TASTY, SAFE, QUALITY AND NUTRITIONALLY BALANCED PRODUCTS
FOR BARILLA, THIS MEANS:

• Continuously improving the nutritional profile of existing products and launching new products that are tasty, safe and contribute to a balanced diet.

• Promoting healthy lifestyles and sustainable diet inspired by the Italian lifestyle and Mediterranean Diet.
Barilla is committed to **developing products that offer excellent taste** and a **continuously improved the nutritional profile**, in relation to a balanced and sustainable diet. The rules of this commitment have been formalized over the years, into the **Barilla Nutritional Guidelines**, which underpin the continuous improvement of existing products and the launch of new products designed to promote personal wellbeing, through a healthy diet and lifestyle.

**THE BARILLA NUTRITIONAL GUIDELINES**

First drawn up in 2009, the Nutritional Guidelines are updated every three years on the basis of internationally established dietary guidance, such as “**Dietary Guidance for Americans**” and the dietary reference intake tables for nutrients and energy (LARN), published by the Italian Society for Human Nutrition (SINU).

In the process of updating these guidelines, Barilla’s Nutrition Unit collaborates with the **Health and Wellbeing Advisory Board**, an advisory body made up of international experts in nutrition and various other fields of medicine, which assists the company on matters of nutritional research.

**HEALTH AND WELLBEING ADVISORY BOARD**

The **Health and Wellbeing Advisory Board** is a group of international experts, which will guide Barilla, over the next few years, in understanding and promoting healthy lifestyles, thus marking a step forward with respect to the **Nutrition Advisory Board**, which has focused on the nutritional development of the Group’s product range from 2004 to date.

The **Health and Wellbeing Advisory Board** will support Barilla in formulating strategies for health and wellbeing, in order to equip the company with a comprehensive overview of what people need to lead a healthy life.
The Guidelines set out criteria and reference values for the main nutrients contained in our products, defined on the basis of the nutritional content of each individual food and its impact on human being diet. In particular, they provide precise guidance on fats, sodium, sugars and calorie intake.

Furthermore, to measure the effect of applying the Guidelines to the development of its product range, the Group calculates the Barilla Nutrition Index, by classifying its product portfolio into three categories:

- **Joy for you**: tasty, satisfying products, but with a high energy content, which should be consumed in moderation.
- **Better for you**: products reformulated on the basis of the Nutritional Guidelines, and new products with one or more improved nutrients compared with the category average.
- **Good for you**: products fully aligned with the requirements set out in the Guidelines.

According to category, each product is assigned a score, ranging from a minimum of 0, for “Joy for You” products to a maximum of 1.25, for “Good for You” products, which have been reformulated to further improve their nutritional profile, even though it was already fully aligned with the Guidelines.

By multiplying the sales volumes of products by the score assigned to their respective family, we obtain the Barilla Nutrition Index. The Group’s target for 2020 is to keep improving the nutritional profile of its recipes, and extend its offering of products complying with the Guidelines, so as to keep the index above 91.5 - the target value set for 2020, which is now in the process of reformulation.

<table>
<thead>
<tr>
<th>Nutrition Index trend</th>
<th>2016</th>
<th>2017</th>
<th>2020</th>
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<tbody>
<tr>
<td></td>
<td>93</td>
<td>95.5</td>
<td>91.5</td>
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<table>
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<tr>
<th>Products aligned with Barilla Nutritional Guidelines</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<tr>
<td></td>
<td>85%</td>
<td>86%</td>
<td>86%</td>
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NUTRI-SCORE: TRAFFIC-LIGHT LABELING FOR CONSUMER PROTECTION

In 2017, France officially adopted the Nutri-Score nutritional labeling system. Nutri-Score traffic light labels schematically simplify the complex list of ingredients and nutritional values that a food may have, thus offering the best way of helping consumers understand the nutritional characteristics of a product at a glance, through the use of five colors, from green to red, which correspond to the first five letters of the alphabet, ‘A’ to ‘E’. The color is assigned according to the quantities of ingredients and nutrients that should be limited, such as simple sugars and salt, and those that have a positive impact on health, such as fiber.

The color scheme is simplicity itself: red indicates a food to be consumed in moderation, green indicates a food that plays an important role in healthy eating, while yellow prompts consumers to avoid eating excessive quantities of a given product, in order to stick to a balanced diet. The labels were warmly received by both the WHO and consumer associations.

Barilla has decided to adopt the new labeling system for Harrys brand products, in the knowledge that it can provide consumers with important information, and raise awareness of the benefits of opting for healthy, nutritionally balanced foods.

BARILLA’S REFORMULATION PLANS

Within the framework of its Better Nutrition project, the Group has been committed, since 2009, not only to launching new products, but also to reformulating existing recipes in line with its nutritional guidelines, so as to improve their nutritional profile and actively contribute to people wellbeing and to the uptake of healthy, balanced diets. As a result of this project, Barilla has improved the nutritional profile of 387 products since 2010.

<table>
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<tr>
<th>Products reformulated to improve their nutritional profile</th>
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<tr>
<td>2015</td>
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<td>13</td>
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During the year, the Barilla Group also implemented its Sugar 2.0 plan, involving the reformulation of various types of products so as to reduce their sugar content.

Phase one of the project focused on revising our recipes for ready sauces and bakery products.

With specific regard to sugar, the Barilla Nutritional Guidelines require that sweet products contain no more than 20% sugar by weight, and single-portion products contain no more than 10 grams.
The aim of reformulation is therefore to:

- **Reduce added sugar content**, where possible, without compromising the taste of the product or the experience of consumers.
- **Work on the weight of portions**, especially for single-portion products, starting with those with a sugar content of more than 10 grams.
- **Develop new products with lower sugar content**, and continue our research into innovative ingredients that could help reduce sugar dosage.

In addition to the above, the information that Barilla offers consumers on its websites and on its product packaging forms, an integral part of the Sugar 2.0 program.

A total of 14 products, made up of sauces and bakery products, have been reformulated to date, in order to reduce their added sugar content.

**14 PRODUCTS HAVE BEEN REFORMULATED TO REDUCE THEIR ADDED SUGAR CONTENT**

We have also continued our efforts to reduce saturated fats and sodium, which concerned 12 recipes in 2017.

**4 PRODUCTS WERE REFORMULATED TO REDUCE THEIR TOTAL FAT CONTENT AND 5 TO REDUCE THEIR SATURATED FAT CONTENT**

**3 PRODUCTS WERE REFORMULATED TO REDUCE THEIR SODIUM CONTENT**
PALM OIL

Our product reformulation process achieved significant results in the past two years, due to the replacement of palm oil with vegetable oils with lower saturated fat content. We managed to reduce saturated fat by over 4,350 tonnes, and reformulate over 150 recipes.

This process began some years ago, with bread products in Italy and a number of Harrys snack products for the French market. In May 2016, however, the European Food Safety Authority (EFSA) published a scientific study on contaminants, found to varying degrees in vegetable oils, including palm oil, which assesses their impact on health, based on the consumption of a range of food products. Opting for caution, Barilla therefore sped up the replacement of palm oil across its range.

NEW BARILLA PRODUCTS

Day by day, Barilla strives to develop products with excellent nutritional profiles, and to show a strong ability to meet the varying needs of people. During the year, the Group extended its range of wholegrain products with the launch of 9 new recipes in the pasta and bakery products categories.

Some of the most important new products developed by Barilla in recent years are the ones designed for people with celiac disease and gluten-intolerance, as witness sales of about 16,600 tonnes of gluten-free products over the course of the year.

LEGUMOTTI

A partnership between Barilla and Esselunga has seen the development of Legumotti, which are grains of legume flour designed for anyone with gluten-intolerance and anyone looking for foods that are healthy and natural, without compromising on taste.

To make this product, flour made from chickpeas, red lentils and peas is processed into rice-shaped grains, making it easy to cook and use in a wide range of recipes.

As well as having an excellent nutritional profile, Legumotti are also highly innovative in terms of the process from which they derived, because they were conceived as a result of Design Thinking, which is a creative, consumer-centric approach to innovation.

Other innovation work was channeled into formulating new recipes for everyone who has opted to follow a vegan diet, especially in the sauces category.

Lastly, Barilla pursued its commitment to developing organic products made with the best organically farmed Italian durum wheat. In connection with this, Barilla organized the presentation and market launch of its organic pasta range at Cibus Connect, a trade show held in Parma in April 2017.
PASTA 3D

Over the years, Barilla has followed a program of innovation aimed at integrating latest-generation digital technologies into its production processes.

On the strength of this program, the Group became the world’s first food manufacturer to conduct research into new applications for 3D printers in pasta production.

As a result of this research work and of the partnership with TNO, a Dutch research center, Barilla has developed the world’s first prototype 3D printer capable of producing fresh pasta, using a dough made from durum wheat semolina and water.

This new technology opens up a wide range of opportunities. For example, it can be used to make unique pasta formats, with shapes and geometries that cannot be achieved using conventional production technologies. But the innovation is not confined to shape alone, because thanks to 3D printing, it will also be possible to customize taste, texture and nutritional value, using ingredients such as vegetables, legumes and flour from other wholegrain cereals, to create a pasta that has a higher fiber or higher protein content.

The project is currently in the research phase, while Barilla makes all the necessary assessments to identify the scenarios and possible applications of this innovation, in line with the changing requirements of the population.
GLYCEMIC INDEX

The glycemic index indicates the quality of carbohydrates on a scale of 0 to 100, and distinguishes between those that are digested quickly (high index) and those that are digested slowly (low index).

Low-index foods are metabolized more slowly and stop you feeling hungry for longer.

The study developed by the Human Nutrition Unit of the University of Milan, Human Nutrition Unit of the University of Parma and the IRCCS Istituto Nazionale dei Tumori, shows the position of Barilla products in the glycemic index.

The study analysed 141 commercial products representing the key food categories that are the source of more than 80% of carbohydrate intake in Italy, including their glycemic value.

The food items chosen are based mainly on the market share of the brand within each food category and grouped into 13 food categories:
1) beverages: fermented milk drink, juice, smoothie, soft drink;
2) biscuits;
3) breads;
4) bread substitutes;
5) breakfast cereals;
6) cakes and snacks;
7) candy and confectionery;
8) cereals;
9) desserts and ice-creams;
10) marmalade and jam;
11) pasta;
12) pizza;
13) sugar and sweetener.

The glycemic values have been determined according to the frameworks defined by FAO/WHO and ISO.

For the purpose of this report, only the categories in which Barilla products are included are mentioned.

<table>
<thead>
<tr>
<th>FOOD CATEGORY</th>
<th>COMMERCIAL NAME</th>
<th>GLYCEMIC INDEX</th>
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<tbody>
<tr>
<td>BISCUITS</td>
<td>Gran Cereale Frutta</td>
<td>51</td>
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<tr>
<td></td>
<td>(Grancereale, Barilla)</td>
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<td></td>
<td>Gran Cereale Cioccolato</td>
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<td></td>
<td>(Grancereale, Barilla)</td>
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<td></td>
<td>Gran Cereale Classico</td>
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<tr>
<td></td>
<td>(Grancereale, Barilla)</td>
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<tr>
<td></td>
<td>Macine (Mulino Bianco, Barilla)</td>
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<td></td>
<td>Molinetti (Mulino Bianco, Barilla)</td>
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<td></td>
<td>Fior di Latte (Mulino Bianco, Barilla)</td>
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<td></td>
<td>Segreti di Bosco (Mulino Bianco, Barilla)</td>
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<td>Pavesini (Pavesi, Barilla)</td>
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<td></td>
<td>Gemme Integrali (Mulino Bianco, Barilla)</td>
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<tr>
<td>FOOD CATEGORY</td>
<td>COMMERCIAL NAME</td>
<td>GLYCEMIC INDEX</td>
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<td>BREADS</td>
<td>Pagnottelle classiche (Mulino Bianco, Barilla)</td>
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<td></td>
<td>Pan bauletto al grano duro (Mulino Bianco, Barilla)</td>
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<td>Pan bauletto bianco (Mulino Bianco, Barilla)</td>
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<td>Pan bauletto 5 cereali e soia (Mulino Bianco, Barilla)</td>
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<td>Pan Bauletto Fior di Fibra (Mulino Bianco, Barilla)</td>
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<td>Cuor di Lino (Mulino Bianco, Barilla)</td>
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<td>Pan Bauletto Integrale (Mulino Bianco, Barilla)</td>
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<td>Sfilatini al grano tenero (Mulino Bianco, Barilla)</td>
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<td>BREAD SUBSTITUTES</td>
<td>Grissini classici friabili (Mulino Bianco, Barilla)</td>
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<td>Cracker salati Sfoglia di grano (Mulino Bianco, Barilla)</td>
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<td>Cracker integrali Sfoglia di grano (Mulino Bianco, Barilla)</td>
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<td>Spianate croccanti con semi di zucca (Grancereale, Barilla)</td>
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<td>Focacelle con olio di oliva extravergine (Mulino Bianco, Barilla)</td>
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<td>Fette Biscottate Le Dorate (Mulino Bianco, Barilla)</td>
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<td>Fette biscottate Cuori di orzo (Mulino Bianco, Barilla)</td>
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<td>Fette Biscottate Le Integrali (Mulino Bianco, Barilla)</td>
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<td>Gallette Chicchi al vento (Grancereale, Barilla)</td>
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<td>CATEGORIA DI PRODOTTO</td>
<td>NOME COMMERCIALE</td>
<td>INDICE GLICEMICO</td>
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<td>BREAKFAST CEREALS</td>
<td>Cereali croccanti classico (Grancereale, Barilla)</td>
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<td>Cereali croccanti frutta (Grancereale, Barilla)</td>
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<td>CAKES AND SNACKS</td>
<td>Plumcake (Mulino Bianco, Barilla)</td>
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<td>Nastrine (Mulino Bianco, Barilla)</td>
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<td>Camille (Mulino Bianco, Barilla)</td>
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<td>Brioche Cereali e Cioccolato (Grancereale, Barilla)</td>
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<td>Pangoccioli (Mulino Bianco, Barilla)</td>
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<td>Crostatina all’albicocca (Mulino Bianco, Barilla)</td>
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<td>CEREALS</td>
<td>Orzo (Barilla)</td>
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<td>Farro (Barilla)</td>
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<td>Grano (Barilla)</td>
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<td>PASTA</td>
<td>Penne (Barilla)</td>
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<td>Pennette rigate (Barilla)</td>
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<td>Spaghetti classici (Voiello)</td>
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<td>Spaghetti integrali (Barilla)</td>
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<td>Tagliatelle all’uovo (Barilla)</td>
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<td>Mini farfalle con carote e zucca (Piccolini, Barilla)</td>
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<td>Mini penne rigate con zucchine e spinaci (Piccolini, Barilla)</td>
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<td></td>
<td>Mini Pipe rigate con pomodori e carote (Piccolini, Barilla)</td>
<td>47</td>
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Source
Glycemic index and glycemic load of commercial Italian foods F. Scazzina, M. Dall’Asta, M.C. Casiraghi, S. Sieri, D. Del Rio, N. Pellegrini, F. Brighenti
BIO penne rigate
cottura 10 minuti

100% ITALIANO

500g

Barilla
QUALITY AND FOOD SAFETY

Offering consumers high-quality products with the highest food safety credentials is the dual pillar on which Barilla’s policy is built.

People safety, in particular, is a prerequisite of every food product. That is why, when formulating recipes, Barilla sees it as an imperative to develop products that are safe and wholesome, and establish structured processes that ensure continuous oversight of quality, from problematic field to fork.

As proof of this commitment, there are more than 70 managers at Barilla tasked specifically with designing and continuously improving the quality and food safety management system.

Barilla has put in place a rigorous quality and food safety management system, in order to prevent possible risks relating to products and make them safe for consumers. This system optimizes the way Barilla manages both known issues and those that emerge at any point along the supply chain.

Barilla’s entire food safety management system is based on a risk assessment methodology that enables the company to identify, analyze and evaluate all possible risks relating to food safety, and therefore establish the necessary measures for their prevention and management.

Barilla’s approach to managing known, legislatively regulated risks associated with chemical, biological, microbiological and physical contaminants, is based on the Hazard Analysis Critical Control Points (HACCP) method. Under this method, critical control points (CCPs) in the production process are managed in such a way as to guarantee the safety of food products. For products stabilized by means of a thermal process, furthermore, Barilla has set up a unit called the Thermal Process Authority, which defines all the key parameters, such stabilization time and temperature, that make the finished product safe.

Lastly, Barilla also preventively manages potential emerging risks, which are still under study by the scientific community and not yet regulated by law, in order to mitigate them.

OVER 3 MILLION ANALYSIS WERE CARRIED OUT IN ONE YEAR AT GLOBAL LEVEL TO MONITOR THE QUALITY AND FOOD SAFETY OF BARILLA PRODUCTS
QUALITY AND SAFETY OF RAW MATERIALS

Barilla uses only selected raw materials, which it puts through stringent controls, from the selection and approval of suppliers, to the checking of batches on receipt at the production site. Every day, on average, a specialist from the company visits a supplier to ensure that they are operating in accordance with the reference standards, and to consolidate the exchange of knowledge that has always been the hallmark of Barilla’s partnerships with its suppliers.

On the basis of the risk assessment and the internal reference standard, each raw material is associated with a specific monitoring plan, which is implemented by the Quality Control laboratories at the production plants or by qualified external laboratories.

Barilla also carries out research to develop innovative technical analyses designed to prevent the risk of food adulteration and fraud.

OVER 650,000 ANALYSIS WERE CARRIED OUT AT GLOBAL LEVEL IN ONE YEAR TO MONITOR THE QUALITY AND SAFETY OF RAW MATERIALS AND PACKAGING

With regard to the durum wheat used for pasta production, for example, Barilla has established multiple prevention and control operations on the supply chain, to ensure ever higher levels of safety and quality in finished pasta. Once it has selected its durum wheat suppliers, Barilla requires them to adhere to the Barilla Code of Practice for the cultivation and storage of wheat, which provides guidance on good farming practices. It also requires them to limit their use of phytosanitary products to the minimum strictly necessary for parasite prevention, in accordance with rules and procedures that are more stringent than those laid down in the applicable legislation. During cultivation in the field, wheat can be attacked by a fungus that develops a mycotoxin known as deoxynivalenol (DON). Barilla has developed a forecasting model which, as early as the pre-harvest stage, makes it possible to classify the areas at risk, and thus establish the frequency of analytical checks to be carried out before the wheat is purchased.

Barilla therefore carries out checks on all batches from areas classified as at risk, with the support of experts and approved, independent external laboratories. The wheat entering Barilla mills, lastly, is subject to a rigorous food safety plan based on the analysis of various risk factors, which also includes a search for traces of food contaminants.
PRODUCTION PROCESS QUALITY

For over ten years, Barilla has been using a know-how manual entitled Good Manufacturing Practices. Updated and aligned with the best reference standards for the industry, it consists of over 1,200 rules that define the health and hygiene requirements of all production areas, plants and other environments, as well as the rules of conduct for operators. Barilla periodically conducts over 900 internal audits in order to identify potential areas for improvement regarding the quality and safety of its products.

22 MILLION EUROS WERE SPENT DURING THE YEAR AT GLOBAL LEVEL FOR THE CONTINUOUS IMPROVEMENT OF PLANTS AND PRODUCTION LINES IN RELATION TO QUALITY AND FOOD SAFETY

All Barilla production plants, furthermore, are certified, or in the process of being certified, to FSSC22000. This standard is recognized by the Global Food Safety Initiative, a non-profit foundation consisting of industry specialists, which helps companies set up more and more effective food safety management systems.

FSSC22000 is intended to ensure product safety, and promotes a transparent, collaborative approach between the various players in the supply chain.

QUALITY AT RETAIL STORES

96.5% OF BATCHES OF FINISHED PRODUCT IN FULL COMPLIANCE WITH BARILLA QUALITY STANDARDS AT GLOBAL LEVEL IN ONE YEAR
To safeguard the quality of its products all the way to the retail store, Barilla also oversees their transport and distribution. Over the years, therefore, Barilla has compiled a document entitled **Good Distribution Practices**, which identifies 143 requirements for the storage and transport of its products, thus setting out the service quality standards to which its logistics partners must adhere. The company also runs **Food Values Days**, aimed at involving its distributors in training and awareness-raising activities on quality and food safety along the supply chain, including monitoring of correct application of the **Good Distribution Practices**.

Over the course of the year, furthermore, the **Quality and Food Safety** function conducted analyses on 8,500 packs of products at retail stores, in order to check that the quality perceived by consumers was in line with the standards defined and implemented by Barilla. In the course of a series of specific technical tasting session, it also carried out over 445,000 controls on product quality.

**PREVENTION OF FOOD FRAUD AND MANAGEMENT OF CRITICAL ISSUES**

Barilla has established a specific management system for the prevention of food fraud, aimed at identifying potential vulnerabilities in this respect along the supply chain and drawing up a plan of mitigating action.

In parallel with this management system, Barilla launched the **Food Fraud Prevention Program**, an initiative taken in collaboration with its suppliers, which enables the company to set precise standards for assessing the vulnerability of the supply chain, with a view to preventing fraud and sharing risk management.

Since 2014, moreover, Barilla has been taking part in a European-financed five-year project known as the **Food Integrity Project**, which involves over 60 partners in initiatives aimed at ensuring and improving the quality and authenticity of products.

A key part of the **Food Integrity Project** is a plan to reduce barriers to information exchange between companies and the authorities, in order to make it easier to identify fraudulent products on the market and therefore raise consumer confidence in relation to food integrity and quality.

Barilla is a member of the **Food Integrity Project** Management Board and the coordinator of Work Package-10, whose aim is to equip the European food industry with the necessary tools to manage and prevent risks to health and safety deriving from food fraud and adulteration.
FOOD INTEGRITY PARMA 2017: A GREAT BARILLA SUCCESS

Barilla was the organizer of the 4th International Food Integrity Conference, subtitled “Turning Science into Solutions”, which was held in Parma in collaboration with the Barilla Food Safety & Authenticity Research Team and the University of Parma.

The event was attended by 350 delegates from the food industry, distribution, public administration, specialist food safety laboratories and various non-governmental organizations. The conference provided an important opportunity to meet and discuss the issues involved in the fight against food fraud and adulteration.

The event saw the presentation of the results of the latest studies on the future development and strategies implemented in the field of quality, authenticity and traceability of products. The 2017 edition also focused closely on the direct and indirect impact of fraud and inadequate food safety protection on the entire industry.

With regard to the management of potential critical issues, Barilla has put together a detailed system, which enables it to trigger a prompt diagnostic response designed to identify the causes of the problem and implement effective solutions to safeguard consumer’s health.

In the course of 2017, Barilla made a product recall in France, at the precautionary request of the competent authority, which had been contacted by a consumer, reporting the presence of a foreign body in a package. After examining all the checks conducted by Barilla on the production batch, the authority judged it safe for consumers and gave it clearance for sale.

TRAINING OF BARILLA PEOPLE ON QUALITY AND FOOD SAFETY

The safety and quality of our products is closely linked with the experience and skills of Barilla People. That is why the company is committed to raising awareness and providing ongoing staff training on quality and food safety.

OVER 5,000 PEOPLE BENEFITED FROM TRAINING AND AWARENESS-RAISING ON QUALITY AND FOOD SAFETY AT GLOBAL LEVEL IN ONE YEAR

A key part of the training program is the Food Safety Day run by the Quality and Food Safety function for company employees, which is aimed at disseminating a culture of quality and food safety. Over 160 People attended the event in 2017, from a wide range of technical and commercial functions.
TRAINING IN PEST PREVENTION

During the year, Barilla has implemented a training and awareness-raising program aimed at the prevention of food pest infestation in areas climatically at risk, such as Brazil, China and Japan.

Brazil

In Brazil, all Barilla People and most of the sales force received training in the specific procedures for preventing and managing pest infestation, including dedicated visits to retail stores. Visits were made, more than once in some cases, to 55 retail stores over the course of the year. Barilla also extended its training program to all third-party call center staff, so as to ensure that consumers receive a correct, professional response to their queries. The effectiveness of this initiative was borne out by a 20% reduction in the number of complaints received in relation to cases of food product pest infestation compared with the previous year.

China and Japan

In China, Taiwan and Hong Kong, Barilla trained over 95% of its distributors in pest prevention procedures. In Japan, the company trained its new logistics services suppliers in Good Distribution Practices, with a particular focus on pest control.
Balanced dietary habits and healthy lifestyles are also promoted and disseminated by means of responsible communication, designed to enable consumers to make informed choices and understand the importance of an active lifestyle and balanced diet.

To achieve this, Barilla uses brand initiatives, product packaging and Group websites to provide its customers with comprehensive nutritional information. This takes the form of detailed nutritional labels; tips for a healthy, balanced diet, and product consumption recommendations, with particular reference to the optimum quantities to be taken and guidance on putting together meal menus that provide the right intake of energy and nutrients.

The aim of Barilla’s marketing activities, whether through traditional channels, social media, or in the form of promotions and sponsorship, is to build a strong bond of trust with customers, establish a transparent relationship with people, and provide full, truthful communication on a daily basis.

This is why Barilla’s promotional activities are centered on people and their needs. With particular reference to advertising aimed at children, furthermore, they are underpinned by a commitment to clear, simple communication, intended to avoid consumption patterns that are excessive, inappropriate or not in line with the principles of a sound and healthy nutrition.

Another integral part of Barilla’s responsible communication is the dissemination of its Mission “Good for You, Good for the Planet”, through all of the Group’s communication channels and product packaging. This is because we know that, to achieve our sustainability goals, we need the continuous involvement of all our stakeholders, starting with consumers.

**47% OF PRODUCTS COMMUNICATE THE COMMITMENT AND RESULTS ACHIEVED BY BARILLA THROUGH THE DEVELOPMENT OF ITS “GOOD FOR YOU, GOOD FOR THE PLANET” MISSION, IN PROMINENT POSITIONS ON THE PACKAGING OR WEBSITE**

In the course of 2018, Barilla has formalized its Responsible Marketing Principles. The document was drawn up on the basis of continuous collaboration with the international organization UNICEF, with particular reference to the part concerning marketing communications to children. These guidelines are public and can be viewed on the company’s website.
INITIATIVES AIMED AT LISTENING TO CONSUMERS

The relationship between Barilla and its product consumers is crucial to the company’s development and way of doing business.

By opening new listening channels, especially in new geographical areas, Barilla has managed to get closer to consumers, better understand their needs and respond more appropriately to their expectations.

For example, digital and other platforms were set up at global and local level in 2017, which have helped forge even stronger relations with consumers, by collecting notifications, feedback and suggestions about products and the Group’s way of doing business.

Consumers’ satisfaction is a primary goal for Barilla, which is why we conduct occasional surveys on promotional campaigns, product launches and consumption habits.

The Group received over 110,000 contacts at global level in 2017, including notifications, compliments, suggestions and requests for information. In particular, the Group carefully examined 25,600 notifications relating to products and packaging.

- 2% for other reasons
- 7% for information on the company
- 28% for information, advice or compliments
- 3% for information on nutritional issues or food safety
- 24% to express lack of satisfaction
- 36% for information on promotions
GUARDATUSTESSO

On the basis of Barilla’s long-standing ambition to enable everyone to gain an insight into the hidden world of its sauces, the company set up a digital platform in 2014 called Guardatustesso, which enables people to take a virtual tour and get a first-hand view of the Group’s supply chains.

Originally dedicated to ready sauces, Barilla extended the platform in 2017, to include the pasta supply chain, so it now provides information on the quality and origin of the raw materials used, and gives everyone the chance to interact with farming experts and the Group’s purchasing managers, to get a clearer idea of the criteria used to select the best grains. Overall, the platform gives visitors the opportunity to find out about every aspect of the most typical of made-in-Italy food products.

The Group developed three sections:
- **“Discover”**, with numerous videos, image galleries, studies and research projects, which give people an insight into the various factors that have an everyday effect on the pasta supply chain.
- **“Live”**, which gives visitors a first-hand view of Barilla’s supply chain and production facilities, through direct digital experience or through the eyes and narrative of a Barilla testimonial. In the Live section, you can also book a guided tour of the Group’s pasta production facilities in Italy.
- **“Ask”**, this section provides a direct channel of contact through which consumers can ask for information about the supply chains, production processes and raw materials used by Barilla.

The launch of the updated Guardatustesso platform was accompanied by a major communication campaign designed to explain the added value of Barilla pasta to consumers, and give them a clear idea of what its quality consists of. The campaign saw the participation of major names from Italian sport and cinema, including the director Gabriele Salvatores, the actor Pierfrancesco Favino and the paralympic champion Bebe Vio.
To communicate its Good for You, Good for the Planet Mission in a fun, ground-breaking way, Barilla launched a project called Plantable Paper in Turkey, to coincide with children’s day and mothers’ day.

On these two occasions, Barilla Turkey stocked the small packet of over 80 supermarkets with 10,000 recycled cardboard packs of pasta, each containing a sachet of tomato and basil seeds. Each pack invited young pasta fans to plant the seeds, following the precise instructions given, and thus get the pleasure of growing their own tomato or basil plant.

The aim of Barilla’s Plantable Paper project was to promote the principles that underpin the Good for You, Good for the Planet Mission, and direct attention towards respect for the land, through a small act of growing vegetables and reducing food waste.

“A DREAM CALLED COCOA”

Pan di Stelle A Dream Called Cocoa project came to fruition in 2017. Pan di Stelle is Barilla’s best-qualified brand to focus on sustainable sourcing of cocoa, because cocoa is its key ingredient. The challenge lay in finding the best way of including the commitment Good for You, Good for the Planet in the company’s communication platforms, in order to strengthen its bond with consumers.

The brand’s ambition has always been to nourish people’s capacity to dream. That is why the Dream Called Cocoa project was launched to emphasize that a dream cocoa also originates from giving farmers and their families something to dream of. Barilla deployed this project to support the organization Cocoa Horizon in its efforts to improve the livelihood of cocoa farmers and their communities. The communication campaign began in 2017 with the new section www.pandistelle.it/unsognochiamatocacao, the respective social media plan and the first packs on the shelves.
FOOD EDUCATION

Food education for children and reliable information on the rules for a healthy, sustainable diet, form an integral part of the Good for You, Good for the Planet Mission. For this reason, Barilla is committed to involving the new generations and its own People in educational and informative activities aimed at promoting healthy lifestyles, balanced dietary habits and responsible food consumption.

The main projects implemented in the course of 2017 include the Giocampus program, the sì.mediterraneo communication plan and the ViviSmart initiative.

GIOSCAMPUS

2017 saw the continuation of Giocampus, a project aimed at involving young people between the ages of 4 and 14, living in the Parma area, which promotes the wellbeing of future generations by means of a training path that combines dietary education and physical education.

Giocampus was spawned by a public/private educational alliance involving a wide range of organizations operating in the Parma area, including: Comune di Parma, Comune di Sorbolo, Comune di Torrile, Comune di Busseto, Comune di Traversetolo, Comune di Salsomaggiore, Comune di Montechiarugolo, Università di Parma, Cus Parma, Coni Emilia Romagna, Ufficio Scolastico Regionale per l’Emilia Romagna Ufficio XIII Ambito territoriale per la provincia di Parma, Ausl, Federazione Italiana Golf, Barilla, Fondazione Cariparma, Parma Calcio 1913, Studio Cocconi-Face, Flo, Ilger, Chiesi Farmaceutici, X3energy, Impresa Pizzarotti, Perfume Holding, Unione Parmense degli Industriali, Poliambulatorio Dalla Rosa Prati, Davines, CFT, Turbocoating, Iren and Fondazione Teatro Regio.

The activities run by Giocampus are divided into three strands spanning the year:

• Giocampus School: a special course integrated into the school program and aimed at teaching healthy and balanced lifestyles.
• Giocampus Snow: a winter sports week giving children the chance to try a range of winter sports and learn the basic rules of a healthy diet.
• Giocampus Summer: a summer camp offerings kids sport, other physical activities and workshops, as well dietary education.

The project was extended in 2017 with Giocampus Together, a training program focusing on integration and respect for diversity and disability, which involved 50 children over the year. Giocampus Together is founded on the principle that, through physical activity, it is possible to include all kids and the full diversity of their abilities.

Giocampus has expanded its operations considerably over the years, with a view to involving more and more children, and broadening its coverage and sphere of influence in the area. Attendance reached 15,000 in 2017.
THE COSTA CROCIERE KIDS MENU

Effective dietary education also depends on spreading healthy nutritional habits among the new generations.

Working in partnership with Costa Crociere and Madegus, a spin-off of the University of Parma, Barilla developed the new Costa Crociere Kids Menu, with a view to involving and educating children on the benefits of a healthy diet, in a fun way.

The project has led to the creation of 7 new balanced menus for children aged between 4 and 12, which are inspired by the Mediterranean diet, tasty and appetizing, and at the same time rich in fruit and vegetables. The new menus will be served at every meal on-board Costa Crociere’s ships, as an alternative to the traditional menus. To encourage the involvement of younger children, each menu is accompanied by a card game and an educational story about the benefits of a healthy diet.

The first phase of the project involved the crew of two ships from the Costa Crociere fleet, who received specific training from Madegus’s specialist dietary education professionals. During the course of next year, the Kids menu will be made available to all the other ships in the Costa Crociere fleet.
THE SÌ.MEDITERRANEO PROJECT

Barilla’s focus on dietary education does not only concern the new generations, but also includes everyone who works for the Group. For this reason, the Group implemented a project called **si.mediterraneo** over the course of the year.

Deriving from Barilla’s partnership with the Department of Clinical and Experimental Medicine at the Federico II University of Naples and with the contribution of the Barilla Nutrition Advisory Board, the initiative is designed to raise employees’ awareness of the benefits of the Mediterranean diet and to improve their dietary habits on a daily basis.

Under the si.mediterraneo project, Barilla develops environmentally sustainable and nutritionally balanced menus for its People, which are available every day in all company restaurants. All the menus comprise wholegrain bread and pasta, a wide range of cereals, vegetarian salads and legumes, fish dishes and reduced amounts of red meat and fried foods.

In response to this initiative, Barilla has witnessed growing interest among employees in more balanced diets, marked by a significant increase in the consumption of products comprising wholegrain ingredients and white meats, and a substantial reduction in orders for red meat.

Barilla’s Si.Mediterraneo project also provides access to numerous studies and research projects on the benefits of the Mediterranean diet, and guidance on formulating healthy and balanced diets.

The results of experiments conducted in canteens in Parma have been published in the *International Journal of Food Science and Nutrition* under the title “Nutritional intervention program at a worksite canteen to promote a healthful inspired by the traditional Mediterranean diet” (M. Vital et al.)

During 2017, the Si.Mediterraneo initiative also involved the vending machines in the Parma offices, so as to promote healthy, informed choices during breaks too. With regard to the consumption of sweet and savory snacks, consumption of more nutritionally balanced options had risen by 20% 3 months after the start of the initiative, at the expense of less healthy options, which fell by 20%.

**VIVISMART**

In 2017, the Barilla Group took part in developing the “ViviSmart” project, a partnership encompassing Barilla, Danone Italia and Coop Italia with their respective Foundations, and the collaboration of major organizations from the food industry and the world of consumer cooperatives, non-profit organizations and scientific research bodies.

The aim of the initiative was to promote the adoption of smart lifestyles, comprising informed nutritional choices, aligned with the Mediterranean model and the food pyramid.

Based on an innovative, multi-pronged approach deployed in 16 selected retail stores and 16 primary schools, ViviSmart involved Italian families in a daily routine that combines **healthy eating with physical exercise**. On the one hand, people got a chance to learn how to target their food choices, by finding out more about the associated nutritional properties; and on the other hand, they were able to get involved in physical activities, by following a few simple rules.

The first phase of the ViviSmart project focused on the cities of Milan, Genoa, Parma and Bari, and involved **over two and a half million** citizens.