Barilla

The Italian Food Company. Since 1877.

Company Presentation

We Are An Italian Family Company

PARMA

Pietro Barilla

1877 - 1912

1912 - 1947

ITALY

Gualtiero & Riccardo Barilla

1947-1971

EUROPE

Gianni & Pietro Barilla

1947 - 1993

1993 - TODAY

WORLD

Guido, Luca & Paolo Barilla

1979-1993

Since 1877, Growing And Innovating…

1877
Pasta & Bakery shop

1910
First factory

1936
Innovation in pasta production: 6 continuous presses

1950-60
New communication approach

1969
The largest pasta plant in the world

1975
Mulino Bianco

…To Better Serve Our Consumers Everyday

1999

First plant in the US (Ames, Iowa)

2004

Academia Barilla

2009

Barilla Center for Food & Nutrition

2012

Sauces plant in Rubbiano

2013

Gluten-free Pasta

2016

New Bio Pasta

Product Portfolio

MEAL SOLUTIONS

Global brand

Local brands

BAKERY

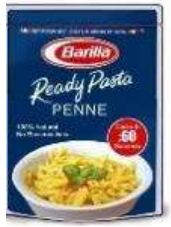
Main bakery brands

Continuously Add Value To Our Categories To Reward Consumers And Customers

Premium

Wellbeing

Convenience



Personalization

WE PROVIDE PEOPLE WITH QUALITY BRANDS & PRODUCTS DAILY

Every second

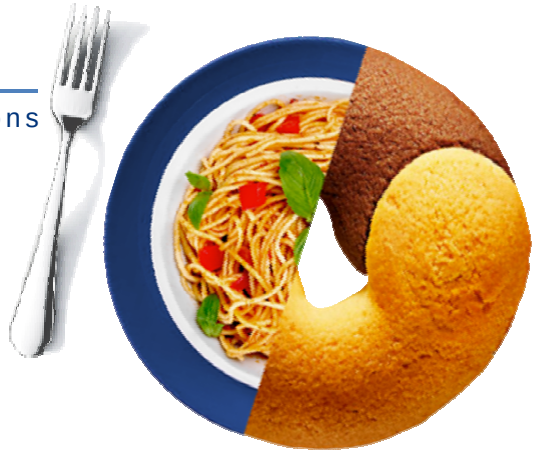
120

Barilla Group's products are sold in the world !

OUR BUSINESS AT A GLANCE

3,383 MILLION EUROS NET SALES (2015)

53%
Meal Solutions



47%
Bakery

47%
• Italy •

29%
• Europe •

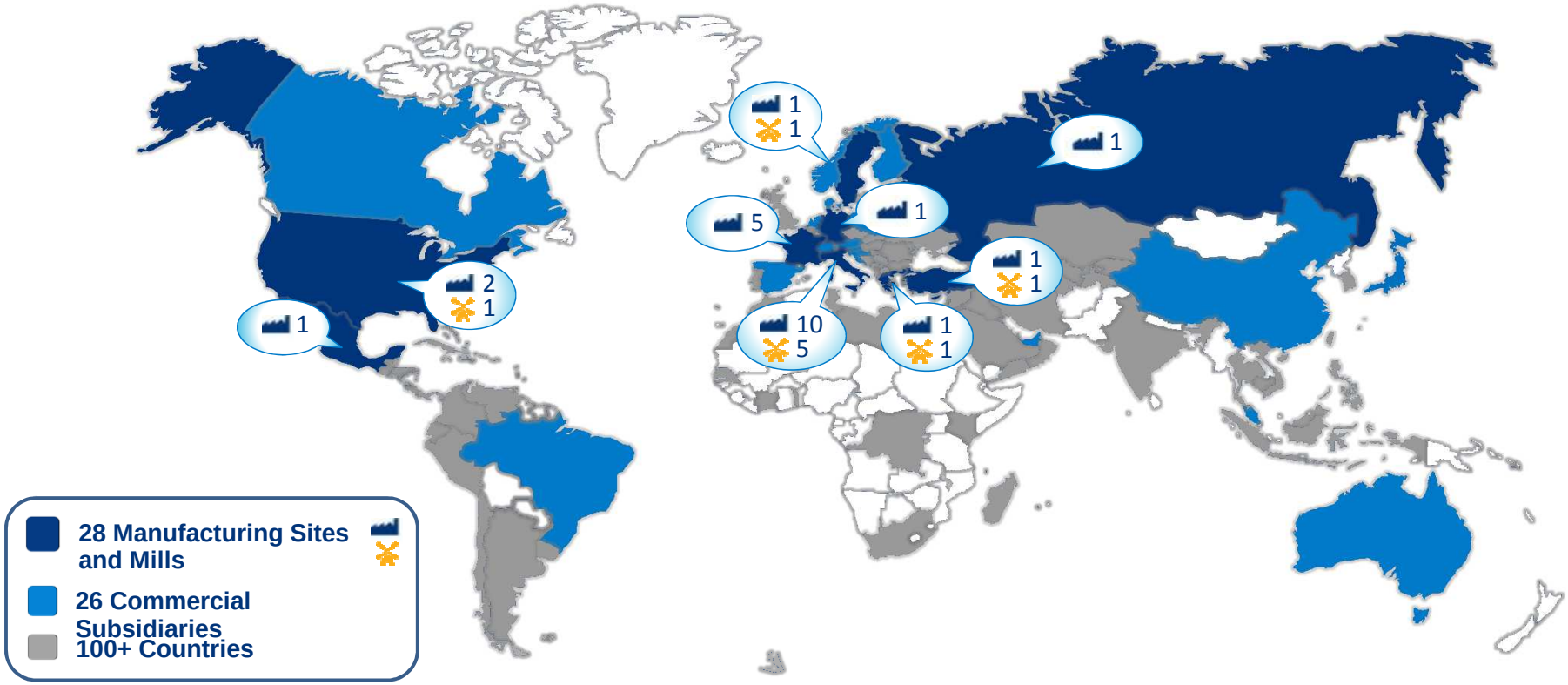
19%
• Americas •

5%
• Asia, Africa & Australia •

- **#1 pasta brand worldwide**
- **#1 pasta sauces in Continental EU**
- **#1 bakery in Italy, soft bread in France and crispbread in Northern Europe**

WE ARE EVERYWHERE IN THE WORLD

≈ 8,300 Barilla People



Strong Growth In New Geographies 2015

Russia

157 vs LY

Africa & Middle East

108 vs LY

Israel

United Arab Emirates

Brazil

104 vs LY

Lebanon

Volume Index

114 vs. 2015

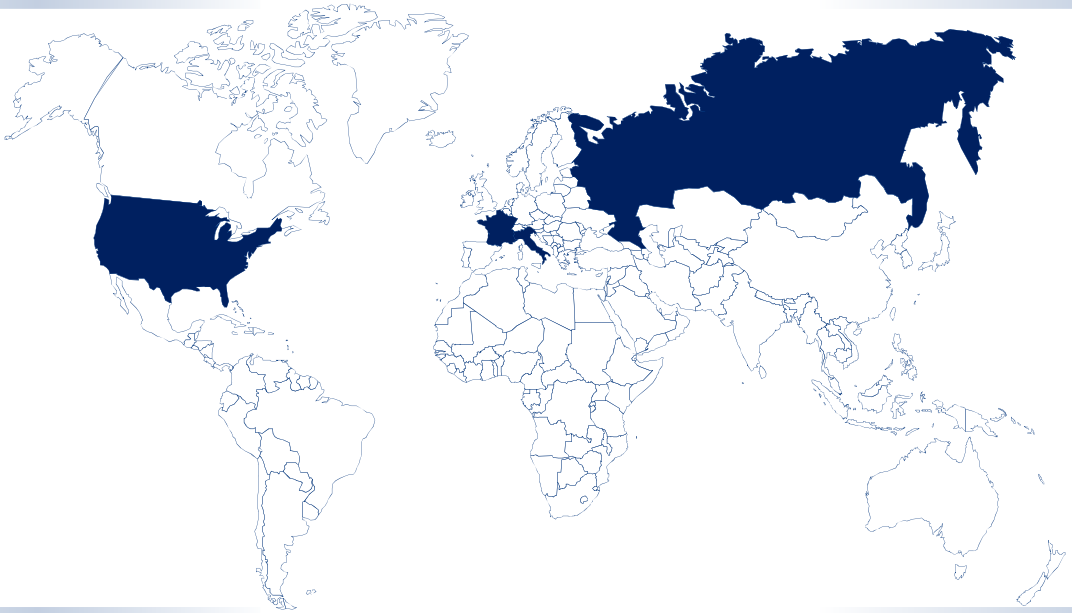
Our Industrial Investments 2015

Gluten Free lines

€24mn

Solne Pasta lines

€15mn



La Malterie Plant

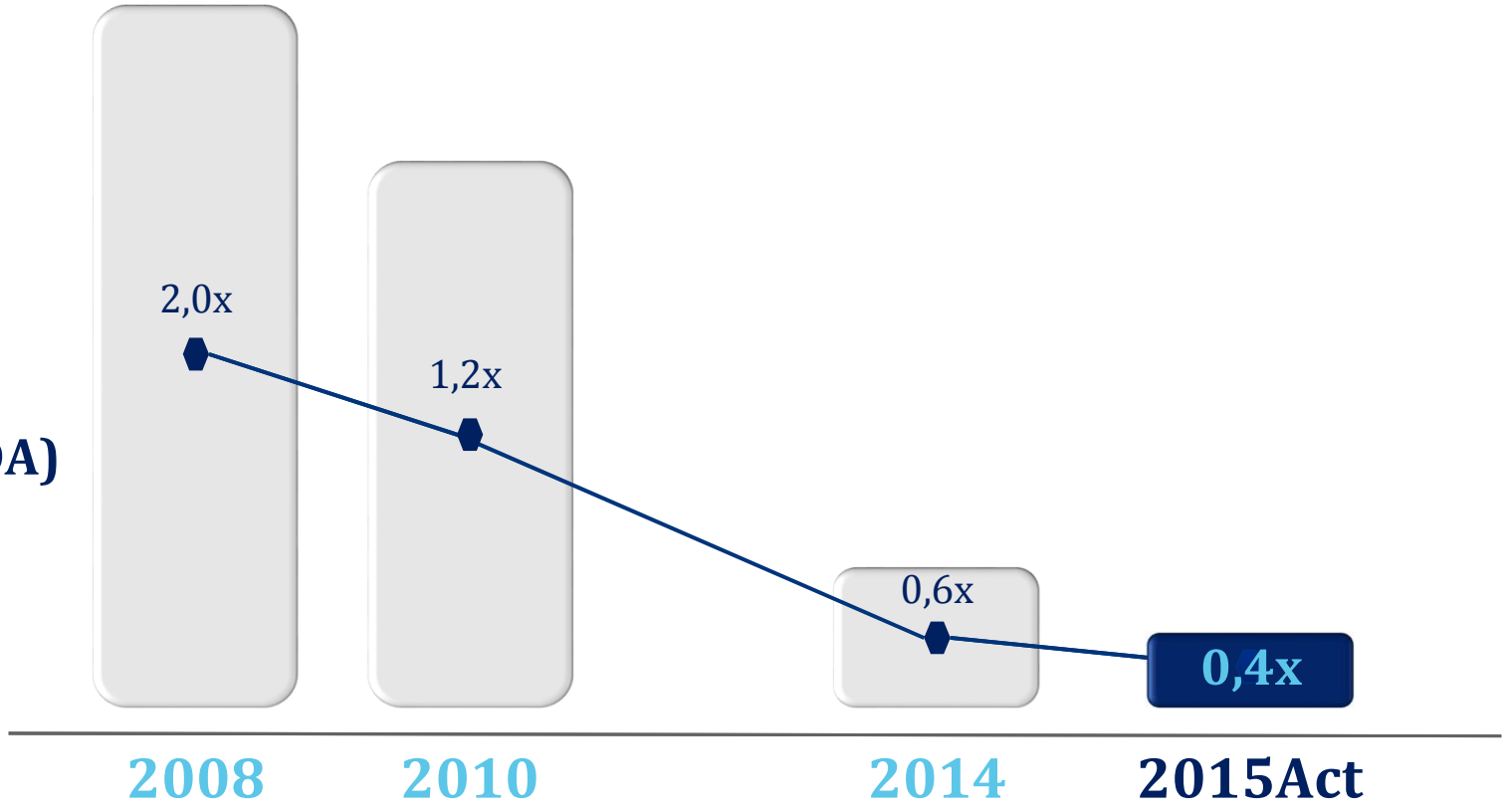
€29mn

Railway & Silos

€15mn

Solid Financial Position, Continuous Net Debt Decrease

LEVERAGE RATIO (Net Debt / EBITDA)



Barilla Holding

OUR 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.

"Give People food you would give to your own children "

Pietro Barilla

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

DOPPIA PIRAMIDE
DOUBLE PYRAMID

GLI ALIMENTI DA CONSUMARE PIÙ FREQUENTEMENTE SONO ANCHE QUELLI CHE HANNO UN IMPATTO AMBIENTALE INFERIORE

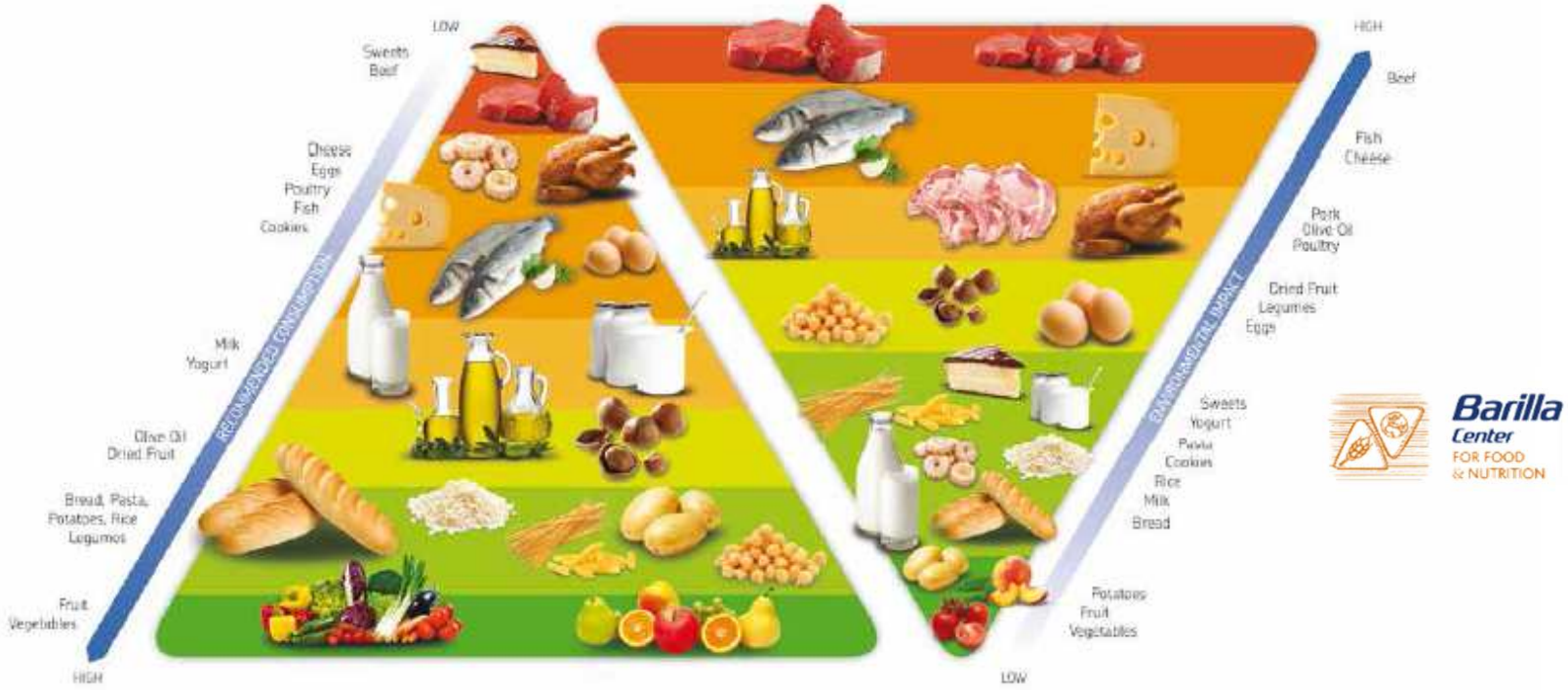
Questa l'intuizione che, nel 2009, ha portato la Fondazione Barilla Center for Food & Nutrition a costruire il **modello della Doppia Piramide**, diventato un riferimento anche per il modo di fare impresa della nostra azienda.

FOODS THAT SHOULD BE EATEN MOST FREQUENTLY ARE ALSO THOSE WITH A LOWER ENVIRONMENTAL IMPACT

In 2009 this insight led the Barilla Center for Food & Nutrition Foundation to develop the **Double Pyramid model**, which has become a reference point also for the way of doing business of our Group.

THE DOUBLE PYRAMID IS OUR COMPASS

THE DOUBLE PYRAMID



FOOD PYRAMID

©BCFN FOUNDATION 2015

ONLY ONE WAY OF DOING BUSINESS

2015 RESULTS

+ 6% VOLUMES COMPARED TO 2010

«GOOD FOR YOU» means...

219

PRODUCTS REFORMULATED

to improve their nutritional profile since 2010

«GOOD FOR THE PLANET» means...

-23%

CO_2 EMISSIONS

-19%

WATER CONSUMPTION

per ton of finished product compared to 2010

«GOOD FOR THE COMMUNITIES» means...

2,800

TONS

of donated products

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

NUTRITION

Offer nutritionally balanced products,
inspired by the Mediterranean lifestyle.

REDUCTION IN SALT AND FAT CONTENT

ELIMINATION OF HYDROGENATED FATS

INCREASED USE OF WHOLE GRAIN CEREAL

PRODUCTS REFORMULATED TO IMPROVE THEIR NUTRITIONAL PROFILE

2013	2014	2015
41	33	13

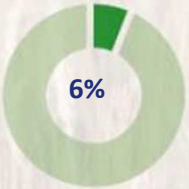
GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

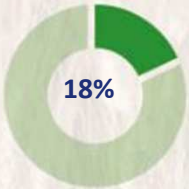
SUPPLY CHAIN

By 2020 Barilla is committed to buying 100% of the strategic raw materials in a responsible way

2014



2015



2020

CEREALS

Publish a **Sustainable Agriculture Code** by 2016.

Identify the **most efficient sustainable cultivation systems** in all the countries.

TOMATO

Use **local supplies.**

Work together with local producers.

VEGETABLE OILS

Use exclusively **palm oil RSPO** certified.

Use only **sun flower oil** from supply chains with environmental sustainability high standards.

EGGS

Procurement only from supply chains that adhere to **Barilla Guidelines on Animal Welfare**.

COCOA

Use only **monitored cocoa supply chains.**

SUGAR

Encourage wheat rotation projects in the **sugar beet** supply chains.

Sustainable procurement of **sugar cane**.

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

ENVIRONMENT

Reduce greenhouse gas emissions and water consumption in production processes

CO_2 EMISSIONS REDUCTION SINCE 2010

2011	2012	2013	2014	2015
-7%	-13%	-19%	-20%	-23%

WATER CONSUMPTION REDUCTION SINCE 2010

2011	2012	2013	2014	2015
-5%	-10%	-15%	-20%	-19%

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

EDUCATION AND SOCIAL INCLUSION

EXCESS FOOD

Promote **healthy eating education** and support young people in the world of food

- **GIOCAMPUS PROJECT IN ITALY**
- **"SHARE THE TABLE" IN USA**

ACCESS TO FOOD

Encourage **access to food** and food safety, to **people in need** through product donations.

Support **populations struck by natural disasters** through timely provision of emergency food.

- **PRODUCT DONATION IN FOOD BANKS**
- **COLLABORATION WITH ITALIAN CIVIL PROTECTION AGENCY**

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

BARILLA PEOPLE

To be a great company to work for, with an inclusive culture and a balanced and sustainable lifestyle

RESULTS AND GOALS

LEADERSHIP COMMITMENT

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

66%	69%	85%
2014	2015	2020

FLEXIBLE WORKSPACE

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

78%	77%	95%
2014	2015	2020

GENDER BALANCE

Women in leadership positions

28%	35%	40%
2014	2015	2020

Women in Global Talent Pool

32%	41%	40%
2014	2015	2020

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

2015 Recognitions

BBFAW Business Benchmark on Farm Animal Welfare

Walmart Save money. Live better.

GLOBAL GOOD GOVERNANCE AWARDS 2016

2015 Most Reputable Countries TOP COUNTRIES RepTrak Reputation Institute

HUMAN RIGHTS CAMPAIGN FOUNDATION 2015 BEST PLACES TO WORK for LGBT Equality 100% CORPORATE EQUALITY INDEX

NATIONAL SAFETY COUNCIL ®

What Others Say About Us

THE HUFFINGTON POST
BREAKING NEWS AND OPINION

"Barilla Going Above And Beyond For The LGBT Community"

la Repubblica

The Green Logistic. "Construction Of A New Rail Siding And New Storage Silos"

Süddeutsche Zeitung

Barilla is working on making agriculture eco-friendly

The Washington Post

"Human Rights Campaign Says Barilla Has Turned Around Its Policies On LGBT"

NATIONAL GEOGRAPHIC

" Your spaghetti may now be animal-testing free"

Avvenire

Barilla teamed up with Italy's civil protection agency to bring pasta to people hit by natural calamities

CORRIERE DELLA SERA

2020 All Barilla Employees Will Benefit From «Smart Working»

Barilla Brazil – Review

Brazil Overview

North Region

Territorial Share	45% of the country
Total Cities	449
Main Cities	Manaus, Belem
Per Capita GDP	R$ 10,226
Population	15,9 Mn (8%)
GDP	R$ 155 Bn (5%)

North East Region

Territorial Share	19% of the country
Total Cities	1793
Main Cities	Salvador, Recife, Fortaleza
Per Capita GDP	R$ 7,477
Population	53,1 Mn (28%)
GDP	R$ 198 Bn (13%)

Central West Region

Territorial Share	18% of the country
Total Cities	466
Main Cities	Brasília, Goiania, Cuiaba, Campo Grande
Per Capita GDP	R$ 20,235
Population	14,1 Mn (7%)
GDP	R$ 279 Bn (9%)

Southeast, South

- 64% of Total pasta market
- 83% DW
- 89% SWWE
- 56% of the population
- 73% of GDP
- 7 States

South Region

Territorial Share	7% of the country
Total Cities	1188
Main Cities	Curitiba, Porto Alegre, Florianópolis
Per Capita GDP	R$ 18,280
Population	27,4 Mn (14%)
GDP	R$ 502 Bn (17%)

South East Region (key region)

Territorial Share	11% of the country
Total Cities	1668
Main Cities	Sao Paulo, Rio de Janeiro, Belo Horizonte
Per Capita GDP	R$ 21,215
Population	80,4 Mn (42%)
GDP	R$ 1.699 Bn (56%)

Barilla
The Italian Food Company. Since 1877.

Barilla no Brasil

- **1995 – 97**: Joint venture com o Grupo Bunge.
- **1997: Fundação da Barilla do Brasil**. Inicio: pequeno escritorio de importação que rapidamente conquista o coração e o paladar dos consumidores e a confiança dos varejistas.

- **2007:** Lançamento da linha **Integrale.**

- **2013:** Barilla passa a ter focos em mercados emergentes -> Lançamento da **Massa com Ovos**, adequada ao paladar do brasileiro. Lançamento feito na APAS, e forte ampliação da distribuição levando a marca Barilla para um numero ainda maior de domicilios.

- **2014:** Inauguração do espaço "Esperienza Barilla" e ampliação deste conceito de contato direto com o consumidor.

- **2015:** Barilla alcança a liderança Nacional na categoria de Massas Alimenticias pelo ranking ABRAS (Associação Brasileira de Supermercados). Lançamento da **Massa Gluten Free.**

Portfolio Barilla

Massas Grano Duro

Blue Box

- Produto mais **consumido na Itália**
- Portfólio que oferece **alto giro e diversificação**
- Sempre 'al dente', **não gruda e não quebra**

Integrale

- **100% DW** integral
- 2x **mais fibras** que Barilla Blue Box
- Muito saborosa

Picolini

- Cortes em **tamanho miniatura**, um mundo **lúdico** para crianças e adultos

La Colezzione

- Cortes especiais inspirados nas **tradições de diferentes regiões da Itália**. Uma viagem nos sabores de Parma, Bolonha, Sicília...

Molhos em Vidro

- O legítimo **sabor italiano**.
- Elaborado 100% com tomates italianos
- **Alta qualidade** e seleção de ingredientes

Pasta Category in Brazil

100%
Volume: 507k tons*
Valor: R$2.5 Billions *

Category Evolution

	Share Volume	Share Valor	Vol Evol **	Val Evol **	Price Index **
			0%	+4%	
DW	3.4%	7.9%	-3%	+4%	233
SWwE	31.3%	32.6%	3%	+6%	104
SWwoE	44.5%	42.4%	-1%	+2%	95
Common	18.8%	14.0%	0%	+5%	75

Source: Nielsen – Retail Index Y15 vs Y14

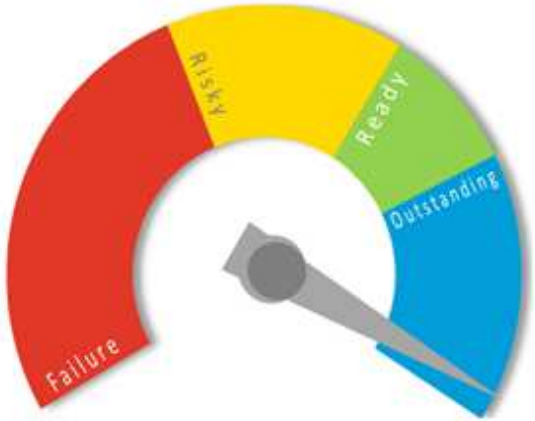
Barilla
The Italian Food Company. Since 1877.

Be the #1 choice of brand and product for People

RETURN

Soft Wheat with Eggs Pasta, brand affordability with high quality product offer

Product Delivery
OUTSTANDING



95% consider it **NEW AND DIFFERENT!*1**

6.8 score at Sensory test *3

93% of **PURCHASE INTENTION!*2**

- Main attributes: 'al dente' pasta that not breaks or clumps, made with selected wheat and egg and Italian heritage.

Product Loyalty
OUTSTANDING

10 varieties = **70%** of total category.

*Sources: *1 Product Advisor Research – Nielsen – Fev13*
**2 Concept and Pricng Study – Nielsen – Oct 12*
**3 Sensory test – P&K Institute - Dec 12 – Barilla score better than Renata (score average 6.5, the SW+E best seller among the tested samples).*
**4 Package Design Research – Jan13*

Barilla
The Italian Food Company. Since 1877.

Barilla
ESPAGUETE 8
500g

Barilla
LINGUINE
500g

Barilla
ESPAGUETINHO 9
500g

Barilla
PENNE
500g

Barilla
PARAFUSO
500g

Barilla
GRAVATINHA
500g

Barilla
PAI NOSSO
500g

Barilla
AVE MARIA
500g

Barilla
CABELO DE ANJO

Barilla
FETTUCCINE

The Expansion Plan – The timing line

Sales Evolution per month - 2013

13 millions consumers impacted!
4 million views at YouTube!

SALES CONVENTION

LAUNCHING AT TRADE SHOW

MEDIA

MEDIA

MEDIA

STORE ACTIVITIES - EXTRA DISPLAY, TABLOIDS & TASTING

Jan Feb Mar Apr Mai Jun Jul Aug Sep Oct Nov

Barilla
The Italian Food Company. Since 1877.

Price Strategy

Barilla
The Italian Food Company. Since 1877.

Our Growth Strategy – 2012 to 2015

	2012	2013	2014	2015
Distribuidors	6	19	41	43
Stores	3.644	43.988	73.578	79.000
Posit.		13.843	31.362	33.000
Indirect Sales Reps	94	884	1.123	1.230
Direct Sales Reps	1	12	23	24

Barilla
The Italian Food Company. Since 1877.

Barilla Brasil

17

Vídeos Discussão Sobre

Todas as atividades

Barilla Brasil enviou um vídeo 1 semana atrás

Nova Massa com Ovos Barilla: Espaguete

1 semana atrás • 277.379 visualizações

Experimente a Nova Massa com Ovos Barilla. A mass
sempre al dente. Barilla. Número 1 na Itália. Nú

Barilla Brasil enviou um vídeo 1 semana atrás

Nova Massa com Ovos Barilla: Penne

1 semana atrás • 1.414 visualizações

Experimente a Nova Massa com Ovos Barilla. A massa que não quebra a e fica
sempre al dente. Barilla. Número 1 na Itália. Número 1 na sua casa.

More than 4.000.000 views the first 2 months!!!

In the first day we had 60 views...
On the second day we jumped to 42.000 views!
On the third we got 65.000 views!!

Barilla
The Italian Food Company. Since 1877.

Media Campaign 2013

POP aligned with comunication

Media Campaign - 2nd Sem 2016

Laura Pausini Campaign (R$200k media)

40% of investment – 1 video
145 million of brand impressions
Expectation of 4 million views

TVAD 30 sec

60% of investment – 3 videos
170 million of brand impressions
Expectation of 1,5 million clicks

Teaser – 386k views

Teaser Reveal

Amore

CONTENT PILLAR	CHANEL	August	September	October	November	December
LAURA PAUSINI	FACEBOOK	Teaser (22/08) + Revelation (26/08) + Comercial (26/08)	Comercial Amore (26/09)	Comercial	Comercial	Comercial
LAURA PAUSINI	YOUTUBE	Comercial (26/08)	–	–	–	–
ONLINE CLASS	FACEBOOK	ONLINE CLASS (12/08 + 17/08 + 25/08 + 26/08)	ONLINE CLASS (3 or 4 posts)	ONLINE CLASS (3 or 4 posts)	ONLINE CLASS (3 or 4 posts)	–
FOOD TRUCK	FACEBOOK	FOOD TRUCK (19/08)	FOOD TRUCK	FOOD TRUCK	FOOD TRUCK	FOOD TRUCK

Barilla
The Italian Food Company. Since 1877.

Top Priorities – Gain Distribution (focus 1-9 ckts)

Goal: increase Numerical and Weighted distribution and POS execution.

- **16** events: **14** distributors and the Barilla's sales & merchandising team.
- More than **1.000** sales people involved.
- More than **10.200** stores hited.

- Increase in the sales average in the days of the events:

  " **X 2.5** in revenue"

  ¨ **X 5** times more in coverage"

Trade MKT Activities 2015

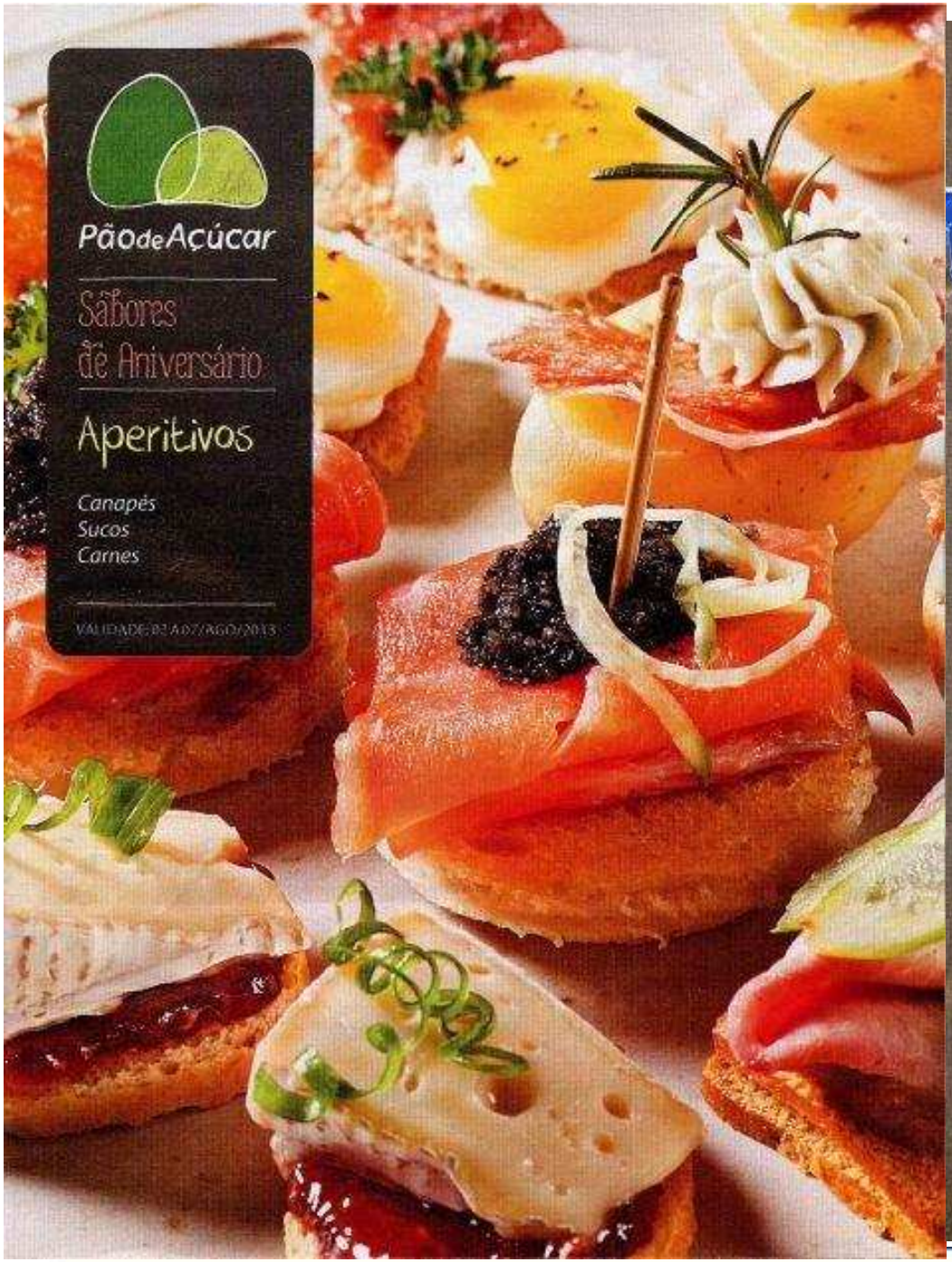
Activate 7.000 Point of Sales (September - October 2015)

Exclusive Barilla Ads – Regional KA

Focus on DW – Weighted Distribution = 100,000 units printed (10 chains)!

Exclusive Barilla Ads – Regional KA

Focus on DW – Weighted Distribution = 100,000 units printed (10 chains)!



Barilla
The Italian Food Company. Since 1877.

Trade MKT Activities 2015

OBJECTIVE: Explain shoppers the difference between Durum Wheat and Soft Wheat at the time of the purchase decision.

Trade MKT Activities 2015

MERCHANDISING ACTIVITIES

Davó Oratório - Tasting

Davó Oratório and Itaquera

Davó São Bernardo do Campo

Extra Jaguaré

Extra Jaguaré

Extra Ricardo Jafet

Pão de Açucar Barão Itapura (Campinas)

Barilla
The Italian Food Company. Since 1877.

Extra Abolição (Campinas)

Point of Sales Execution = Grocery oriented!

Barilla
A MASSA Nº 1 NA ITÁLIA
Barilla
A MASSA Nº 1 NA ITÁLIA
Barilla

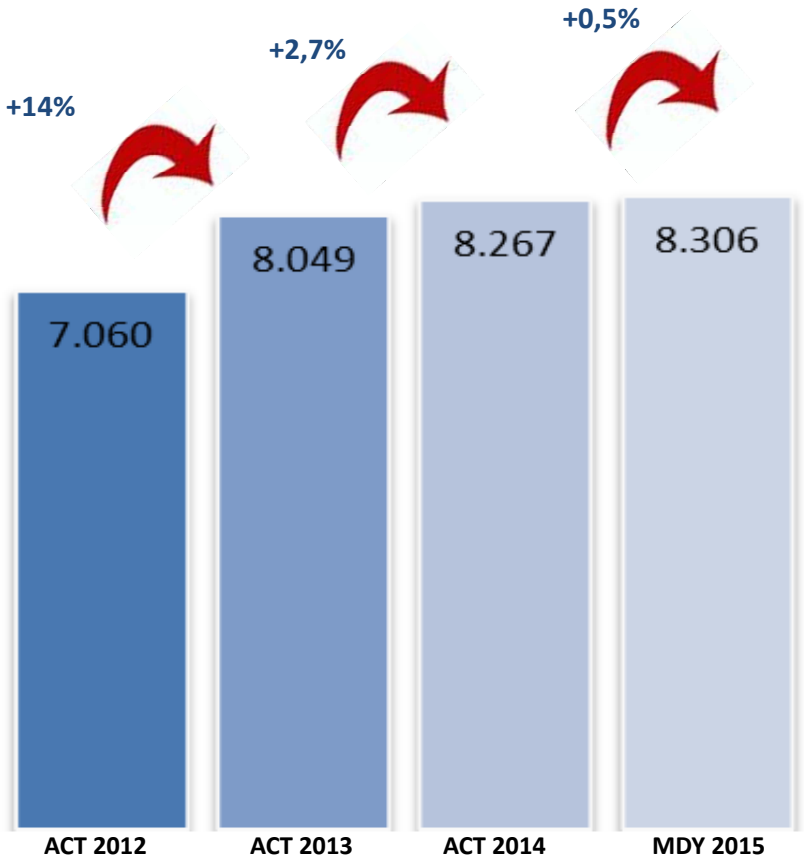
RJ

Walmart
6,48
2,58
2,90
3,58
Barilla
A MASSA Nº 1 NA ITÁLIA

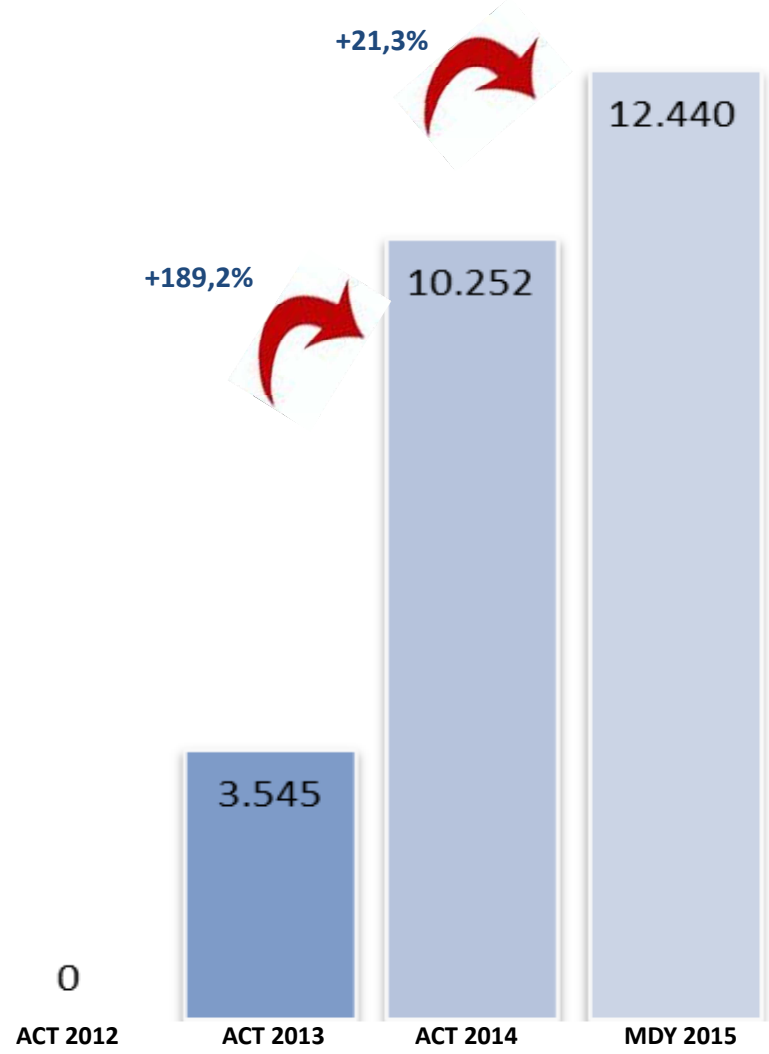
Walmart
6,48
2,58
2,90
3,58
Barilla
A MASSA Nº 1 NA ITÁLIA

Brazil - Sales Performamce DW & SW

Durum Wheat



Soft Wheat



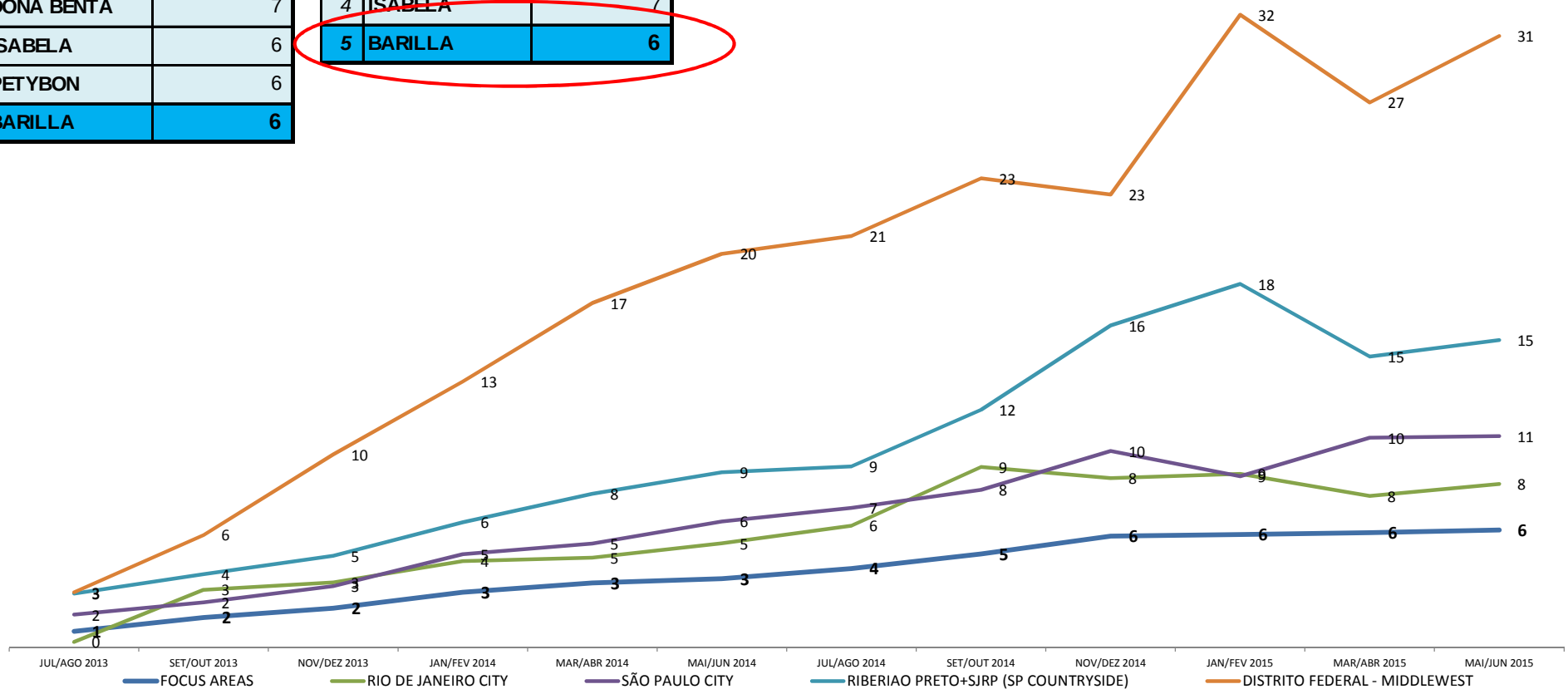
Barilla
The Italian Food Company. Since 1877.

Market Share Performance
SWwE Pasta Business

	SWw E BRANDS	SHARE VOL 1SEM Y15
1	SANTA AMALIA	13
2	RENATA	12
3	ADRIA	9
4	DONA BENTA	7
5	ISABELA	6
6	PETYBON	6
7	BARILLA	6

	SWw E BRANDS	SHARE VAL 1SEM Y15
1	SANTA AMALIA	15
2	RENATA	13
3	ADRIA	8
4	ISABELA	7
5	BARILLA	6

- Barilla SWwE pasta → **7º in vol** and **5º in val**.
- Very close to become **the top 3~4 nationally**.



Source: Nielsen Retail Index May/June 2015 – Southeast+South+Middleweast)Areas II, III, IV, VI and VII)

Barilla
The Italian Food Company. Since 1877.

Food Truck Barilla

- POPAI Brasil winner (Promotional Action)
- 2nd place popular vote

Marketing Best 2014 – Campanha 'Com Barilla, todo dia é Domingo'

Conceito: Barilla massa com ovos é uma nova opção que amplia o consumo de Barilla para outros dias da semana, indo além do Domingo.
Canal: TV Aberta, 70% prime time, 60% novelas e programas femininos
Resultados: a campanha impactou mais de 13 milhões de pessoas dentro do target e teve mais de 2 milhões de views no Youtube em pouco mais de um mês.

Marketing Best 2016 – Campanha 'Messaggio'

Conceito: A qualidade da pasta Barilla oferece customizações de receitas e que podem ser preparadas especialmente para quem se quer agradar. Como uma forma de se expressar á quem se ama. 'Messaggio Barilla' retrata duas histórias reais de carinho, amor e tradição.
Canal: Digital → Facebook e YouTube.
Resultados: Foram mais de 15 milhões de pessoas impactadas pela mensagem e mais de 4 milhões de visualizações dos vídeos no Youtube

"Andiamo avanti, andate avanti con coraggio." Pietro Barilla

Barilla
The Italian Food Company Since 1877

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.

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

98.5% of volumes.

- 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

INFORMATION

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

100% Barilla People involved.

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

Projects are on going through distribution and e-commerce channels.

- 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 YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

2020 GOALS: **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.

ENVIROMENT

- Reduce CO_2 emissions and water consumption in the production process by 30% per ton of finished product compared to 2010 values.

Since 2010 Barilla has reduced CO_2 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 products.

SUPPLY CHAIN

- Develop Sustainable Cultivation projects for all agricultural 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 YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

2020 GOALS: **GOOD FOR THE 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.

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.

New Package Identity

Integrale Line

Blue Box Line

New Package Identity

La Collezione Line

Gluten Free Line

- To include product description **'GRANO DURO'**
- To include product features **'COOKING PERFECTION – AL DENTE'**

WIP

Barilla
The Italian Food Company. Since 1877.

- To include product features **‘DOESN’T BREAK, DOESN’T STICK’**
- To avoid ‘al dente’

WIP

Barilla
The Italian Food Company. Since 1877.

Pasta Market

Markets: RJ city, SP State and South areas (47% total dry pasta)
Categories importance: 47% SWwE, 35% SWwoutE, 8% Common, 5% DW (12% SP city)

Pasta market reduced in volume but Barilla kept its market share, even with high price increases.

DW	VOLUME vs. YTD15	PRICE vs. YTD15	SHARE VAL
Market	90	115	
Barilla	97	110	102 (40%)

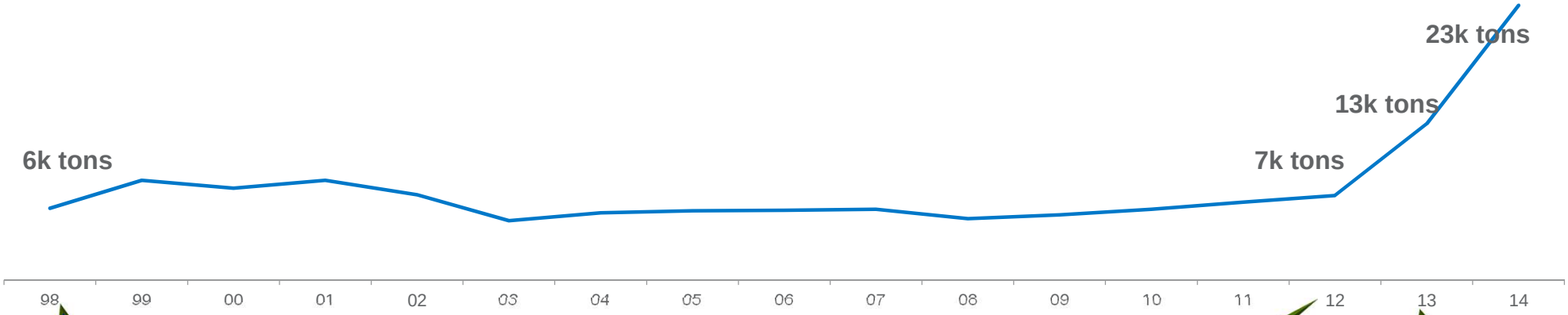
SWwE	VOLUME vs. YTD15	PRICE vs. YTD15	SHARE VAL
Market	95	108	
Barilla	91	112	100 (8%)

Source: Nielsen Retail Index – YTD Jan ~ Jun

Barilla
The Italian Food Company. Since 1877.

Barilla do Brasil… Who were we?

Sales Evolution per year – Barilla do Brasil



1998 – Start of Barilla do Brasil

Head Count: 12
Distributors: 6
Volume: 5.992tons

2012 – A Small but Profitable Company!

Head Count: 12
Distributors: 6
Volume: 7.050tons
Leadership in Durum Wheat pasta: 37% mkt share value.

2013 – Start the Expantion Plan

Head Count: 28
Distributor: 16
Volume: 13.008 tons

Barilla
The Italian Food Company. Since 1877.

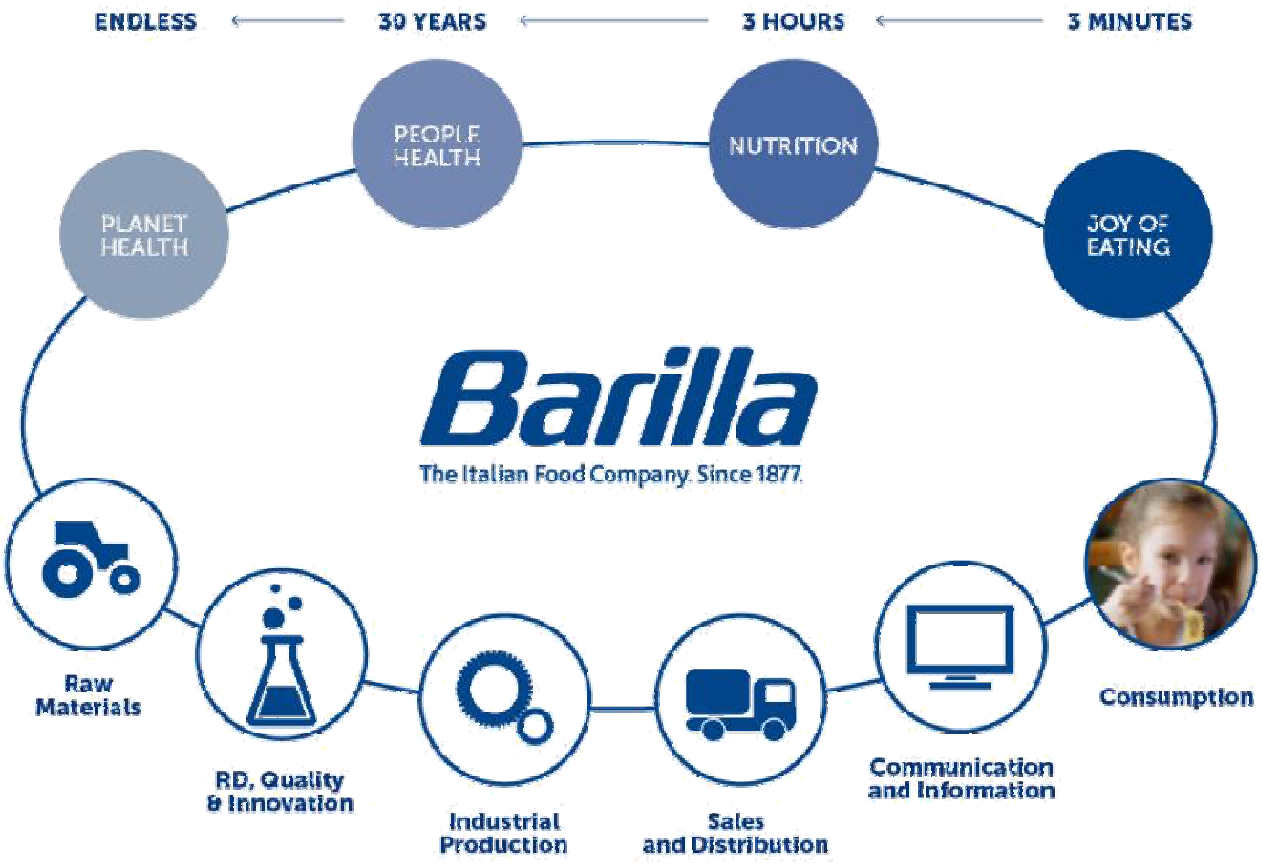
The Expansion Plan – 6 Key Success Factors

6 SUCESS FACTORS

- Customized Product
- Sales and Logistic expansion
- Retailer Partner
  - Premium brand
  - Higher margins
- Larger Communication Coverage
- Strong Brand Visibility at Store
- Strong team commitment

Barilla
The Italian Food Company. Since 1877.

OUR OPERATING MODEL: FROM FIELD TO PEOPLE



QUALITY

Guaranteeing quality and safety throughout the supply chain

NUMBERS OF THE BARILLA QUALITY IN 2015

RAW MATERIALS	FINISHED PRODUCTS
77,079 Lots analysed	**140,000** Lots analysed
97.5% Lots fully compliant	**95.8%** Lots fully compliant

GOOD FOR YOU GOOD FOR THE PLANET.ORG

Barilla
The Italian Food Company. Since 1877.