIVERSITY AND EQUAL OPPORTUNITY

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Share of managers actively committed to diversity promotion measured by the annual DBI internal survey	66%	Barilla G. e R. Fratelli	69%	Barilla G. e R. Fratelli
Initiatives to promote inclusion (gender, disabilities, LGBT, ethnicity)	Focus Groups, online surveys and questionnaires to employees <ul style="list-style-type: none"> › Specific training activities; › Creation of "Women Day"; › Smart Working to facilitate workers with disabilities. 	Barilla G. e R. Fratelli	At least 2 or more for each country.	Barilla G. e R. Fratelli
Female representation in leadership positions	28%	Barilla G. e R. Fratelli	35%	Barilla G. e R. Fratelli
Women included in the global talent pool	32%	Barilla G. e R. Fratelli	41%	Barilla G. e R. Fratelli
% of employees reporting having the flexibility they need to manage work and personal life	78%	Barilla G. e R. Fratelli	77%	Barilla G. e R. Fratelli
Frequency of existing innovative contracts: job sharing, teleworking, part-time, etc.	4.8%	Barilla G. e R. Fratelli	3.8%	Barilla G. e R. Fratelli

LEADERSHIP AND TALENT MANAGEMENT

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Positions with mapped Job Descriptions	1,900	Barilla G. e R. Fratelli, (except Yemina and Vesta)	1,900	Barilla G. e R. Fratelli, (except Yemina and Vesta)
Employees covered by an annual performance management system	1,700 people	Barilla G. e R. Fratelli	1,706 people	Barilla G. e R. Fratelli
Vacant white collar positions covered by promoting internal staff without resorting to outside hires	37%	Barilla G. e R. Fratelli	19%	Barilla G. e R. Fratelli (second half of 2015, after "job posting" activation)
Incentive mechanisms containing sustainability targets	15% of employees of plants, for a total of 900 people involved. Furthermore, the roles of the 80% first-line managers of plants presents mechanisms of this type.	Barilla G. e R. Fratelli	58% of employees of plants presents incentives mechanisms with goals linked to sustainability, for example for health, safety and quality aspects.	Barilla G. e R. Fratelli
Collaborations with universities	45 projects	Barilla G. e R. Fratelli	35 projects, of which: <ul style="list-style-type: none"> › 22 in Europe; › 9 in Asia; › 3 in Americas; › 1 in Australia. 	Barilla G. e R. Fratelli

HEALTH AND SAFETY

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Frequency rate of accidents	13 (number of accidents/total hours worked) x 1,000,000.	Barilla G. e R. Fratelli	13 (number of accidents/total hours worked) x 1,000,000.	Barilla G. e R. Fratelli
Frequency rate of accidents: reduction compared to 2010	-44%	Barilla G. e R. Fratelli	-41%	Barilla G. e R. Fratelli
Accident severity index	0.41 (number of work days lost for accidents/total hours worked) x 1,000.	Barilla G. e R. Fratelli	0.42 (number of work days lost for accidents/total hours worked) x 1,000.	Barilla G. e R. Fratelli
Accident severity index: reduction compared to 2010	-26%	Barilla G. e R. Fratelli	-24%	Barilla G. e R. Fratelli
Number of accidents	143	Barilla G. e R. Fratelli	149	Barilla G. e R. Fratelli
Reduction of the number of accidents compared to the previous year	-17%	Barilla G. e R. Fratelli	+4%	Barilla G. e R. Fratelli
Fatalities	0	Barilla G. e R. Fratelli	0	Barilla G. e R. Fratelli
Plants and mills with zero accidents for at least one year	7	Barilla G. e R. Fratelli	8	Barilla G. e R. Fratelli
Plants with OHSAS 18001 certified management system	83%	Barilla G. e R. Fratelli	86% of plants, where is employed the 88% of Barilla People.	Barilla G. e R. Fratelli
Number of audits related to HSEE matters	103 of which 80 related to fire prevention and safety.	Barilla G. e R. Fratelli	66 of which 26 related to fire prevention and safety.	Barilla G. e R. Fratelli
Hours of HSEE training	45,000	Barilla G. e R. Fratelli	57,000	Barilla G. e R. Fratelli
Investments made for occupational health and safety	10.8 mln Euro	Barilla G. e R. Fratelli	10 mln Euro	Barilla G. e R. Fratelli
Sanctions received due to matters related to occupational health and safety	0	Barilla G. e R. Fratelli	0	Barilla G. e R. Fratelli

TRADE UNIONS RELATIONS

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Central monitoring of choices adopted locally in terms of trade union relations	3 levels of dialogue were represented: 1. CAE (European Corporate Committee); 2. CSN (National Trade Union body) with the support of national and local trade union secretariats (43 representatives of Italian RSU); 3. on site RSU (present in 10 plants, 4 mills, offices and VVPP sellers). The coordination of the RSU meets 2 times a year, and plans meetings on themes connected to the country's economic and social context, performance trends and analysis of the indicators and strategies of the plants. The local RSU are also in charge of taking on subjects related to their individual sites, such as training courses, the environment and safety, occupational impacts and items pertaining to local matters.	Barilla G. e R. Fratelli	3 levels of dialogue were represented: 1. CAE (European Corporate Committee); 2. CSN (National Trade Union body) with the support of national and local trade union secretariats (43 representatives of Italian RSU); 3. on site RSU (present in 10 plants, 4 mills, offices and VVPP sellers). The coordination of the RSU meets 2 times a year, and plans meetings on themes connected to the country's economic and social context, performance trends and analysis of the indicators and strategies of the plants. The local RSU are also in charge of taking on subjects related to their individual sites, such as training courses, the environment and safety, occupational impacts and items pertaining to local matters.	Barilla G. e R. Fratelli
Work hours lost due to disputes, strikes and/or lock-outs, broken down by country	<ul style="list-style-type: none"> › Region AAA: 0 hours; › Region America: 0 hours; › Region Italy: 2.2 hours per year per capita; › Region Europe: 0 hours. 	Barilla G. e R. Fratelli	0 hours	Barilla G. e R. Fratelli



TRAINING

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Employees engaged in training activities, including the plants, out of total staff	96.7%	Barilla G. e R. Fratelli (Italy only)	83.2%	Barilla G. e R. Fratelli (Italy only)
Employees using e-learning training tools	38.4%	Barilla G. e R. Fratelli (Italy only)	2.6%	Barilla G. e R. Fratelli (Italy only)
Barilla People involved in the activities of the "Academies" out of the total	Not Reported		2.6%	Barilla G. e R. Fratelli
Employees reached with training campaigns on diversity and inclusion	92%	Barilla G. e R. Fratelli	18.6%	Barilla G. e R. Fratelli
Educational programs on correct lifestyles and food habits for Barilla People	"si.mediterraneo" project	Barilla G. e R. Fratelli	"si.mediterraneo" project	Barilla G. e R. Fratelli
Employees participating in educational programs on healthy lifestyles and dietary habits	Approximately 7,300	Barilla G. e R. Fratelli	Approximately 7,300	Barilla G. e R. Fratelli
Seminars and in-house information activities on nutrition for the staff	27, among which: <ul style="list-style-type: none"> › America: Wasa Snack, health and yoga; Chicago Botanical Gardens Earth Day, seminar on health; sessions on healthy eating education conducted by Dave Grotto; Welcome to Barilla, nutrition and si.mediterraneo; Education on communication about the Double Pyramid; › Italy: Welcome to Barilla, nutrition and si.mediterraneo; seminar on satiety; seminar on diet and health; the role of the tomato in nutrition; › Asia, Africa, Australia: si.mediterraneo in Sidney, Tokyo, Shanghai, Singapore, Moscow; › Europe: raising awareness on the value of pasta; si.mediterraneo in Talmont, Valenciennes, Gauchy, Paris, Gran Prè, Plan de L'Ain. 	Barilla G. e R. Fratelli	13, including: <ul style="list-style-type: none"> › Carbohydrates and Diet: let's debunk false myths with Dr. A. Poli (Parma, Chicago); › Palm oil: updates by science and the market with Dr. A. Poli and L. Mirone (Parma); › Speech by prof. D. Jenkins on the glycemic response of pasta and Health (Parma); › Durum Wheat Story Telling Days; › Welcome to Barilla; › Seminars on nutrition and "si.mediterraneo"; › 6 meetings "lunch and wellbeing"; › KODYYOGA and planting aromas in containers, in collaboration with the Chicago Botanic Garden (Barilla America). 	Barilla G. e R. Fratelli

INTERNAL COMMUNICATION

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Participants to regularly scheduled meetings with the Group's leadership at the local level	1,800 people	Barilla G. e R. Fratelli (Italy only)	› Parma: 1,800 people; › Rest of the World: 15 field visits of the company leaders in the markets.	Barilla G. e R. Fratelli
Participants to regularly scheduled meetings with the Group's leadership in streaming at the global level	1,236 people	Barilla G. e R. Fratelli	1,942 people	Barilla G. e R. Fratelli
Periodical meetings with the CEO that include all the responsible for global functions	10 sessions	Barilla G. e R. Fratelli	10 sessions, involving 100 people	Barilla G. e R. Fratelli
Number of active users of internal social network	750 users	Barilla G. e R. Fratelli	1,300 users	Barilla G. e R. Fratelli
Employees reached by the company's House Organ	3,920 users	Barilla G. e R. Fratelli	4,057 users	Barilla G. e R. Fratelli
Visits to company's intranet	› Number of sessions: 170,000; › Number of pages viewed: 525,000.	Barilla G. e R. Fratelli	› Number of sessions: 330,000; › Number of pages viewed: 582,630.	Barilla G. e R. Fratelli



EDUCATION AND SOCIAL INCLUSION

Management Approach and Performance Indicators.

MATERIALITY

Food holds a profound social value as it represents a **source of development for the communities**: food security and knowing how to have a balanced nutrition are fundamental resources for people's wellbeing.

For this reason Barilla believes it is important to take action when destitution or emergencies threaten the ability to have access to food daily. Therefore it is committed to educating young people, to make them aware of the value of food from the point of view of nutrition, the environment and society.

MANAGEMENT METHODS

All the activities and the projects promoted by Barilla to benefit the local communities begin their development **from listening to the local needs** through dialogue and cooperation with civil society organisations and the social analysis of each community.

THE GROUP'S COMMITMENT IS:

PROMOTE ACCESS TO FOOD FOR PEOPLE WHO ARE TEMPORARILY UNABLE TO OBTAIN IT

In 2015 the Group contributed to finance the **United Nations High Commission for Refugees** (UNHCR) initiative of about 3.5 million Dollars in aid to the population hit by two catastrophic earthquakes in Nepal.

During the year the cooperation with the **Italian Civil Protection** continued and Barilla volunteers were present during local emergencies.

EDUCATE YOUNG PEOPLE TO HEALTHY EATING HABITS AND ACTIVE LIFESTYLES

Work together with local public institutions of **Allentown**, one of the cities in the United States with the highest rate of heart disease, to promote sport and the Mediterranean Diet.

On the occasion of **'Boomerang'**, the visual arts festival for young people held in the summertime in **Orlenok, Russia**, Barilla sponsored a contest for young video makers inspired by the values of "Good for You, Good for the Planet". 27 young artists between 11 and 15 years of age responded and the works selected by the jury, headed by the Russian director Vladimir Grammatikov, were shown to an audience of 800 young people who participated to a discussion.

In the United States the cooperation with the **Girls Scouts** and **Common Threads** continued to educate the youngsters on active life styles and good eating habits.

PRODUCT DONATIONS

In the main countries where its plants are present, Barilla uses the excess food production to help those in need and to avoid food waste. In Italy the relationship with the **Food Bank Foundation** has been strengthened, also through the recovery of excess food from the canteens of Parma and Novara with the project called **Siticibo**. In 2015 Barilla donated to the Food Bank **1,800 tons of products**, equal to **1.5 millions of people helped**.

In Australia, Barilla works with the **Food Bank Australia**, a non-profit organization that donates up to 32 million of pasta a year.

In the United States, in addition to the continuing support to **Feeding America**, Barilla sponsors the activity of Chef Bruno Serato, who donates every day a pasta dish to hundreds of children in need through the **Caterina's Club Foundation**.

MONITORING AND ASSESSMENT

Barilla monitors and publishes the results of social projects according to various parameters: the human dimension of the communities involved in the projects, the improvement in living conditions and the number of people involved. In 2015 it launched a **web app on the theme of "Good for the Communities"** with the main results achieved during the year.

FOCUS: THE GIOCAMPUS PROJECT

Giocampus is a project meant for **children and teenagers from 5 to 14 years of age**, who live in the area of Parma. The project combines **education on healthy eating and physical activities** and raises young people awareness on the **environmental impact** of eating habits and promotes socializing while enjoying meals and respect for the **value of food and other cultures**.

Giocampus is the outcome of an educational alliance made of public and private institutions, and every year the project is renewed and it confirms its position as an indispensable reality for the educational process of the new generations in the area of Parma.

Born from the decade old partnership between Barilla and the Municipality of Parma, Parma University, CONI, the Regional School District Office and Parma CUS, in 2015 the project welcomed **new partners**: the Cariparma Foundation, Parma Industrial Association, Parma Calcio 1913, Ilger.com ISP & Cloud Vendor, X3Energy, Perfume Holding, Impresa Pizzarotti & C. S.p.A., Studio Cocconi Center Face and Poliambulatorio Dalla Rosa Prati.

In 2015 between Giocampus Summer, Schools and Snow 13,420 young people have been reached.

REACHED RESULTS PUBLISHED IN THE "GIOCAMPUS METHODOLOGY"



The percent of overweight children dropped from **15.5%** to **11.7%**



The number of children who eat fruit for breakfast grew by **120%**



The number of children who walk to school grew by **120%**

RESULTS FROM PHYSICAL ACTIVITY

SPEED STRENGTH

(lower limbs)

+11%

JOINT MOBILITY

(shoulders)

+44,5%

JOINT MOBILITY

(torso – legs)

+22,8%

BALANCE

+38%

SPEED

+4%

MOTOR COORDINATION - DEXTERITY

+11%

BACKFLIPS

(control and dexterity)

+27%

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Projects created in cooperation with associations, NPOs or local institutions by Barilla plants around the world	<ul style="list-style-type: none"> › Global: the major part of Barilla plants in Italy and around the world donate excess food production to food banks or charities; › Ascoli Piceno: collaboration with Ancona's Children Hospital; › Cremona: collaboration with the Italian Red Cross; › Melfi and Parma: collaboration with the Association of Italian Voluntary Blood Donors; › Novara and Parma: project Siticibo together with Food Bank; › Avon: contributed to build a new playground for the local community. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Global: the major part of Barilla plants in Italy and around the world donate excess food production to food banks or charities; › Ascoli Piceno: 205 employees raised money to support the oncology hospital in Ancona; › Foggia: organization of the event "Eyes of the Heart", to support people with problems of blindness; › Novara and Parma: continues the partnership with the Italian Food Bank and the Siticibo project in local canteens. 	Barilla G. e R. Fratelli
Programs involving plant employees in community projects	60 Barilla People were involved in solidarity programs through financial or product donations, and the initiatives of the company's Recreational Associations.	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › In Italy the Barilla People participate in volunteering activities for the Civil Protection, AVIS and the Red Cross (Ascoli, Cremona, Melfi, Rubbiano). They are also involved the company's Recreational Associations; › In the United States 55 Barilla People attended the FoodLink (Avon), the Corporate Challenge and the Special Olympics for a total of 440 volunteering hours. 	Barilla G. e R. Fratelli
Product Donations	2,027 tons	Barilla G. e R. Fratelli	About 2,800 tons	Barilla G. e R. Fratelli
Community visits to Barilla plants (number of people)	9,920	Barilla G. e R. Fratelli	12,556	Barilla G. e R. Fratelli
Projects created in cooperation with associations, NPOs or local institutions by Barilla offices around the world	<ul style="list-style-type: none"> › Italy: the cooperation with the Food Bank Foundation, was strengthened to manage 100% of excess food of Barilla production sites. Additionally, the first corporate food collection in all of Italy was organized. Working together with the Italian Civil Protection a first response mobile unit was instituted and more than 80 Barilla employees were involved in a path of corporate voluntarism. The commitment to the project "Parma Facciamo Squadra" continued with the cooperation of Forum Solidarietà. With ASPFI an event to inform the community and the employees on the ways to promote social inclusion of people with disabilities or the elderly was organized through the use of new technologies. In Parma was supported the basketball team Magik Basket, that promotes sport activity also to encourage the inclusion of disabled youngsters; › USA: the collaborations with Caterina's Club, Common Threads, Feeding America and the "Walter and Connie Payton Foundation" are active; › Australia: the cooperation with the local Food Bank included also cooking demonstrations and healthy eating educational courses for disadvantaged people. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Italy: Food Bank Foundation- product donations and organization of the second corporate food collection. Italian Civil Protection - Participation of the Barilla Angels in training activities and involvement in the emergency flood near the city of Piacenza. Forum Solidarietà- Collaboration in the project "Parma Facciamo Squadra" with a money donation. Magik Basket - Support this local sports association that promotes sport activities also as a mean to include disabled children. Baranzate Oratory - an educational training about good food habits has been organized for children; › USA: active collaborations with several associations: Tyler Clementi Foundation, the Human GLAAD Rights Campaign and Parks. The collection during the event "Toys Drive" was donated the Walter & Connie Payton Foundation. The coats collected through the initiative "Coats Drive" were donated to McCutcheon Elementary School Chicago (138 coats) and to Direct Effect Charities (20 coats); › Canada: in collaboration with the Covenant House, the initiative "Cooking for Life" has been developed. 	Barilla G. e R. Fratelli
Programs involving white collar employees in community projects	<ul style="list-style-type: none"> › Almost 80 Barilla employees from Parma have teamed together for a project with the Italian Civil Protection: the Barilla Angels; › In the United States the employees have been involved in: Coat and Toys Drive to buy toys and coats for needy children. Ice Bucket Challenge to fight ASL. 	Barilla G. e R. Fratelli	✱	Barilla G. e R. Fratelli

INDICATOR	2014 DATA	2014 BOUNDARY	2015 DATA	2015 BOUNDARY
Donations not inclusive of product donations from Italian offices	721,000 Euro	Barilla G. e R. Fratelli	582,700 Euro	Barilla G. e R. Fratelli
Donations not inclusive of product donations from sites abroad	<ul style="list-style-type: none"> › USA: on the occasion of the charity initiative "Coats and Toys Drive" were donated 7,863 Euro to buy coats and toys for children in need; › Turkey: 1,000 Euro were donated to Unicef; › Bosnia: 3,993 Euro were donated to the local Red Cross. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › USA: 8,200 Euro were donated through employee lotteries of "Coats and Toys Drive", a charity collection to buy coats and games for children in need; › Canada: 900 Euro were donated to support the Silver Level Sponsorship of the Ontario Association of Food Banks Conference. 	Barilla G. e R. Fratelli
Development of infrastructures and services provided mainly for "public benefit" through social investments	127,800 Euro	Barilla G. e R. Fratelli	47,300 Euro	Barilla G. e R. Fratelli
Cooperation with universities and research centers, excluding research projects in the field of nutrition	45 projects	Barilla G. e R. Fratelli	33 projects	Barilla G. e R. Fratelli
Projects or activities to promote young people entrepreneurship and encourage employment	<ul style="list-style-type: none"> › Italy: a project launched at the international level to promote food industry start ups for the wellbeing of people, the Planet and the communities: "Good4 - Start Up the Future". The project has been developed in cooperation with SDA Bocconi School of Management and the incubator Speed MI Up; › Shanghai, Singapore and Dubai: Barilla has recently opened new offices. Following the expansion plan, a new talents recruitment program has started. 20 people have already been hired in China, 4 in the Middle East. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Italy: in February 2015 6 start-ups of young food entrepreneurs were awarded for the project "Good4 - Start Up the Future"; › Canada: the initiative "Cooking for Life" was supported to encourage young people in pursuing a career as a chef in the food industry. 	Barilla G. e R. Fratelli
Educational projects towards children and young people	<ul style="list-style-type: none"> › Italy, Parma: Giocampus (11,520 children involved); › USA: Girls Scouts of Greater Chicago and Northwest Indiana: Barilla America proposed the creation of a healthy eating educational kit to share with the Girls Scouts. Kid's Lab: together with Eatly and "South Beach Wine and Food Festival" an educational program for young people on healthy eating habits was created; › Russia: "Good for You, Good for the Planet" was presented at the children summer camp of Orlenok, the most famous in Russia. 	Barilla G. e R. Fratelli	<ul style="list-style-type: none"> › Italy, Parma: the Giocampus project has been carried on (13,420 children involved); › Greece, Volos: 35 children in need have visited the mill and were involved in a training on pasta and the Mediterranean Diet benefits; › USA: the group of employees VOCE organized the activity "Take Your Kid to Work Day" to promote actions against bullying activities (50 boys involved); › Canada: it has been developed the educational program "Share the Table" for elementary schools. 	Barilla G. e R. Fratelli
Relations with consumer associations	Consumer associations are invited to Barilla's annual meeting with stakeholders and all the events organized by the Group to share projects and management methods for sustainable development.	Barilla G. e R. Fratelli	Consumer associations are invited to Barilla's annual meeting with stakeholders and all the events organized by the Group to share projects and management methods for sustainable development.	Barilla G. e R. Fratelli
	<ul style="list-style-type: none"> › PARMA: about 100 employees - the "Barilla Angels" - were involved in the hydraulics emergency that hit the provinces of Parma and Piacenza, in 3 first aid courses and 2 "kitchen and logistics" trainings; › USA: VOCE, the Barilla group dedicated to LGBT employees, was involved in several events in the Chicago area, including the North Halsted Market Days. The Barilla People of the Chicago's office were involved in the annual collection "Toy and Coat Drive" for kids; › CANADA: employees have participated in the first Annual Coat Drive; › GREECE: near Xalkida, 20 employees, with families, were involved in cleaning the local beach. At the annual year-end party of Thebes schools, 8 employees cooked for children in need. In Athens 6 employees attended the charity race "The TOC Merrython" to help poor people of the city and 19 people have participated in the charity race "All Together we can race" to raise funds in favor of families in need; › TURKEY: the Barilla People participated in the initiative "Plant a Tree": 100 trees have been planted near plant in Bolu. 			

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07

TECHNICAL ANNEXES

METHODOLOGICAL NOTE

The “Good for You, Good for the Planet” Report is an important tool for transparent reporting to the Group’s stakeholders.

The Report provides a complete and balanced description of the strategies, the projects and the results achieved by **Barilla G. e R. Fratelli S.p.A** in the perspective of creating value in the long term. The current Report, published **annually** since 2008, was created in accordance with the **sustainability reporting guidelines issued on the Global Reporting Initiative (GRI), version G4**, application level “**Core Option**”.

Data and information reported refer to the fiscal period 1 January - 31 December 2015, unless otherwise stated. The reporting scope corresponds to the Consolidated Financial Statements as of 31 December 2015; possible boundary limitations have been indicated on the document. Data related to production refers to the Group’s Companies operating in Italy, Greece, USA, Turkey, Sweden, Germany, Russia and France. Data relating to distribution and marketing of the products include,

in addition to those countries indicated above, also Brazil, Japan, Austria, Singapore, China, Spain, Canada, Switzerland, Norway, Denmark, Poland, Australia, Holland, Slovenia and Croatia.

For several indicators of this Report the 2015 reporting boundary has been extended to better represent the company reality. In these cases, where possible, to ensure greater comparability of information, the 2014 data have been recalculated.

There are no significant events or changes in measurement methods that could decisively affect the comparability of the information contained in this Report against the details shown in the previous edition.

All the sustainability objectives and the Barilla Group corresponding performance indicators are available at:

www.goodforyougoodfortheplanet.org

PRINCIPLES FOR THE DEFINITION OF THE REPORT CONTENT

STAKEHOLDERS ENGAGEMENT

Barilla is committed to identify and proactively establish an open and transparent dialogue with those people who, in various capacities, bring their contribution to the company activities or are influenced by them. In this regard, the Report describes the Group’s main stakeholders, their requests and expectations towards Barilla, as well as listening and engagement platforms.

SUSTAINABILITY CONTEXT

Barilla measured and described the sustainability performance, taking into consideration the international context and the global debate on themes related to food and nutrition. It has indeed tried to identify the current and long term Groups’ contribution towards sustainable development both locally and globally. Following this principle the company has planned its overall strategy, and has identified these macro-areas of intervention: Good for You, Good for the Planet, Good for the Communities.

MATERIALITY

The Report indicates the social and environmental aspects relative to Barilla’s business which, based on stakeholders’ engagement and corporate management assessments, are **more relevant for the company and for the local communities**.

COMPLETENESS

Details of the Report and relative quality and quantity indicators, as well as the reporting scope reflect the **economic, environmental and social impacts significant for the Group** and enable the stakeholders to express an opinion on the performance for the period reported.

BALANCE BETWEEN POSITIVE AND NEGATIVE ASPECTS

The document describes the Barilla Group’s **main performance indicators** and shows the areas where the Group’s management is, as of now, already more structured, as well as the **areas of improvement** and future challenges.

COMPARABILITY

The Report presents, where possible, data relative to the last two periods ended on 31 December 2014 and 2015. It also provides information about Barilla Group’s **quantitative and qualitative goals up to 2020** in line with the business strategy defined. Where it was considered relevant to provide more accurate analysis, the comparison with relative data from previous years is also shown.

ACCURACY

To ensure reliability of the information given, **directly measurable quantities have been used**, avoiding the use of estimates as much as possible. When necessary, they are based on best calculation methodologies available or sampling, and when used this is clearly indicated. IPCC, Intergovernmental Panel on Climate Change, defined methods have been used to calculate data relative to consumption and emissions.

TIMELINESS

The Barilla Group’s Reporting cycle is annual. As for the previous edition, the document was presented alongside the **Consolidated Financial Statements** as of 31 December 2015.

CLARITY

The description of the activities and the projects hold **information as clear and useful** as possible to any of the Group’s stakeholders, with an average in-depth reporting of technical and industry specific data.

RELIABILITY

Collecting and verifying data engages **multiple corporate functions** and individuals from various countries within the scope of the report. This is followed by a consolidation and verification process performed by the representatives of the various work groups, each for the respective area of responsibility. To further guarantee the reliability of the data **a specific IT system for the data collection** has been implemented.

The document is not subjected to third party verification. Responsibility for the data and the information presented on the report, therefore, rests entirely with Barilla’s managers.

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G4-DMA	› Barilla Nutrition Index › Nutrition › Quality	› 56-59 › 62-65 › 66-68
G4-PR1	› Nutrition › Quality	› 62-65 › 66-68
G4-FP5	› Quality	› 66-68
G4-FP6	› Nutrition	› 62-65
G4-FP7	› Nutrition	› 62-65
PRODUCT SERVICE AND LABELLING		
G4-DMA	› 2015 News: #PASSIONFORPASTA › Information	› 58-61 › 70-72
G4-PR3	› Information	› 70-72
G4-PR5	› Quality	› 68

GLOBAL COMPACT

The United Nations Global Compact is the world’s largest initiative of corporate citizenship. It comes from the determination to promote a sustainable global economy: respectful of human and labour rights, of the environment and for fighting corruption.

THE TEN PRINCIPLES

Companies and organizations participating in the initiative, are requested to share, support and apply the Ten Principles derived from the **Universal Declaration of Human Rights**, the **ILO Declaration**, the **Rio Declaration** and the **UN Convention against Corruption**. Since 2011 Barilla is committed to communicating on an annual basis the Group’s advancements and developments towards the goals’ realization.

HUMAN RIGHTS

- Principle I:** businesses should support and respect the protection of internationally proclaimed human rights;
- Principle II:** make sure that they are not complicit in human rights abuses.

LABOUR

- Principle III:** businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle IV:** the elimination of all forms of forced and compulsory labour;
- Principle V:** the effective abolition of child labour;
- Principle VI:** the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

- Principle VII:** businesses should support a precautionary approach to environmental challenges;
- Principle VIII:** undertake initiatives to promote greater environmental responsibility;
- Principle IX:** encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

- Principle X:** businesses should work against corruption in all its forms, including extortion and bribery.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

TABLE OF RECONCILIATION BETWEEN THE CRITERIA TO APPLICATE THE UN GLOBAL COMPACT TEN PRINCIPLES – ADVANCED LEVEL AND THE INDICATORS GRI G4

CRITERIA	DESCRIPTION	GRI G4
1	The COP describes mainstreaming into corporate functions and business units.	› G4-34-48 › G4-50
2	The COP describes value chain implementation.	› G4-12 › G4-13 › G4-41 › G4-EC9 › G4-LA6 › G4-DMA Supply Chain › G4-DMA Sustainable Agriculture › G4-LA14 › G4-LA15 › G4-HR10
3	The COP describes robust commitments, strategies or policies in the area of human rights.	› G4-DMA Supply Chain › G4-DMA Sustainable Agriculture › G4-DMA Barilla People › G4-DMA Education and Social Inclusion
4	The COP describes effective management systems to integrate the human rights principles.	› G4-DMA Supply Chain › G4-DMA Sustainable Agriculture › G4-DMA Barilla People › G4-DMA Education and Social Inclusion
5	The COP describes effective monitoring and evaluation mechanisms of human rights integration.	› G4-56-58 › G4-EC7 › G4-EC9 › G4-FP1 › G4-LA14-15 › G4-HR1 › G4-HR5 › G4-HR10-11
6	The COP describes robust commitments, strategies or policies in the area of labour.	› G4-DMA Barilla People
7	The COP describes effective management systems to integrate the labour principles.	› G4-DMA Barilla People
8	The COP describes effective monitoring and evaluation mechanisms of labour principles integration.	› G4-LA1 › G4-LA6 › G4-FP3 › G4-LA9 › G4-LA11 › G4-LA12 › G4-LA14-15
9	The COP describes robust commitments, strategies or policies in the area of environmental stewardship.	› G4-DMA Supply Chain › G4-DMA Sustainable Agriculture › G4-DMA Environment
10	The COP describes effective management systems to integrate the environmental principles.	› G4-DMA Supply Chain › G4-DMA Sustainable Agriculture › G4-DMA Environment
11	The COP describes effective monitoring and evaluation mechanisms for environmental stewardship.	› G4-EN1 › G4-EN3 › G4-EN5-7 › G4-EN8-9 › G4-EN15-19 › G4-EN22-23 › G4-EN25 › G4-EN28 › G4-EN29 › G4-EN30 › G4-EN31
12	The COP describes robust commitments, strategies or policies in the area of anti-corruption.	› G4-56-58
13	The COP describes effective management systems to integrate the anti- corruption principle.	› G4-56-58
14	The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption.	› G4-56-58
15	The COP describes core business contributions to UN goals and issues.	› G4-DMA Supply Chain › G4-DMA Sustainable Agriculture › G4-DMA Environment › G4-DMA Diversity and Inclusion › G4-DMA Education and Social Inclusion › G4-DMA Information › G4-DMA Quality › G4-DMA Barilla People
16	The COP describes strategic social investments and philanthropy.	› G4-DMA Diversity and Inclusion › G4-DMA Education and Social Inclusion › G4-SO1 › G4-EC7
17	The COP describes advocacy and public policy engagement.	› G4 15-16
18	The COP describes partnerships and collective action.	› G4-15-16
19	The COP describes CEO commitment and Leadership.	› G4-1-2
20	The COP describes Board adoption and oversight.	› G4-34-48 › G4-50
21	The COP describes stakeholder engagement.	› G4-24-27

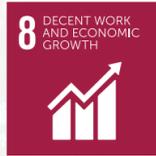
SUSTAINABLE DEVELOPMENT GOALS

On 25 September 2015 the 70th United Nations General Assembly reached an historic agreement which defines a global action program focusing on **17 Sustainable Development Goals** to be reached in various areas, among which the end of extreme poverty, food security, reduce inequality and injustice, climate changes, health, sustainable consumption and production, economic growth and increased employment, development of infrastructures, safeguard of natural resources, gender equality. This action program boosts the commitments defined by the Millennium Development Goals, and can be implemented through a multi-stakeholders approach with the contribution of all the global institutions and the active participation of each individual component of society.

Also the business world can add its contribution and strengthen the initiatives of government institutions to transform goals into concrete initiatives capable of creating effective and lasting changes.

Barilla has identified areas of action to account for its commitments and results, such as the publication of the "Good for You, Good for the Planet" Report. The alignment between Sustainable Development Goals and Barilla's activities has been drawn following the **SDG Compass** model, developed by UN Global Compact, GRI and World Business Council for Sustainable Development, available at www.sdgcompass.org.

GOALS	IMPLICATIONS FOR BARILLA BUSINESS	GRI INDICATORS OR OUTSIDE SOURCE
	<ul style="list-style-type: none"> › Availability of products and services for those on low incomes; › Economic development in areas of high poverty; › Earnings, wages and benefits; › Economic inclusion. 	<ul style="list-style-type: none"> › G4-EC8; › G4-DMA Guidance for Procurement Practices.
	<ul style="list-style-type: none"> › Healthy and affordable food; › Food safety; › Food labelling; › Sustainable sourcing; › Changing the productivity of organizations, sectors, or the whole economy; › Infrastructure investments. 	<ul style="list-style-type: none"> › G4-EC1, G4-EC7, G4-EC8; › G4-FP2, G4-FP5, G4-FP6, G4-FP7.
	<ul style="list-style-type: none"> › Healthy and affordable food; › Responsible content dissemination; › Occupational health and safety; › Air quality; › Water quality; › Waste. 	<ul style="list-style-type: none"> › G4-EN15, G4-EN16, G4-EN17, G4-EN22, G4-EN23, G4-EN25; › G4-LA6.

GOALS	IMPLICATIONS FOR BARILLA BUSINESS	GRI INDICATORS OR OUTSIDE SOURCE
	<ul style="list-style-type: none"> › Education for sustainable development; › Employee training and education. 	<ul style="list-style-type: none"> › G4-43; › G4-LA9.
	<ul style="list-style-type: none"> › Gender equality; › Women in leadership; › Non-discrimination; › Workplace violence and harassment. 	<ul style="list-style-type: none"> › G4-38, G4-40, G4-LA12; › G4-LA1, G4-LA9, G4-LA11, G4-LA14, G4-LA15.
	<ul style="list-style-type: none"> › Energy efficiency; › Renewable energy; › Environmental investments; › Infrastructure investments. 	<ul style="list-style-type: none"> › G4-EN3, G4-EN5, G4-EN6, G4-EN7, G4-EN31; › G4-EC1, G4-EC7.
	<ul style="list-style-type: none"> › Economic performance; › Employment; › Youth employment; › Changing the productivity of organizations, sectors, or the whole economy; › Diversity and equal opportunity; › Employee training and education; › Labour/management relations; › Occupational health and safety; › Freedom of association and collective bargaining; › Labour practices in the supply chain; › Abolition of child labour; › Elimination of forced or compulsory labour; › Indirect impact on job creation; › Jobs supported in the supply chain; › Economic inclusion; › Materials efficiency; › Energy efficiency; › Resource efficiency of products and services; › Water efficiency. 	<ul style="list-style-type: none"> › G4-10, G4-11; › G4-HR5; › G4-EC1, G4-EC8; › G4-LA1, G4-LA6, G4-LA9, G4-LA11, G4-LA12, G4-LA14, G4-LA15; › G4-DMA Guidance for Procurement Practices; › G4-EN1, G4-EN3, G4-EN5, G4-EN6, G4-EN7, G4-EN28; › G4-FP3.
	<ul style="list-style-type: none"> › Environmental investments; › Infrastructure investments; › Research and development. 	<ul style="list-style-type: none"> › G4-EN31; › G4-EC1, G4-EC7.
	<ul style="list-style-type: none"> › Economic development in areas of high poverty; › Foreign direct investment. 	<ul style="list-style-type: none"> › G4-EC8.

GOALS	IMPLICATIONS FOR BARILLA BUSINESS	GRI INDICATORS OR OUTSIDE SOURCE
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<ul style="list-style-type: none"> › Sustainable transportation; › Sustainable buildings; › Noise; › Cultural heritage; › Cultural diversity through media content. 	<ul style="list-style-type: none"> › G4-EN30; › G4-EC7.
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> › Energy efficiency; › Transport; › Water efficiency; › Water quality; › Waste; › Air quality; › Sustainable sourcing; › Materials efficiency/recycling; › Resource efficiency of products and services; › Environmental investments; › Product and service information and labelling. 	<ul style="list-style-type: none"> › G4-EN1, G4-EN3, G4-EN5, G4-EN6, G4-EN7, G4-EN15, G4-EN16, G4-EN17, G4-EN22, G4-EN23, G4-EN25, G4-EN28, G4-EN30, G4-EN31; › G4-EC9; › G4-PR3; › G4-FP2.
 <p>13 CLIMATE ACTION</p>	<ul style="list-style-type: none"> › GHG emissions; › Risks and opportunities due to climate change; › Energy efficiency; › Environmental investments. 	<ul style="list-style-type: none"> › G4-EN3, G4-EN5, G4-EN6, G4-EN7, G4-EN15, G4-EN16, G4-EN17, G4-EN18, G4-EN19, G4-EN30, G4-EN31.
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> › Anti-corruption; › Compliance with laws and regulations; › Ethical and lawful behaviour; › Effective, accountable and transparent governance; › Inclusive decision making; › Abolition of child labour; › Security; › Workplace violence and harassment; › Non-discrimination. 	<ul style="list-style-type: none"> › G4-37, G4-38, G4-39, G4-40, G4-41, G4-45, G4-56, G4-57, G4-58; › G4-SO8; › G4-HR5; › G4-LA14, G4-LA15; › G4-EN29.
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<ul style="list-style-type: none"> › Environmental investments; › Foreign direct investment. 	<ul style="list-style-type: none"> › G4-EN31; › G4-EC8.



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

Registered Office:
Via Mantova 166 - 43122 Parma, Italy
Share Capital Euro 180.639.990,00= fully paid up
Tax payer's code and registration with
the Business Registry of Parma 01654010345
R.E.A. (Administrative and Economic
Register) of Parma n. 169.146
VAT NO. 01654010345

Tel: +39 0521 2621 - Fax: +39 0521 262083
e-mail: goodforyougoodfortheplanet@barilla.com
www.barillagroup.com

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Communication
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