

« GIVE PEOPLE FOOD YOU WOULD GIVE TO YOUR OWN CHILDREN »

— *Pietro Barilla* —



WE ARE AN ITALIAN FAMILY COMPANY



1912 - 1947

ITALY

Gualtiero & Riccardo Barilla



1993 - TODAY
WORLD

Guido, Luca & Paolo Barilla



PARMA
Pietro Barilla

1877 - 1912



1947-1971

1979-1993

EUROPE

Gianni & Pietro Barilla

1947 - 1993



SINCE 1877, GROWING AND INNOVATING...

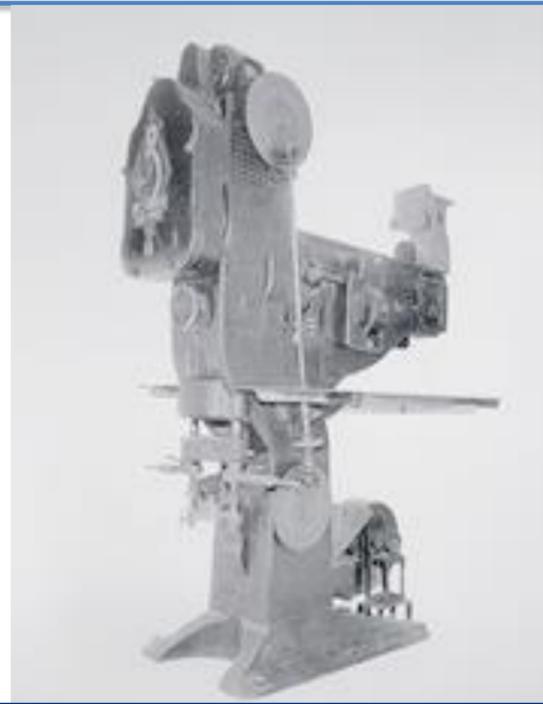


1877

Pasta & Bakery shop

1910

First factory



1950-60

New communication approach



1975

Mulino Bianco



1936

Innovation in pasta production:
6 continuous presses



1969

The largest pasta plant in the world



...TO BETTER SERVE OUR CONSUMERS EVERYDAY



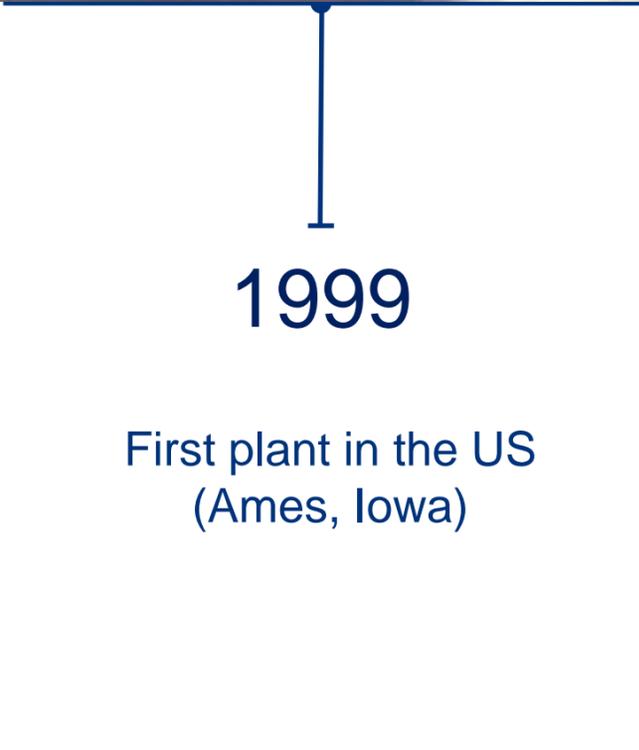
2004

Academia Barilla



2012

Sauces plant
in Rubbiano



1999

First plant in the US
(Ames, Iowa)



2009

Barilla Center for
Food & Nutrition



2013

Gluten-free Pasta

2016

New Bio Pasta

AUTHENTICITY INSPIRES OUR PEOPLE

OUR VALUES



Passion



Courage



Intellectual curiosity

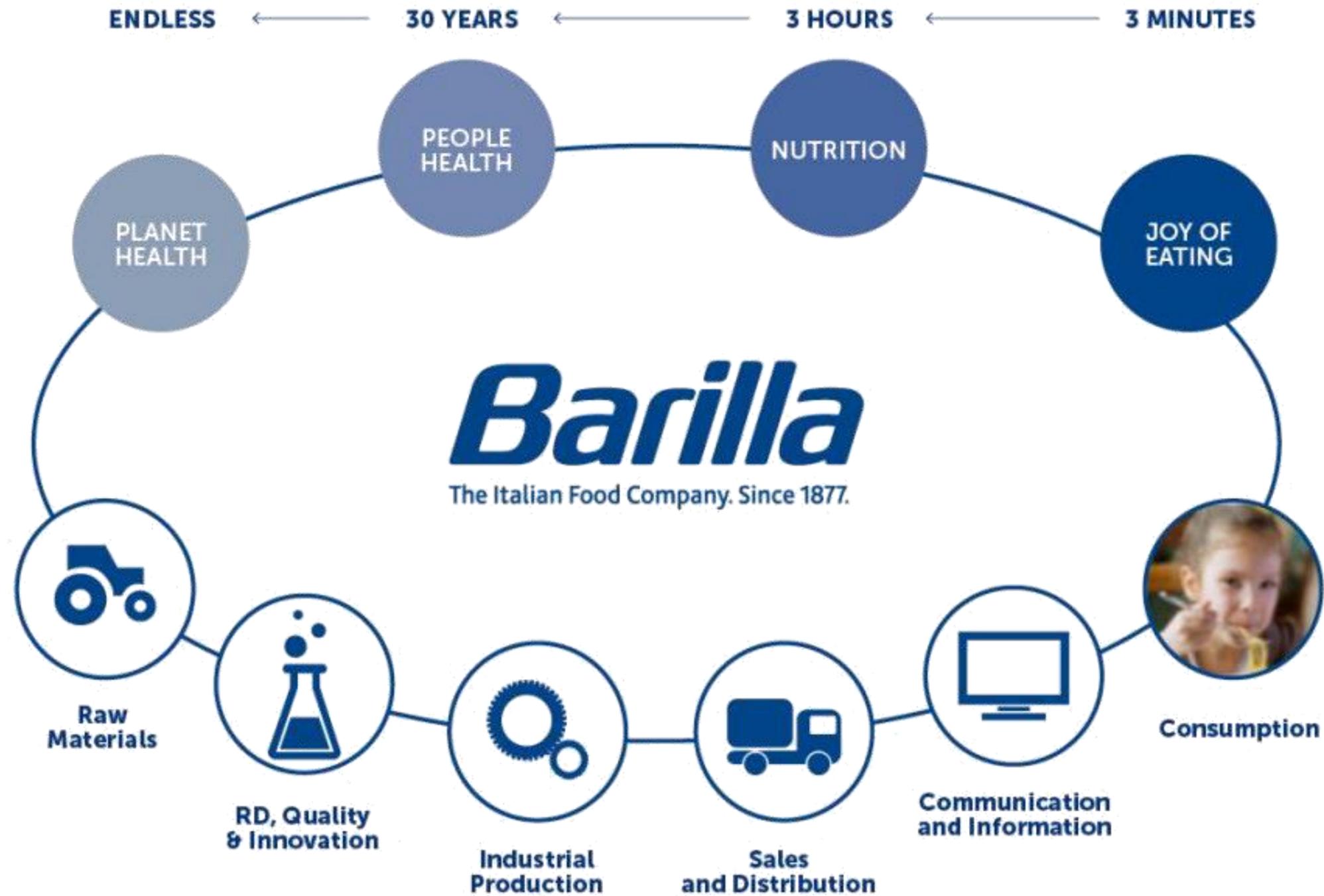


Trust



Integrity

OUR OPERATING MODEL: FROM FIELD TO PEOPLE



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



GOOD FOR YOU

219

**Products improved
from the nutritional
point of view since 2010**

GOOD FOR THE PLANET

**-23% CO₂ emissions
-19% water consumption**

per ton of finished product
compared to 2010

GOOD FOR THE COMMUNITIES

**Almost 2.800
tons of donated
products**

THIS IS HOW, IN 2015, WE REACHED

+ 6% VOLUMES COMPARED TO 2010

WE PROVIDE PEOPLE WITH QUALITY BRANDS & PRODUCTS DAILY

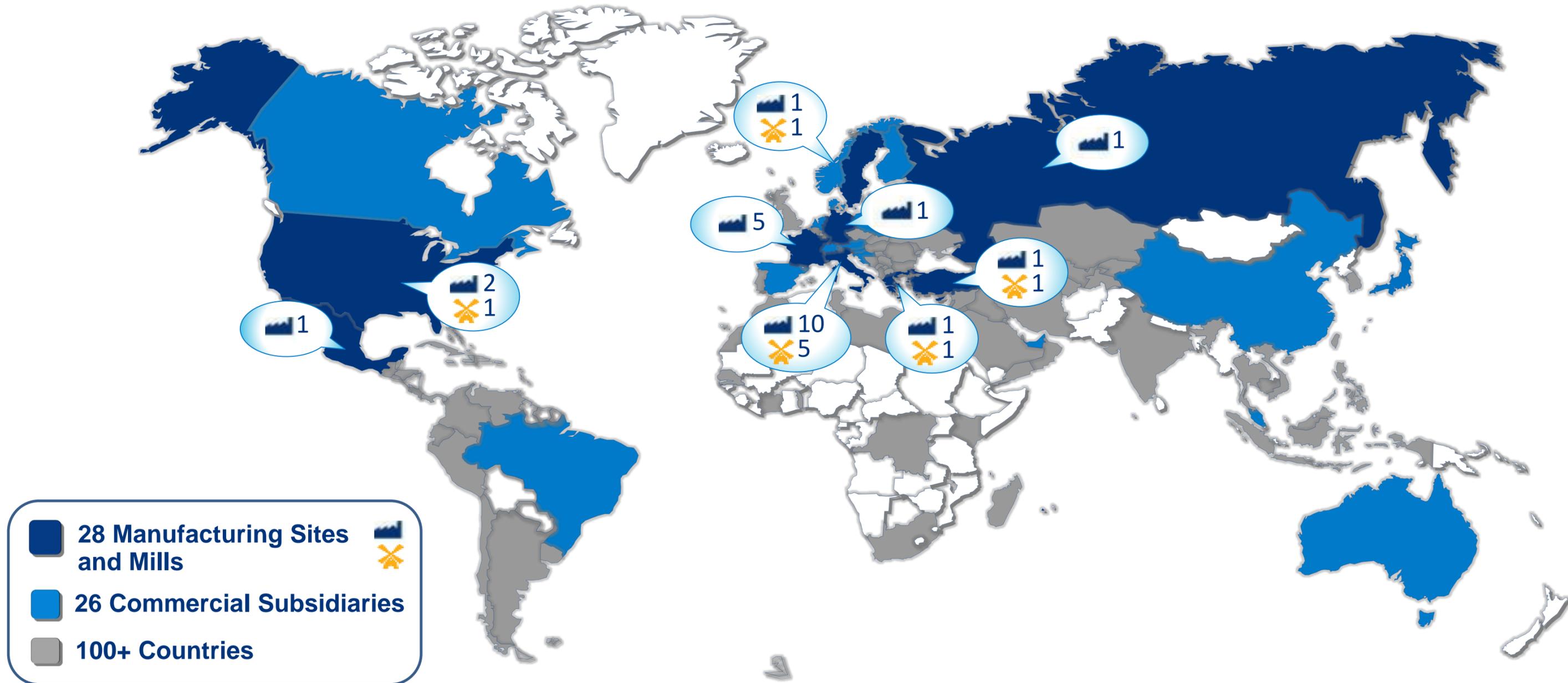


Every second
120
Barilla Group's products
are sold in the world !



WE ARE EVERYWHERE IN THE WORLD

≈ 8,300 Barilla People



OUR BUSINESS AT A GLANCE

3,383 MILLION EUROS NET SALES (2015)

53%
Meal Solutions



47%
Bakery

47%

• Italy •



19%

• Americas •



29%

• Europe •



5%

• Asia, Africa & Australia •



FOCUS ON RUSSIA – History of Barilla's presence

The relationship between Russia and pasta dates back to the nineteenth century, when Russian wheat was transported to Naples or Imperia, where it was transformed in pasta.

- 1998 - Start-up of the **Harrys bakery plant in Solnechnogorsk**
- **2002 - Harrys CIS becomes a part of Barilla Group**
- November 2004 - Plant in Solnechnogorsk is ruined by a devastating fire.
- Following a 40 MEUR Investment, **in February 2006 the new plant in Solnechnogorsk is opened**
- 2009 – 2015 – successful and fast development of pasta business in Russia with the **highest growth rates in Barilla Group.**
- March 2015 – **Launch in Solnechnogorsk plant of two best-in-class pasta lines to produce authentic Barilla products** (total investment of more than 15 MEUR)

FOCUS ON RUSSIA – where we are today

- With a per capita consumption of 7.2 kg per year, Russia is among the emerging realities with regards to the appreciation of the pasta. **It is the third largest pasta markets in the world and one of the biggest markets for bread and bakery products.**
- **In 2016 local production was more than 1 million tons and import exceeded 50,000 tons of pasta.**
- Barilla Rus (Harry's CIS), with total number of **450 employees**, is one of the leaders on the Russian market in food categories such as Pasta, Sandwich Bread, Sandwich Biscuits and Sauces. **All categories but sauces are produced locally in Solnechnogorsk plant.**
- **Barilla pasta brand is the number 3 in Russia by value**, and one of the fastest growing brand



LET'S MOVE FORWARD, MOVE FORWARD WITH COURAGE

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Barilla
The Italian Food Company. Since 1877.