

# ANNUAL REPORT

## 2001







# ANNUAL REPORT 2001

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*Luca, Emanuela, Paolo and Guido Barilla*

This annual report is accompanied by the backstage picture of the “commercial movie” wanted by Barilla in order to celebrate the 125 year of the company (1877-2002). The commercial was created by two great names of the literature and movie business, the writer Alessandro Baricco and the director Wim Wenders. The commercial (ninety seconds long for movie theaters, sixty for television) was played in Italy between February and March 2002, while now it can be found online on the site: **[www.barilla125anni.it](http://www.barilla125anni.it)**. BRW&Partners produced the commercial and it was taped in a cornfield near Cape Town, in South Africa. The photography director is Phedon Papamichael, music by David Darling, the costume designer is Sabina Maglie, and the protagonist actor is Gabriel Briand. The backstage pictures were taken by Vone Leech. Product photographs by Giampaolo Riccò. Barilla family portrait by Edoardo Fornaciari.

The images' footnotes are taken from *Director's Interpretation* written by Wim Wenders.

**“Our Mission is to market internationally food products that consumers recognize as excellent in terms of taste, superior quality and which contribute to a nutritionally balanced diet.**

**P**rimarily the Barilla Group will focus on two business areas: Italian style pasta meal and bakery products of all kinds. ”

Guido, Luca, Paolo Barilla

### *The President's Letter*

**T**he positive performance in the year 2001 is the demonstration of the strength of our brands. Last year we focalized the company on two main areas – Bakery Products and Pasta Meal – in order to give the Group greater focus and developmental possibilities. **W**e have improved the organization with the entry of people who will increase the team strength, which is built on the value of experience. **T**he Group, now, has at its disposal a team that is able to face with a positive attitude the changes, challenges and complexities of the markets. **T**he nature of our business is connected to slow developmental dynamics and to the culture of being persistent in pursuing objectives one step at a time. **T**he 125 years of history, which we carry on our shoulders, show how our constant attention to the products and to the markets is translated into an increase in value and solidity. **L**ast year's growth has shown how the products, work and people are the three main pillars on which our will lies. **W**e have been innovating; we have confirmed ourselves as a leader in many segments, generating profit. **A**nd today there are many growth opportunities for our Group, which can be obtained also by way of acquisitions. **T**he year 2002 has opened with important developments in Italy and abroad. **I**n Mexico we have begun a joint venture with the Herdez Group and bought the Yemina and Vesta brands. **D**uring the first months of the activity, business results have shown a developmental trend both with regard to the foreseen budget and data registered in 2001. **W**e will continue to operate with responsibility and integrity, always keeping in mind the product as a primary source of attention and energy, knowing that a product of an ever improved quality contributes to the consumers' health and will be the best guarantee for the future of our Group.







**Barilla**

**FUSILLI**

COTTURA 12 MINUTI

# THE GROUP'S BRANDS



## **Where there's Barilla, there's Italy.**

The Number 1 pasta in Italy and in the world. The finest durum wheat and best technologies available to provide to customers all over the world an always "al dente" product and with tasty pasta sauces.



## **The pleasure of quality.**

A range of products made with simple and genuine ingredients, ideal for everyday use.



## **Since 1937, a great tradition of temptation and innovation.**

A wide range of backed products, fruits of a tradition of taste and innovation.



## **Since 1879 the great pasta from Naples.**

The shapes of the great Neapolitan tradition, ideal for enhancing the flavor of Mediterranean pasta sauces.



## **You are what you eat.**

The first producer in the world of crispy rye and wheat based breads, wholesome and natural, for breakfast and snacks.



## **The pasta leader in Greece.**

A tradition which identifies itself in the figure of the monk Akakio, who, with his mule, goes to the village's market to purchase pasta.



## **A dynamic reality in the Turkish market.**

Filiz is one of the main pasta producers in Turkey, a country that is also one of the major pasta consumers in Europe.



## **The reliable and versatile "friends" of Mexican families.**

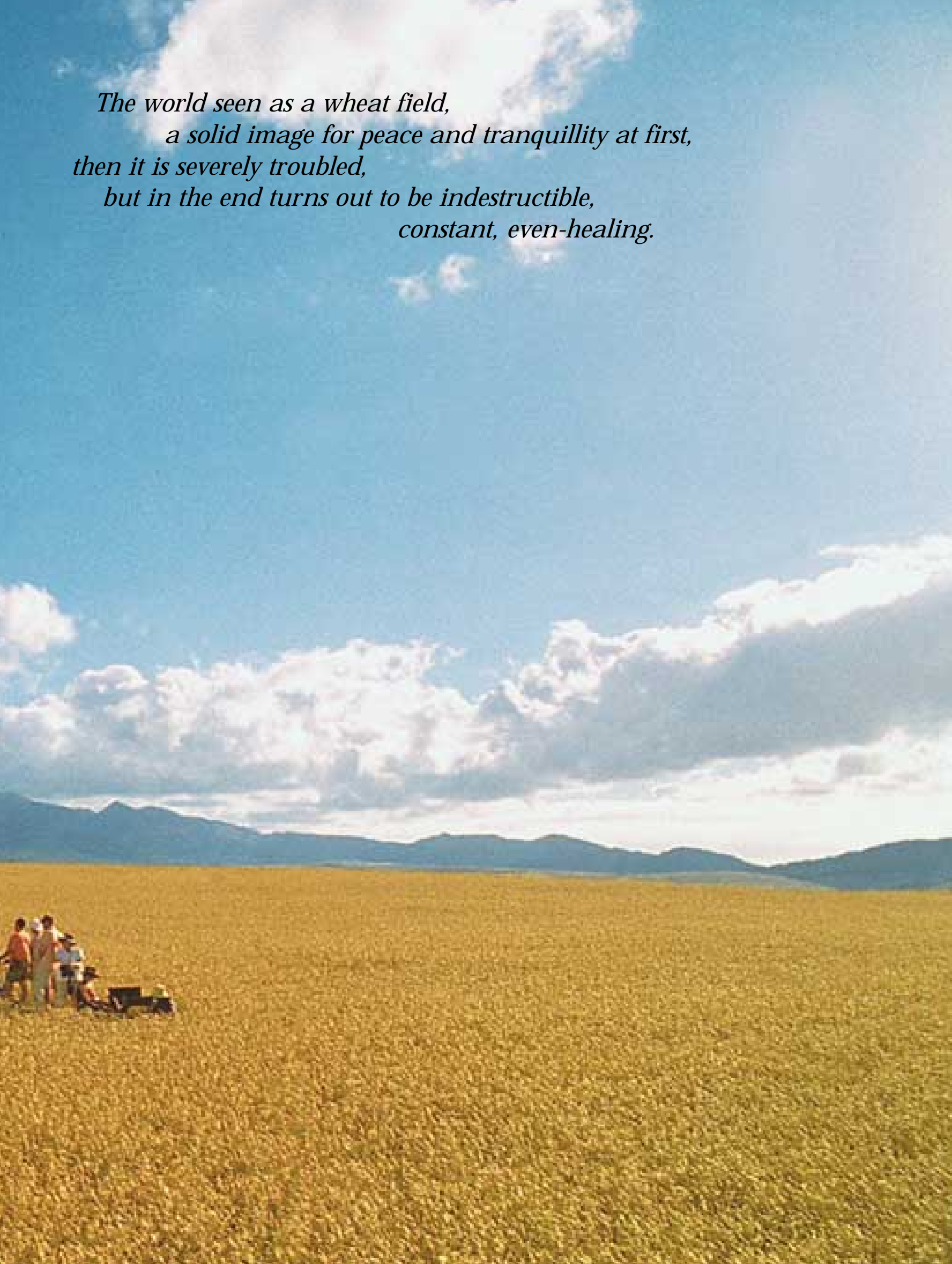
Two leading brands: the pasta is produced by a joint venture created in January 2002 by the Barilla Group and the Mexico based Herdez Group.



## **Logistics for leaders.**

A leading-edge organization, based on the customer service, for competing in logistics.

*The world seen as a wheat field,  
a solid image for peace and tranquillity at first,  
then it is severely troubled,  
but in the end turns out to be indestructible,  
constant, even-healing.*





# Company Officers

Board of Directors

*President*

Guido Barilla

*Vice Presidents*

Luca Barilla, Paolo Barilla

*Chief Executive Officers*

Pasta Meals: Gianluca Bolla

Bakery Products:

Maurizio Spampinato

*Counsellors:*

Antonio Aiello

Andrea Allodi

Paolo Biancardi

Nicolaus Issenmann

Manfredo Manfredi

*Board of Auditors*

*President*

Augusto Schianchi

*Standing Auditors*

Mario Tardini

Giampiero Alinovi

*Substitute Auditors*

Franco Chierici

Alberto Pizzi

## The products

### PASTA

Barilla

Filiz (Turkey)

Emiliane Barilla

Misko (Greece)

Voiglio

Yemina and Vesta (Mexico)

### PASTA SAUCES

Barilla

### BREAD SUBSTITUTES

Mulino Bianco, Pavese

### FILLED AND BUTTER COOKIES

Mulino Bianco, Pavese

### SNACKS AND CAKES

Mulino Bianco, Pavese

### CRISPY BREADS

WASA

## Production sites

### PASTA PLANTS

Ames (Iowa, U.S.A.)

Bolu (Turkey)

Caserta

Foggia

Matera

Parma

Tebe (Greece)

### BAKERY PRODUCTS PLANTS

Ascoli Piceno (Snacks)

Caserta (Bread substitutes)

Castiglione delle Stiviere - Mantova

(Cookies and bread substitutes)

Celle - Germany (Crispy breads)

Cremona (Snacks, Cakes)

Filipstad - Sweden (Crispy breads)

Hamar - Norway (Crispy breads)

Melfi (Snacks and Bread substitutes)

Novara (Cookies and Bread substitutes)

Rubbiano - Parma (Bread substitutes)

Wroclaw - Poland (Crispy breads)

### MILLS

Altamura (Bari)

Ames (Iowa, U.S.A.)

Bolu (Turkey)

Castelplanio (Ancona)

Ferrara

Galliate (Novara)

Termoli (Campobasso)

Volos (Greece)

## Main companies in the world

### ITALY

BARILLA ALIMENTARE S.p.A.

NUMBER 1 LOGISTICS GROUP S.r.l.

### EUROPE

BARILLA AUSTRIA GMBH

BARILLA WASA DEUTSCHLAND GMBH

BARILLA FRANCE S.A.

BARILLA SUISSE S.A.

BARILLA U.K. LTD

MISKO AE (Greece)

WASABRÖD AB (Sweden)

### AMERICA

BARILLA AMERICA INC.

BARILLA DO BRASIL LTDA

BARILLA MEXICO SA de CV

### ASIA

BARILLA JAPAN K.K.

FILIZ GIDA SANAYİ A.S. (Turkey)

### OCEANIA

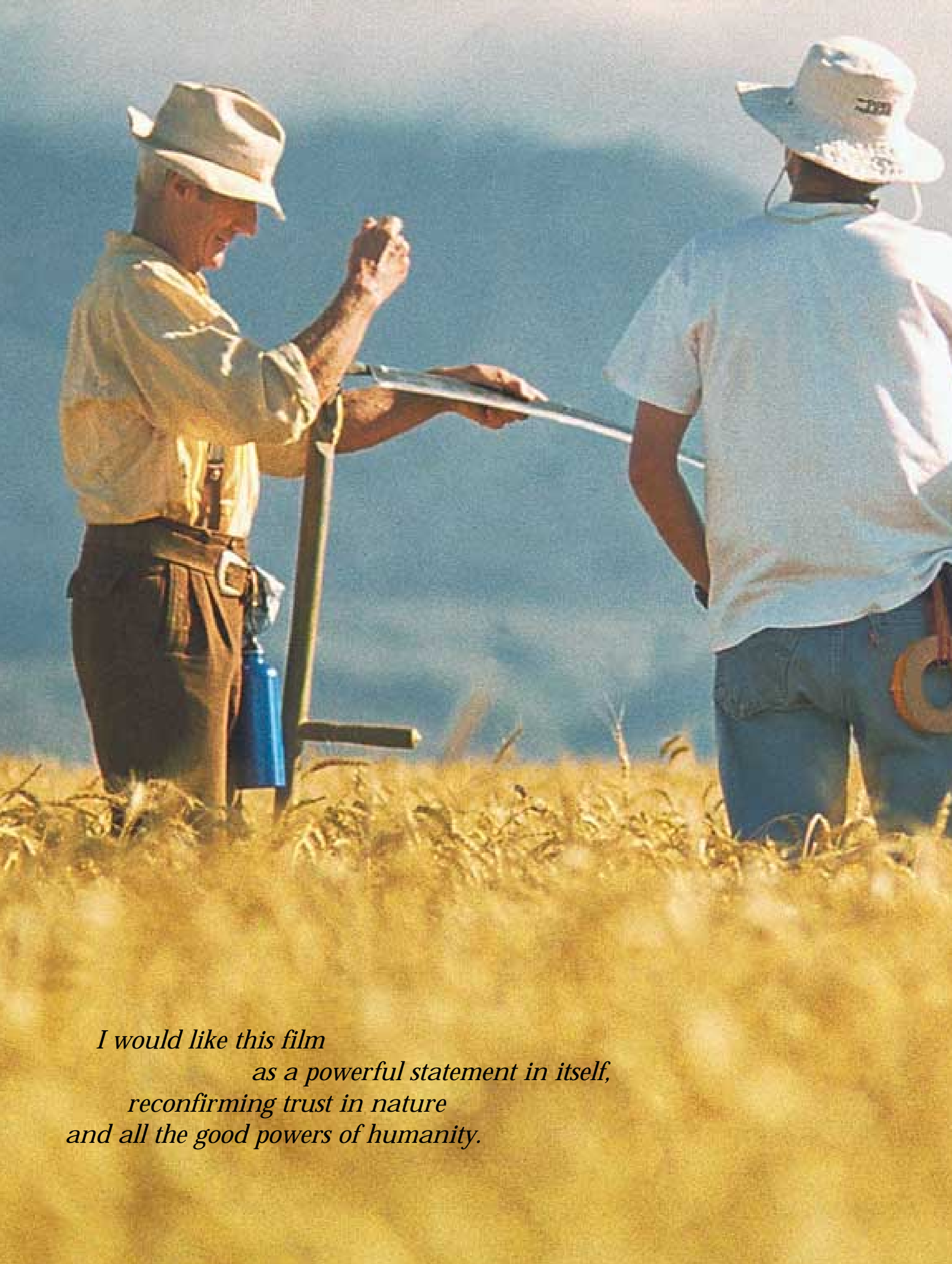
BARILLA AUSTRALIA PTY LTD



## Scenario

After the economic expansion of the year 2000, the worldwide pace of economic growth in 2001 slowed as a result of the decline in the American economy which got worse after the terrorist attacks on September 11<sup>th</sup>. From 4.7% reached in the year 2000, the world economic growth has settled around 2.5%, slowing down also the international trade (-0.2% in terms of volume). This international economic situation has involved all of the industrialized countries. The gross domestic product growth rate decreased to 1.2% in the United States and 1.5% in the European Union while Japan entered into a recession. In 2001, the Italian economy registered a GDP increase of 1.8%, lower than the year 2000 (+2.9%) but slightly higher than the euro area average. In Italy, the new laws approved in order to promote flexibility in the labour market have improved employment: the unemployment rate lowered from a 10.6% in the year 2000 to a 9.5% in 2001. Also the public finance recovery continued, with a reduction of the incidence of the deficit on the GDP, decreasing of the 0.3%, reaching 1.4%. The inflation rate was substantially stable at about 2.7%, almost in line with the average data recorded in the euro area equal to 2.5%.





*I would like this film  
as a powerful statement in itself,  
reconfirming trust in nature  
and all the good powers of humanity.*













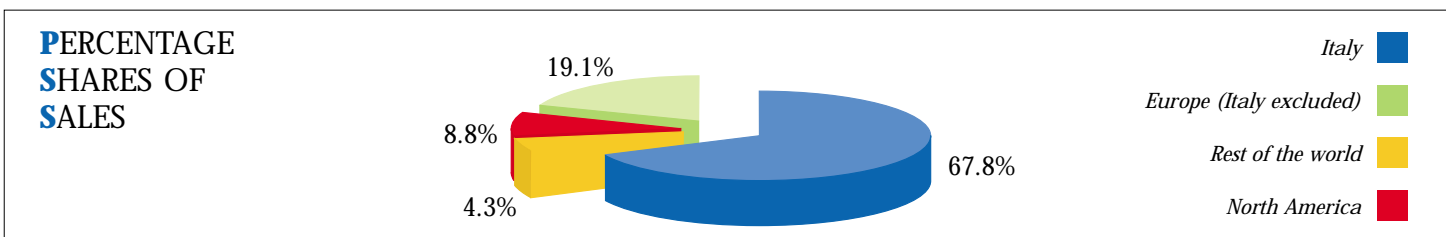
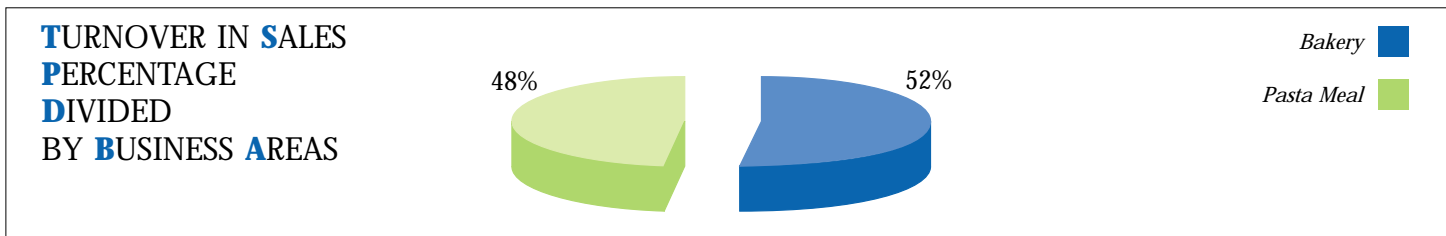
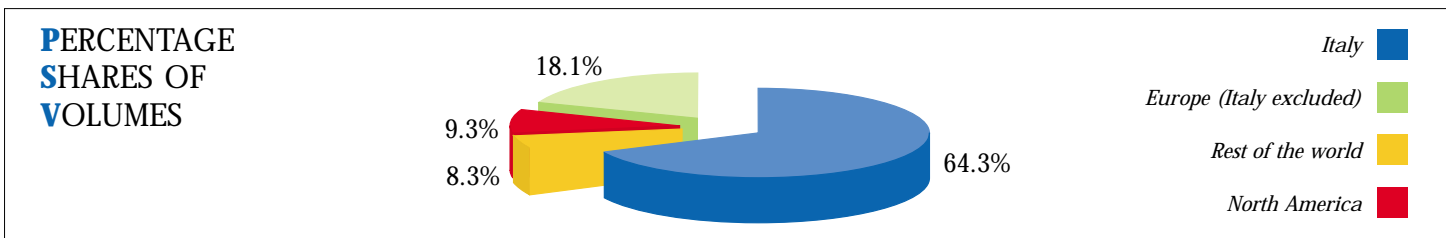
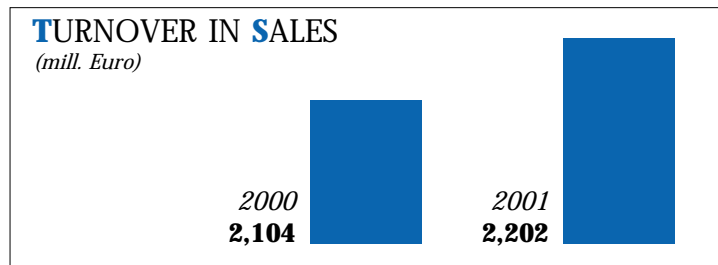
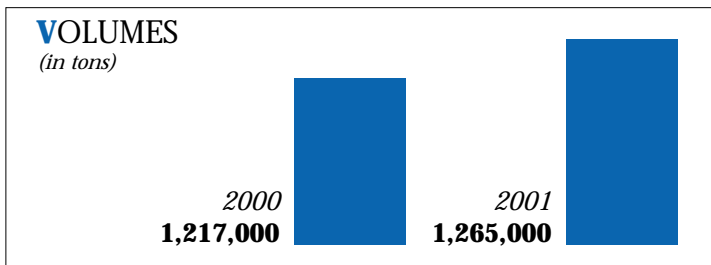
*We all know these are disturbing times.  
Our world is changing rapidly,  
and our lifestyles, our habits and our thinking  
are coming to terms with new conditions.*





# The Barilla Group's results in the year 2001

The Barilla Group has obtained positive results in a year that was characterized by a worldwide slow down in the economy. In 2001 the Group's yearly turnover has increased to 2,202 million euro, recording an increase of 4.7% compared to the year before. The sales volume have also followed the same positive trend, registering a 4% increase compared to the year 2000, with 1,265,000 tons. An important contribution was made up by the constant international development: the foreign markets have increased their sales by 9.4% compared to the year 2000, with a turnover of 709 million euro, while the sales volumes have increased by 8.8% compared to the previous year. The operating activities have registered a gross operating profit of 329 million euro, confirming the good results reached during the previous year. In 2001, an important organizational evolution was created by developing two separate global Business Units, one dedicated to Pasta Meal (pasta-pasta sauces-gastronomy) and the other dedicated to Bakery Products. Each of these two units is now directed by its own Chief Executive Officer. This change has the objective of supporting the acceleration of the international development and focusing the Group on the markets and the categories of interest. Net debt has decreased from 299 to 130 million euro. The consolidated net profit of the Group is equal to 100 million euro compared to 79 million euro reached in the year 2000.





















## Industrial, organizational and corporate structure

**With respect to the company's organizational structure, the most important facts which occurred in the year 2001 were the conveyance by Barilla Alimentare S.p.A. of the participation in the company Parmamec Export S.r.l. to Parmacotto S.p.A.; the merger of Barilla Deutschland GmbH with Wasa GmbH, and its successive change of company name to Barilla Wasa Deutschland GmbH; the acquisition by Number 1 Logistics Group S.r.l. of the logistic services branch of the company Exportex, controlled by the multinational company Bolton. In the year 2001, the investments for technological improvements and production capacity in Italy and abroad have continued. Overall, the Group has invested 81 million euro this year, equal to 3.7% of the turnover in sales, which will be added to the 666 million euro already invested in the previous four-year period. The main investments made in 2001 regarded the installation and starting up of new systems for the snack bars production and packaging in Novara and the modernization of the production lines in Pedrignano (Parma).**

























*Over the edge of the field,  
rising up against the sky,  
appears a group of riders  
galloping fast in his direction.*





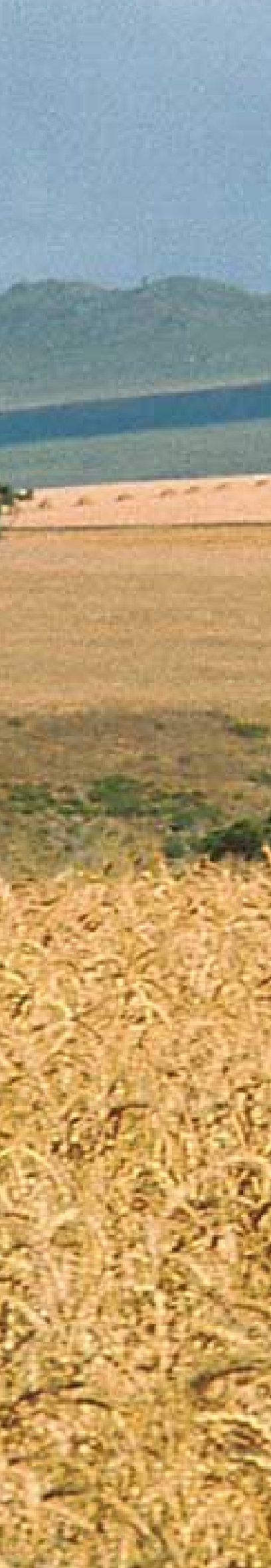
	<b>2001</b> <i>Million euro</i>	<b>2000</b> <i>Million euro</i>
<b>BARILLA GROUP'S RESULTS IN THE YEAR 2001</b>		
<b>TURNOVER IN SALES</b>	<b>2,202</b>	2,104
<b>GROSS OPERATING PROFIT</b>	<b>329</b>	327
<b>NET INCOME</b>	<b>100</b>	79
<b>NET DEBT</b>	<b>130</b>	299
<b>CAPITAL INVESTMENTS</b>	<b>81</b>	99
<b>EMPLOYEES AS OF DECEMBER 31<sup>ST</sup>, 2001</b>	<b>6,971</b>	7,340

*The wheat is high and ripe.  
And a light breeze makes it sway.*















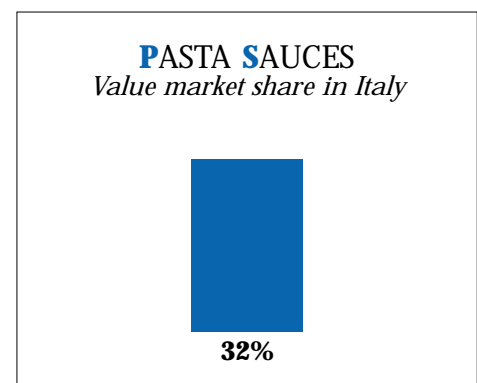
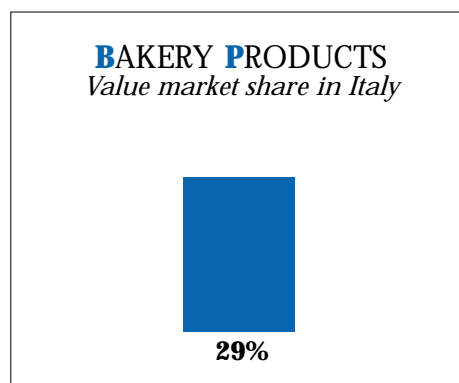
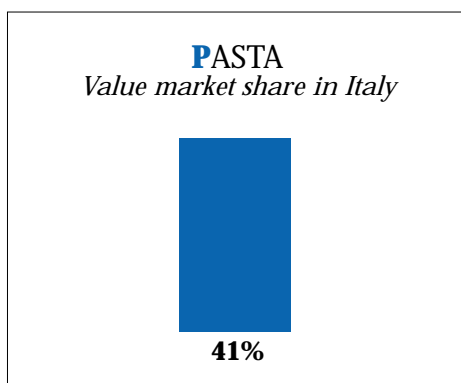
# Business activities in Italy

## Pasta Meal

In the Italian market, the Group has reached a total turnover in sales of 524 million euro. The sales volume equal to 524 thousand tons has remained substantially stable compared to last year's good levels. In 2001 the value market shares have been further increased with regard to durum wheat pasta and egg pasta, which have grown respectively to 39.7% (+1.6% compared to 2000) and to 44.7% (+0.1% compared to 2000). Regarding pasta sauces, the sales volume increased by 6% compared to the preceding year, bringing the value market share to 32%.

## Bakery Products

The turnover in sales of 2001 was equal to 885 million euro for the 288 thousand tons of product sold. The sales volume was 3% higher compared to the preceding year. In 2001 the Group reached a considerable growth in the sales volume of biscuits (+5% compared to the year 2000), crackers (+8%) and soft breads (+11%). The market shares rose in value to 40.9% in biscuits, 44.7% in crackers and 64% in soft breads, as further proof of the product's leadership position. Positive results have been attained in the other market segments, as well.







*Some of them are men, some are women.  
They seem to be from different races,  
different ages.  
They are unarmed,  
and fleeing from somebody or something,  
as they constantly throw looks backwards.*



MILANO BIANCO  
Macine  
Pasta  
100% SEMOLA DI GRANO DURO  
100g

100g

100g



# International business activities

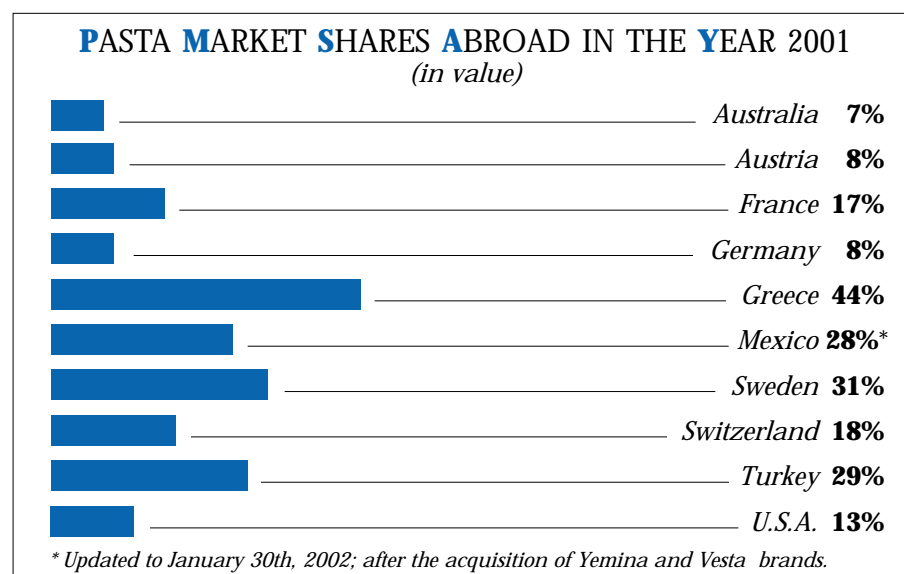
The international turnover in sales was equal to 709 million euro with an increase of 9.4% compared to last year.

## Europe

The turnover realized in the area was 422 million euro (+9.6% compared to the year 2000). The sales volume, equal to 230,000 tons, increased by 4.6% compared to the preceding year, which was due particularly to the contribution of the pasta and sauce products. In France the turnover rose to 110 million euro, registering an increase of 2% compared to the preceding year. Pasta products have reached a market share of 17% in value. In Germany, where the turnover was equal to 93 million euro, an increase of 10% in the sales volume of pasta and pasta sauces has been registered. An increase in sales of sauces bearing the Barilla brand name was particularly positive, which reached second position in market share value in the category. In Greece, where the turnover was 36 million euro (+6% compared to 2000), the Group registered a significant growth: +12% of the sales volume of pasta and sauces compared to the preceding year. The Barilla Group brand names maintain the leadership on the Greek pasta market with a total value share of 44%. Furthermore, in the other areas, significant increases of the sales volume have been reached compared to the year 2000, in Great Britain (+30%), in Benelux (+15%), in Austria (+13%) and in Switzerland (+9%). In 2001, the WASA brand has firmly kept its leadership on the crisp bread markets in the countries where it traditionally operates, with considerable value market shares equal to 68% in Sweden, 76% in Norway and 88% in Denmark. In Sweden the turnover in sales is equal to 61 million euro, which is a slight decrease compared to 2000. Pasta and pasta sauces sales increased by 13% in volume, reaching a market share of 31.7% the former and 14.1% the latter.

## United States of America

In 2001, the total sales realized in the U.S.A. rose to 193 million euro with a growth of 25% compared to 2000. The total volumes have also increased considerably, going beyond the 100,000-ton mark. The Barilla brand has increased the pasta market shares to the value of 1.7% (the 2001 market shares were equal to 13%), becoming, once again, the 2001 market leader in this category.













*A huge army appears over the height of the field,  
a long line filling the frame from left to right.*

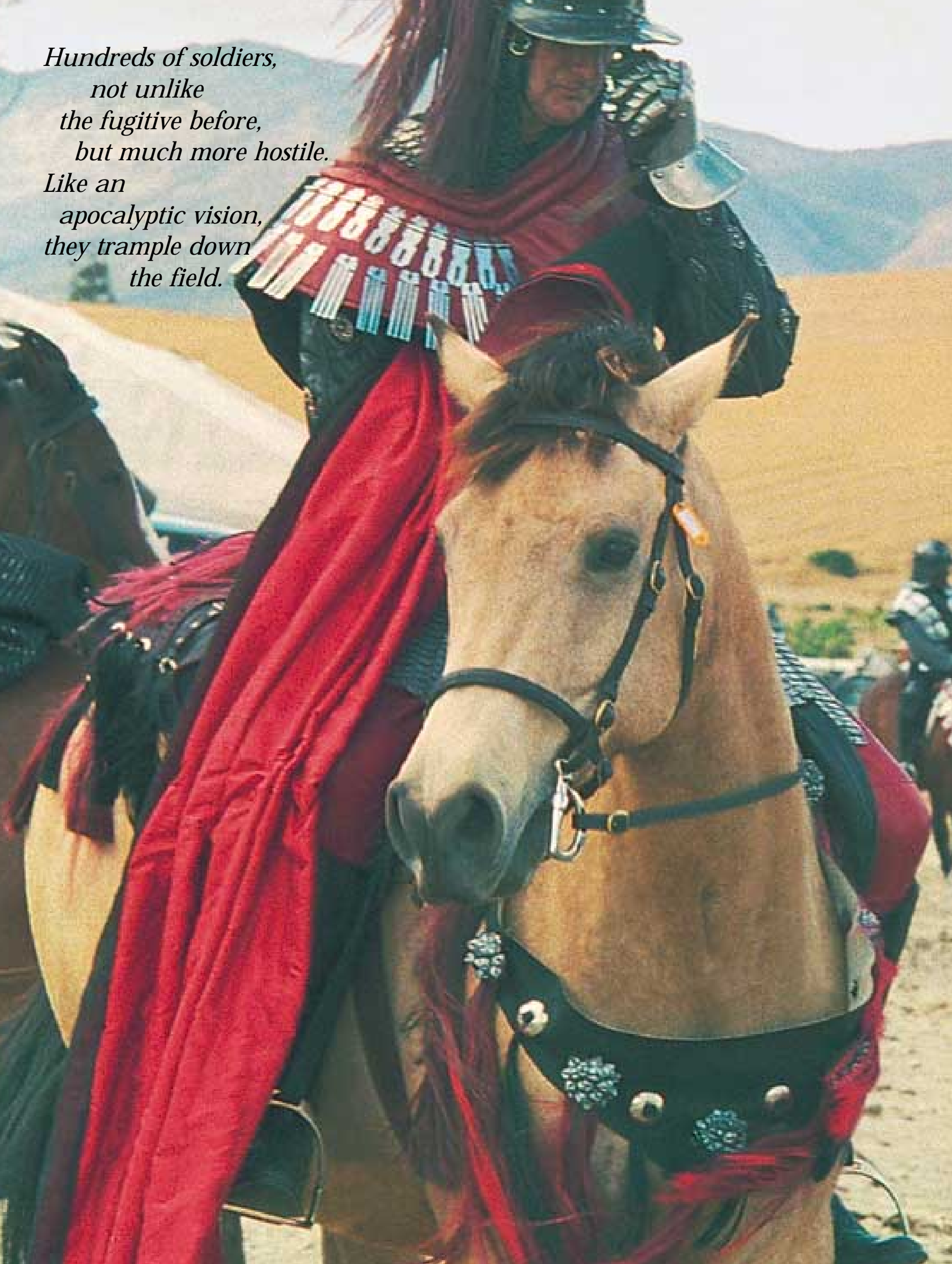




Wim Wenders, the director



*Hundreds of soldiers,  
not unlike  
the fugitive before,  
but much more hostile.  
Like an  
apocalyptic vision,  
they trample down  
the field.*





## Number 1 Logistics Group

**This is the Barilla Group Company which supplies the Distributive Logistics services to the whole Group, as well as to other companies in Italy, leaders in quality and service to the customer. In 2001 Number 1 invoiced 151 million euro compared to 120 million euro of the preceding year. Number 1, which employs 220 people, has today at its disposal 4 central warehouses and 18 regional platforms. It serves 95,000 customers with 1,400 motor vehicles and, apart from the Barilla Group, has, as its partners, Battistero, Cuki-Domopak, Gancia, Gran Milano, Lavazza, Olio Sagra, Polli and Riso Gallo. In 2001, there was the purchase of the logistic services branch of the Exportex company, controlled by the multinational company Bolton. The position of Number 1 has strengthened further, as the leading Italian logistics' operator in the grocery world, bringing to it new partners such as Trinity (Rio Mare tuna and Manzotin canned meat), Manetti Roberts, Manitoba and Plada (Plasmon).**









# Research and Development

In the Parma and Foggia centers, the Group has continued the study of new technologies, the development of new products, and the continuous quality improvement. The research activity has proceeded also in the agronomic and milling fields areas in order to improve the quality level of the raw materials as well as their nutritional value. In the activities of Research and Development of the process and product, the Group invested 30 million euro.

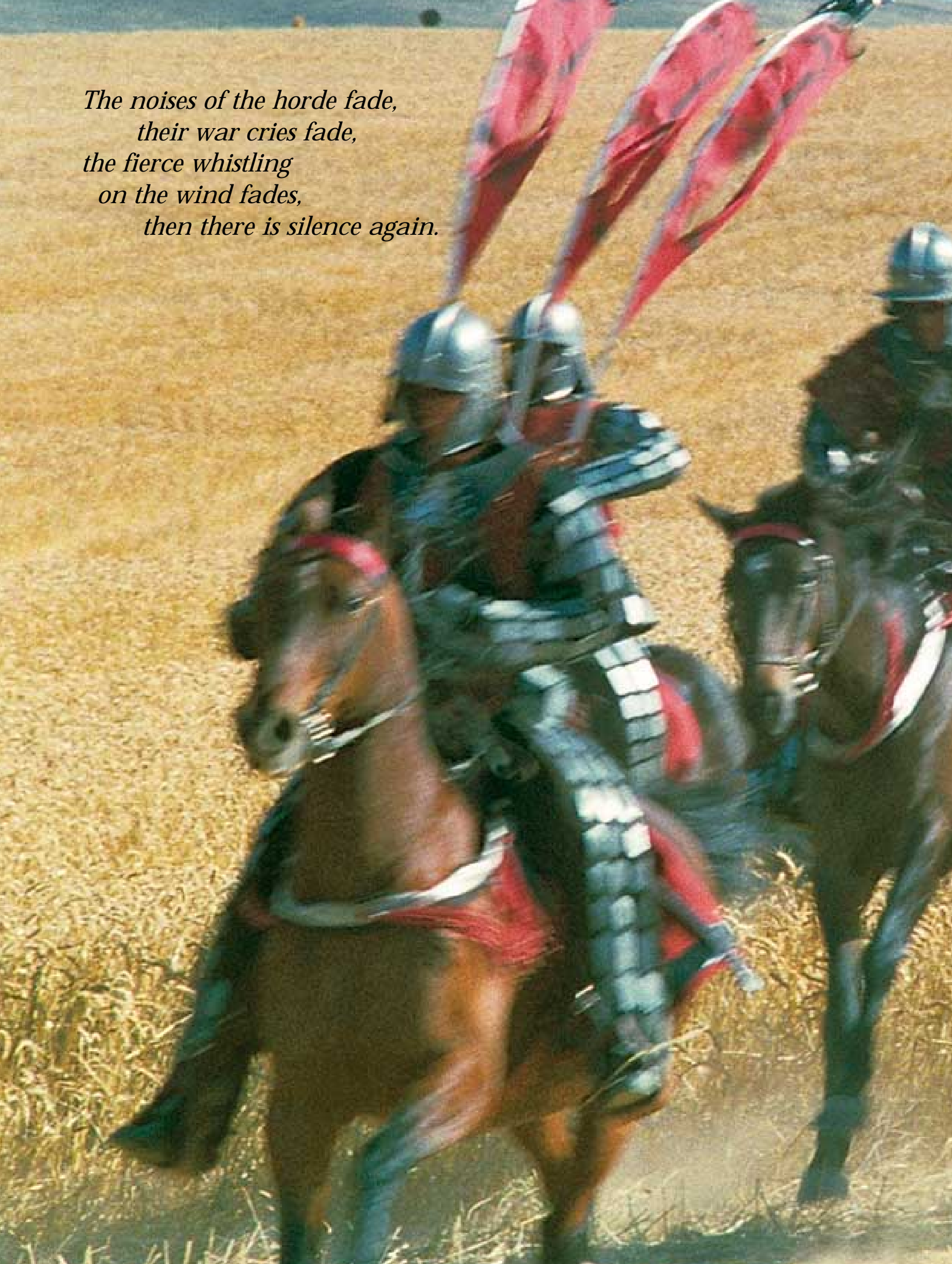
# Human Resources and organization

The staff of the Group as of December 31<sup>st</sup>, 2001, was 6,971 in number, of whom 5,030 are in Italy and 1,941 in other countries. The reduction of 369 collaborators compared to the preceding year is principally due to the effect of the cession of the Parmamec Company as well as to internal reorganization processes. In the course of the year 2001, an articulated formative program, with the objective of developing and strengthening the patrimony of technical and managerial skills and knowledge, was carried out. The Barilla Learning Center has been opened. This Center is an equipped structure purposely prepared for training courses made available to the employees of the Group.

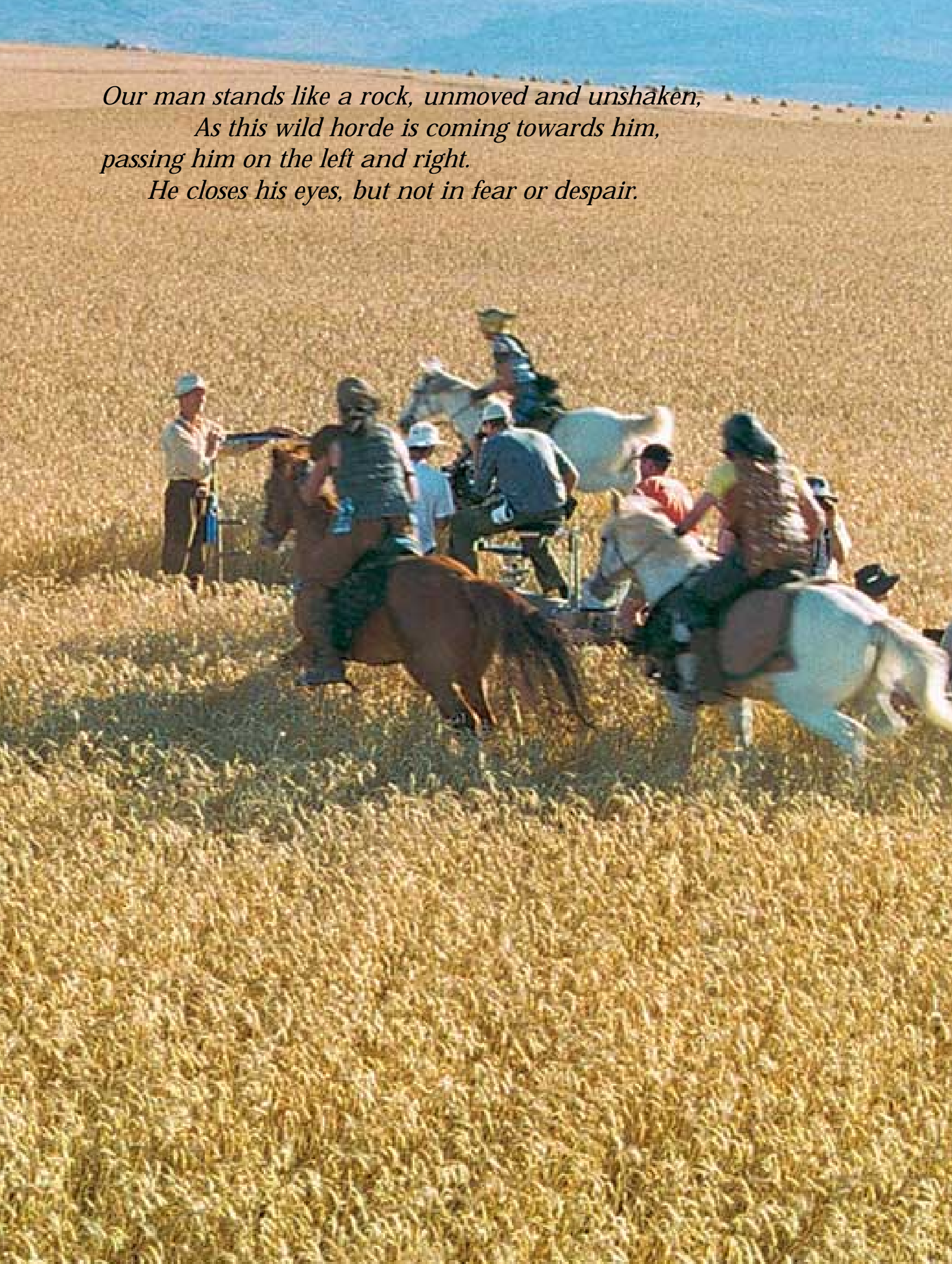
# Activities of social interest

Also in the course of the year 2001, the company donated large quantities of products in order to provide for alimentary emergencies in many parts of the world. The quantity of product came to a total of 190 tons. Aid was also given in terms of product or in sums of money in the support of the numerous initiatives of local associations that operate in favor of those who are under-privileged. Specific initiatives are carried out in cooperation with the local institutions and voluntary associations, both Italian and foreign, with particular attention being dedicated to children. The efforts of the company in the social field have increased, but it has however always maintained a distinction from the initiatives of communication and marketing. This is done in order to avoid any mingling between solidarity and advertising, between humanitarian logic and the logic of sales. Also during this year the activities of the Institute for Health Interventions have continued. The considerable sum, added to other funds, is now destined (limited to Italy alone) to the purchase of modern equipment to donate to the Health Institutions where the most important plants of the Group are located.

*The noises of the horde fade,  
their war cries fade,  
the fierce whistling  
on the wind fades,  
then there is silence again.*



*Our man stands like a rock, unmoved and unshaken,  
As this wild horde is coming towards him,  
passing him on the left and right.  
He closes his eyes, but not in fear or despair.*







# ANNUAL ACCOUNTS 2001

## RELAZIONE DEL COLLEGIO DEI SINDACI SUL BILANCIO CONSOLIDATO DI GRUPPO AL 31 DICEMBRE 2001 EX ART. 41 D. LGS. 9 APRILE 1991, N. 127

Siguri Azionisti,

nell'ambito dei nostri compiti abbiamo controllato, ai sensi dell'art. 41 del D. Lgs. 127/91, il bilancio consolidato del gruppo Barilla al 31 dicembre 2001 (chiuso) con un risultato netto di Euro 99.523.000, un totale attivo di Euro 2.394.652.000, un patrimonio netto di Euro 971.206.000 e un totale dei costi d'ordine di Euro 1.540.020.000) unitamente alla relazione sulla gestione del gruppo.

1. Il nostro esame è stato svolto secondo i principi di comportamento del Collegio sindacale, enunciati dal Consiglio Nazionale dei Dottori Commercialisti e, in conformità a tali principi, abbiamo fatto riferimento alle norme di legge che disciplinano il bilancio consolidato, interpretate e integrate dai corretti principi di legge che lo disciplinano.

2. A nostro giudizio, il soprammentovato bilancio consolidato, nel suo complesso, esprime in modo corretto la situazione patrimoniale, finanziaria ed il risultato economico del gruppo Barilla, per l'esercizio chiuso il 31 dicembre 2001, in conformità alle norme che disciplinano il bilancio consolidato richiamate al punto 1.

3. L'operatività finanziaria di gruppo con prodotti derivati risulta finalizzata a sole operazioni di copertura su rischi, correlate all'attività produttiva del gruppo, senza l'assunzione di rischi a dimensione indefinita.

4. La relazione degli Amministratori sull'andamento della gestione, che correla il bilancio consolidato, è stata da noi controllata al fine di verificarne il rispetto del contenuto previsto dall'art. 40 del D. Lgs. 127/91 e per accertarne la congruenza con il bilancio consolidato come previsto dall'art. 41 del medesimo decreto.

Sulla base dei controlli effettuati, il Collegio ritiene che la relazione sulla gestione del gruppo sia corretta e risulti coerente con il bilancio consolidato.

5. Per completezza espositiva, richiamiamo e riconfermiamo quanto già sottoscritto nella nostra relazione al bilancio delle società consolidate "Barilla G. & R. F.lli Società per azioni".

Parma, 23 maggio 2002

I Sindaci

Augusto Schianchi, Presidente

Giampiero Alinovi, Sindaco effettivo

Marco Tardini, Sindaco effettivo



Revisione e organizzazione contabile

KPMG S.p.A.  
Via Magenta, 16  
47100 Forlì (FC)

Telefono 0521 231715  
Telex 322734

## Relazione della società di revisione

Agli Azionisti della  
Barilla G. & R. F.lli S.p.A.

1. Abbiamo svolto la revisione contabile del bilancio consolidato della Barilla G. & R. F.lli S.p.A. e società controllate (Gruppo Barilla) chiuso al 31 dicembre 2001. La responsabilità della redazione del bilancio consolidato compete agli amministratori della Barilla G. & R. F.lli S.p.A. Il nostro la responsabilità del giudizio professionale espresso sul bilancio consolidato è basata sulla revisione contabile.

2. Il nostro esame è stato condotto secondo i principi e i criteri per la revisione contabile raccomandati dalla Consob. In conformità ai predetti principi e criteri, la revisione è stata pianificata e svolta al fine di acquisire ogni elemento necessario per accertare se il bilancio consolidato sia privo da errori significativi e se risulti, nel suo complesso, attendibile. Il procedimento di revisione comprende l'esame, sulla base di verifiche a campione, degli elementi probanti a supporto dei dati e delle informazioni contenute nel bilancio consolidato nonché la valutazione dell'adeguatezza e della correttezza dei criteri contabili adottati e della ragionevolezza delle stime effettuate dagli amministratori. Riteniamo che il lavoro svolto fornisca una ragionevole base per l'espressione del nostro giudizio professionale.

Per il giudizio relativo al bilancio consolidato dell'esercizio precedente, i dati espressi in Euro sono presentati ai fini comparativi secondo quanto richiesto dalla legge, si fa riferimento alla relazione da noi redatta in data 15 giugno 2001.

3. A nostro giudizio, il bilancio consolidato del Gruppo Barilla al 31 dicembre 2001 è conforme alle norme che ne disciplinano i criteri di redazione; esso presenta il contenuto chiaro e rappresenta in modo corretto e coerente la situazione patrimoniale e finanziaria e il risultato economico del Gruppo.

Parma, 6 giugno 2002

KPMG S.p.A.

  
Luca Barbieri  
Soci

Revisione e organizzazione contabile

Consiglio Nazionale dei Dottori Commercialisti  
Via Magenta, 16  
47100 Forlì (FC)  
Telefono 0521 231715  
Telex 322734





**Il lavoro continua.  
Dal 1877**



*The work continues after 125 years*

# BARILLA GROUP CONSOLIDATED ACCOUNTS

DECEMBER 31, 2001

## BALANCE SHEET

<i>(mil. Euro)</i>	2001	2000
<b>ASSETS</b>		
<b>A) Subscribed capital unpaid</b>	-	-
<b>B) Non current assets:</b>		
<i>I) Intangible assets:</i>		
1) start up and capital costs	1.389	2.108
3) industrial patents and similar rights	1.086	1.147
4) licences, trademarks and similar rights	39.250	45.636
5) goodwill	252.918	274.188
7) other	2.243	680
<b>Total intangible assets</b>	<b>296.886</b>	<b>323.759</b>
<i>II) Fixed assets:</i>		
1) land and buildings	339.044	342.006
2) plant and machinery	575.399	639.571
3) industrial and commercial equipment	5.754	6.633
4) other assets	28.673	13.684
5) assets under construction and payments on account	18.258	19.465
<b>Total Fixed assets</b>	<b>967.128</b>	<b>1.021.359</b>
<i>III) Financial assets:</i>		
1) investments:		
a) unconsolidated subsidiaries	18	229
b) associated companies	341	341
d) other	3.589	3.652
2) Accounts receivable:		
d) other	10.075	11.335
3) Other securities	23.972	927
<b>Total financial assets</b>	<b>37.995</b>	<b>16.484</b>
<b>Total non-current assets</b>	<b>1.302.009</b>	<b>1.361.602</b>
<b>C) Current assets:</b>		
<i>I) Inventory:</i>		
1) raw materials and supplies	105.689	87.712
2) work in progress and semi-finished products	8.248	6.703
4) finished goods	65.004	60.898
5) payments on account	282	173
<b>Total inventory</b>	<b>179.223</b>	<b>155.486</b>
<i>II) Receivables:</i>		
1.1) trade receivables	291.522	275.361
1.2) trade receivables due after one year	2.452	2.754
3) associated companies	-	8.740
4) Parent company	45.180	-
5.1) other receivables	145.014	144.367
5.2) other receivables due after one year	1.457	355
<b>Total receivables</b>	<b>485.625</b>	<b>431.577</b>

*III) Current financial assets:*

3) other investments	5	5
6) other securities	424.710	301.092
<b>Total current financial assets</b>	<b>424.715</b>	<b>301.097</b>

*IV) Cash and cash equivalents:*

1) cash at bank and post office	177.830	436.625
2) cheques on hand	32	231
3) cash and cash equivalent in hand	3.999	207
<b>Total cash and cash equivalent</b>	<b>181.861</b>	<b>437.063</b>
<b>Total current assets</b>	<b>1.271.424</b>	<b>1.325.223</b>

**D) Prepayments and accrued income****21.199 26.631****Total assets****2.594.632 2.713.456****Liabilities and equity****A) Equity:**

I) Share capital	46.440	46.481
III) Revaluation reserve	145.749	145.749
IV) Legal reserve	9.337	9.296
VII) Other reserves:		
- Other reserves for retained profits	11.663	11.663
- Translation reserve	(18.185)	(16.552)
- Revaluation reserve I.A.S. 29	27.520	21.508
VIII) Retained earnings or losses carried forward	635.956	594.022
IX) Net profit (loss) for the year	99.523	79.172
<b>Total Shareholders' Equity</b>	<b>958.003</b>	<b>891.339</b>
- minority interests' share in capital	16.805	14.679
- minority interests' net profit/(loss) for the year	(3.542)	(1.834)
<b>Total Equity</b>	<b>971.266</b>	<b>904.184</b>

*B) Provisions for contingencies and other charges:*

1) provisions for retirement benefits and similar obligation	32.638	30.891
2) provisions for deferred taxes and taxes in dispute	58.115	58.762
3) other provisions	45.220	29.214
<b>Total provisions for contingencies and other charges</b>	<b>135.973</b>	<b>118.867</b>

**C) Provisions for staff termination pay****89.018 91.568****D) Accounts payable:**

3.1) due to banks	432.977	839.963
3.2) due to banks after one year	230.597	196.381
4.1) sums due to other financial institutions	4.874	714
4.2) sums due to other financial institutions after one year	143.771	165
6.1) accounts payable to creditors	427.846	410.054
6.1) accounts payable to creditors after one year	580	17
9) accounts payable to associated companies	597	788
11) taxes payable	31.316	54.462
12) accounts payable to social security institutions	11.221	11.653
13.1) other accounts payable	70.109	57.928
13.1) other accounts payable due after one year	-	-

**Total accounts payable****1.353.888 1.572.125****E) Accruals and deferred income****44.487 26.712****Total liabilities****2.594.632 2.713.456****Memorandum and contingency accounts**

Held by third parties	11.452	12.279
Financial operations unaccounted for notes	1.018.726	544.988
Commitments and guarantees	509.842	502.595
<b>Total memorandum and contingency accounts</b>	<b>1.540.020</b>	<b>1.059.862</b>



# PROFIT AND LOSS ACCOUNT

## A) Revenues from sales:

1) turnover-goods and services	2.201.803	2.104.232
2) change in inventories of work in progress, semifinished and finished products	7.947	(6.930)
4) additions to non-current assets from internal work	7.354	7.635
5) other revenues and income	39.589	21.688
5.1) government grants of an income nature	2.840	1.724

<b>Total production revenues</b>	<b>2.259.533</b>	<b>2.128.349</b>
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## B) Production costs:

6) purchase of raw materials, consumables and supplies	(753.791)	(660.053)
7) cost of services	(817.855)	(761.702)
8) rents, leasing and similar costs	(18.001)	(19.576)
9) payroll costs:		
a) wages and salaries	(228.672)	(230.768)
b) social security contributions	(71.572)	(73.016)
c) staff termination pay	(15.771)	(15.397)
e) other costs	(6.437)	(4.579)
10) amortisation, depreciation and write-downs:		
a) amortisation of intangible assets	(29.412)	(27.130)
b) depreciation of fixed assets	(122.029)	(136.771)
c) other non current asset write-down	(1.702)	(60)
d) bad debt expenses on current accounts receivable	(2.767)	(3.487)
11) variation in raw materials, consumables and supplies	19.233	(6.486)
12) provisions for contingencies	(25.947)	(15.451)
14) miscellaneous operating costs	(36.539)	(30.546)

<b>Total production costs</b>	<b>(2.111.262)</b>	<b>(1.985.022)</b>
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<b>Difference between production revenues and cost/operating profit</b>	<b>148.271</b>	<b>143.327</b>
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## C) Financial income and charges:

15) income from investments	26	26
16) other financial income:		
a) from non current accounts receivable	214	281
b) from non current activities other than investments	474	-
c) from current securities other than investments	29.548	30.024
d) from others	43.335	48.486
17) interest and other financial charges:		
a) to others	(102.034)	(116.355)

<b>Total financial income and charges - NET</b>	<b>(28.437)</b>	<b>(37.538)</b>
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## D) Value adjustments to financial assets:

18) Revaluations:		
c) of current activities other than investments	323	-
19) write downs:		
a) investments	(728)	(33)
c) current securities other than investments	(1.486)	(7.031)

<b>Total value adjustments - NET</b>	<b>(1.891)</b>	<b>(7.064)</b>
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## E) Extraordinary income and expense:

20) Income	17.563	12.077
21) Expense	(3.883)	5.053

<b>Total extraordinary items - NET</b>	<b>13.680</b>	<b>7.024</b>
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<b>Profit (Loss) before taxes</b>	<b>131.623</b>	<b>105.749</b>
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22.1) income taxes for the period	(34.612)	(29.043)
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22.2) deferred taxes	(1.029)	632
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<b>- Net profit (Loss) for the year including minority interests</b>	<b>95.982</b>	<b>77.338</b>
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- Net profit (Loss) for the year pertaining to minority interests	(3.542)	(1.834)
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<b>- Net profit (Loss) for the year</b>	<b>99.523</b>	<b>79.172</b>
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A wide-angle photograph of a vast, golden field, likely a wheat or corn field, stretching to the horizon. The sky is a deep blue, filled with large, fluffy white clouds. In the distance, a range of dark, hazy mountains is visible. In the lower right foreground, a small group of people is gathered, some standing and some sitting, appearing to be in conversation or resting in the field.

*Finally he opens his eyes again.*

*He is continuing to cut his way  
through the field.*

*Like at the beginning.*

