

THE JOY OF FOOD FOR A BETTER LIFE

2023 SUSTAINABILITY REPORT



Barilla
The Italian Food Company. Since 1877.

THE JOY OF FOOD FOR A BETTER LIFE

BRINGING PEOPLE
CLOSER TO THE JOY OF GOOD FOOD
AND MAKING QUALITY
THE CHOICE FOR A BETTER LIFE,
FROM EACH INDIVIDUAL TO THE PLANET.

BECAUSE THIS IS HOW WE ARE
NURTURING THE FUTURE, TODAY.

The Sustainability Report is the tool used to share the path undertaken by Barilla for a better today and tomorrow.

It includes the key results that have been achieved and the roadmap for coming years, consistently with the United Nations' Sustainable Development Goals, part of the 2030 Agenda.

The results presented in this Report were achieved thanks to all Barilla people, their passion and dedication.

The information and data contained in the report relate to Barilla Group for the period from 1st January to 31st December 2023, unless otherwise indicated.

2023 SUSTAINABILITY REPORT

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THE JOY OF FOOD FOR A BETTER LIFE

GUIDO, LUCA E PAOLO BARILLA,
Chairman and Vice-chairmen

The widespread recognition of our products and brands is a privilege granted to us by the work of so many people over so many years, instilling both pride and passion in the products we make.

We believe that continuous improvement and striving for excellence are the main motivations for our working days.

Now more than ever, when we discuss taste, nutrition, food safety, the environment, accessibility, people, communication, the future, whether in terms of spaghetti, a biscuit, a bread or a sauce, we are referring to the quality of our products, the heart of what we do, the action we take and the value of our brands.

We are well aware there is a long and winding road ahead, although the commitment and passion of everyone at Barilla ensures we are ready to face the challenges that await us and to chart our journey into the future.

Guido Luca Paolo Barilla



THE JOY OF FOOD FOR A BETTER LIFE



GIANLUCA DI TONDO,
CEO

We embarked on our sustainability pathway over a decade ago. Over the years, we have undertaken a series of major initiatives to improve the way we do business; we have always been guided by our core values and the desire to grow healthily with full respect for our people, our business partners (whether customers or suppliers), for our consumers and for the planet.

The results obtained have given us the courage to continue to evolve and transform the way we do business. They have enabled us to face and overcome a range of increasingly complex challenges and issues that involve products, supply chains and people, making us one of the busiest stakeholders in the agri-food industry.

Recent acknowledgement placing Barilla as the leading company in the worldwide food sector in terms of reputation serves as tangible proof that we have travelled the right road, in the right direction. Most of all, it demonstrates once again how the passion and dedication our people put into their everyday work can achieve extraordinary results.

The more we can integrate these issues into future business development strategies, the more we will be able to consolidate and improve our positioning to become the company of choice for consumers around the world.

This report speaks of our continued commitment, our achievements and our challenges in the coming years to ensure everyone can appreciate *"the joy of food, for a better life"*.

A handwritten signature in black ink, appearing to read "Gianluca Di Tondo".

WHO WE ARE

WE ARE
A BIG FAMILY
IN LOVE WITH
GOOD FOOD



GROUP PROFILE

**“We are a big family
in love with good food”**

Our story began in Parma in 1877, when Pietro Barilla opened a small bread and pasta shop.

Now, almost 150 years later, our products are there for people at every mealtime. Our brands maintain a presence in over **100 countries**, making us an icon of excellence in the food industry. With more than **30 production sites**, we provided people with **1,995,000 tonnes of products** in 2023.

**1,995,000 tonnes
of products sold**

Our purpose, **“The joy of food for a better life”**, embodies the fundamentals of our organisation. It sets out our identity and commitment to people and the planet: **to offer good products, made with quality ingredients from sustainable supply chains.**

**“Not just figures, but results
that drive us forward with
determination.”**

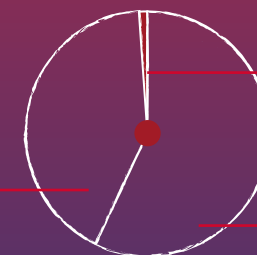
BARILLA PEOPLE*



* this data includes employees from Pasta Evangelist and Barilla Mexico

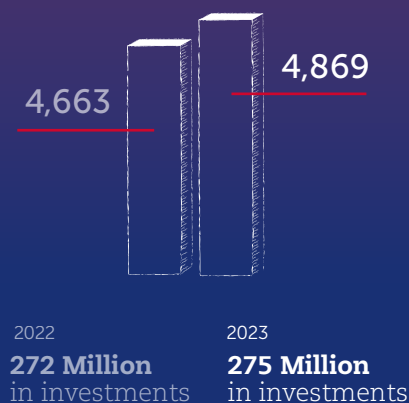
BUSINESS AREA (TURNOVER)

BAKERY
PRODUCTS
41.9%

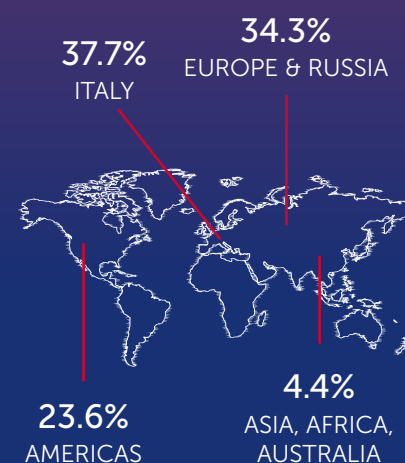


OTHER
1.0%
PASTA, SAUCES,
READY MEALS
57.1%










TURNOVER (€m)






















GEOGRAPHICAL AREAS (TURNOVER)



BARILLA AROUND THE WORLD

USA	CANADA	MEXICO	BRAZIL
 1	 1	 1	 1
 2	 1	 1	 1
 1			

EUROPE	UK	ITALY	TURKEY	UAE	RUSSIA	SINGAPORE	JAPAN
 15	 1	 1	 1	 1	 1	 1	 1
 8	 1	 2	 1		 1		
	 1	 15					
		 1					
		 1					
						CHINA	AUSTRALIA
						 1	 1

9,040

BARILLA PEOPLE*

* this data includes employees from
Pasta Evangelist and Barilla Mexico

21

BRANDS

30

PRODUCTION
FACILITIES**

** including one or more sites

15 IN ITALY

15 ABROAD



KEY

-  CENTRE OF EXPERTISE
-  FACTORY/ MILL
-  COMMERCIAL OFFICE
-  CUSTOMER COLLABORATION CENTER
-  BOUTIQUE

WHO WE ARE

ITALY



FACTORY SURFACE AREA

2,994,000 m²

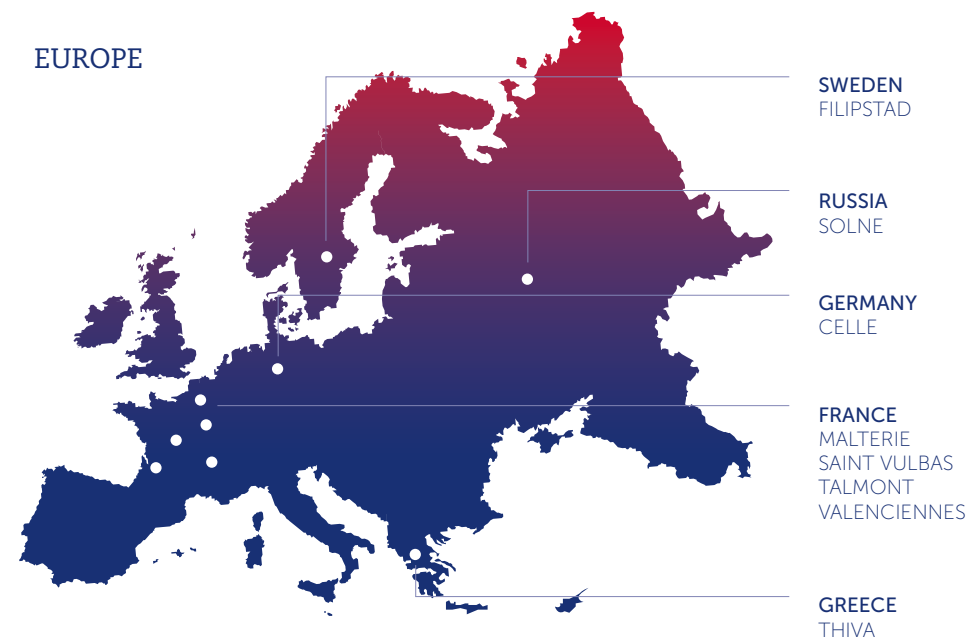
HOURS WORKED

4,346,000

BRAND	PEOPLE	PRODUCTION
Barilla Voiello Mulino Bianco Pavesi Grancereale Pan di Stelle Wasa BluRhapsody	2,913	1,032,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	145,904 t CO _{2eq}
	Scope 2	42,865 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.24 t
	WATER CONSUMPTION	
	Water withdrawal	1,746,211 m ³
	Water withdrawal per tonne of finished product	1.69 m ³ /t

2023 SUSTAINABILITY REPORT

EUROPE



FACTORY SURFACE AREA

960,000 m²

HOURS WORKED

2,677,000

BRAND	PEOPLE	PRODUCTION
Barilla Mulino Bianco Harrys Misko Wasa Pasta Evangelists	2,187	325,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	20,148 t CO _{2eq}
	Scope 2	18,017 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.15 t
	WATER CONSUMPTION	
	Water withdrawal	367,831 m ³
	Water withdrawal per tonne of finished product	1.13 m ³ /t

AMERICAS



FACTORY SURFACE AREA

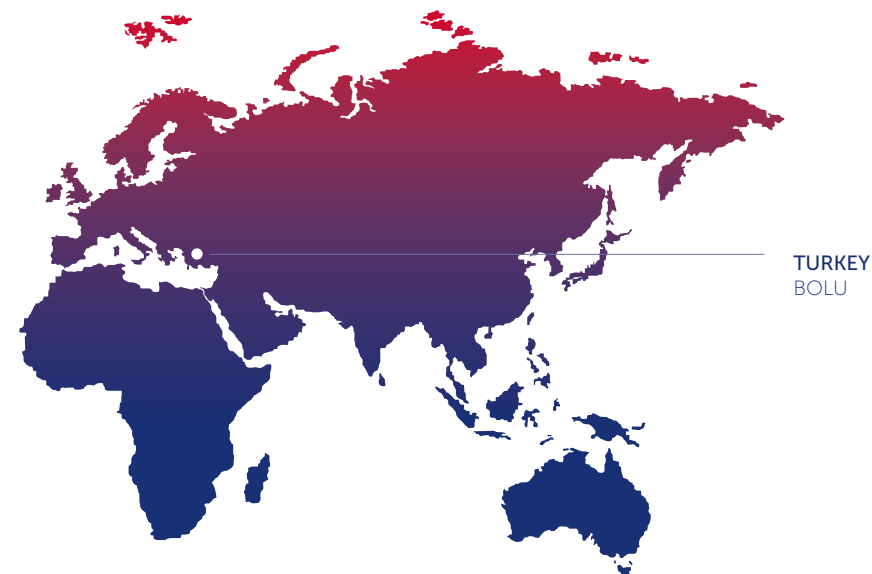
809,000 m²

HOURS WORKED

1,533,000

BRAND	PEOPLE	PRODUCTION
Barilla Yemina Catelli Lancia Tolerant Splendor	811	378,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	34,456 t CO _{2eq}
	Scope 2	25,537 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.19 t
	WATER CONSUMPTION	
	Water withdrawal	326,077 m ³
	Water withdrawal per tonne of finished product	0.84 m ³ /t

ASIA, AFRICA & AUSTRALIA



FACTORY SURFACE AREA

140,000 m²

HOURS WORKED

345,000

BRAND	PEOPLE	PRODUCTION
Barilla Filiz	162	98,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	6,444 t CO _{2eq}
	Scope 2	106,463 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.20 t
	WATER CONSUMPTION	
	Water withdrawal	84,398 m ³
	Water withdrawal per tonne of finished product	0.87 m ³ /t

LEADER IN GLOBAL REPUTATION

Barilla is ranked 29th overall in The RepTrak Company's prestigious Top 100 international rankings of the world's most renowned companies.



Founded in 2004, The RepTrak Company has the largest reputation benchmarking database in the world, with over 1 million company evaluations per year. Each year, these assessments feed into the Global RepTrak 100 report, which provides definitive rankings of the world's most reputable companies and a comprehensive analysis of the global reputation landscape.

In the latest edition, Barilla ranks first in the world among food companies and third among the most esteemed Italian brands.

GROUP BRANDS

“All of the Barilla Group's brands are brought together by the same goal: **to offer people the joy and pleasure of good food**”





The **Barilla** brand was founded in 1877 as a small bread and pasta shop in Parma. The best durum wheat and cutting-edge technologies make it possible to offer pasta that always remains al dente and ready-made sauces to millions of people around the world.



The ancient **Voiello** brand was founded in 1879 in Torre Annunziata (Naples), a major centre of the production of pasta made with 100% Italian Aureo wheat since the 16th century. Voiello has formed part of Barilla since 1973.



Founded in 1977, **Filiz** is one of the largest pasta producers in Turkey, a country that ranks as one of the most avid consumers of pasta. Filiz has been part of Barilla since 1994.



MISKO was founded in Greece in 1927 and embodies the values of the Hellenic pasta tradition, personified by the monk Akakios riding his donkey to buy pasta at the village market. MISKO has formed part of Barilla since 1991.



Yemina – founded in 1952– is a brand in the Mexican market that joined Barilla as a result of the joint venture established with Mexico's Grupo Herdez in 2002.



Catelli, a Canadian brand with over 100 years of history, was acquired in 2021 together with the Lancia® and Splendor® brands and the plant in Montreal.



A premium British brand specialised in the production and digital distribution of fresh pasta and high-quality sauces, in both the recipe boxes category and in online **takeaways**. With **Pasta Evangelists**, Barilla entered the fresh pasta market in 2021 and consolidated its presence in the United Kingdom.



Tolerant is the brand of plant-based foods, rich in protein, designed for people with food intolerances or dietary restrictions. Tolerant is a line of speciality foods based on legumes subjected to minimal transformation processes, made with a single organic ingredient.



Academia Barilla was founded in 2004 with the aim of promoting Italian gastronomic culture, and disseminating the Mediterranean Diet as a healthy and balanced lifestyle.



FIRST is a brand specialising in retail services.



Barilla for Professionals offers high-quality products, services and know-how for the catering industry.



A 3D-printed pasta line that reinvents the art of pasta making. New Made in Italy digital craftsmanship is becoming a reality with **BluRhapsody**.



Established in 1975, **Mulino Bianco** now forms part of Italian food culture, as a testament to the everyday life of Italian families. It offers bakery products in all categories, suitable for consumption at home and away from home.



Grancereale was founded in 1989 as a Mulino Bianco wholemeal biscuit and has grown to become the Barilla Group brand that offers wholemeal products. To date, the brand offers consumers a range of products that includes whole grain biscuits, bars and breakfast cereals.



Pan di Stelle was founded in 1983 as one of the Mulino Bianco biscuits for breakfast. When the snack and cake were launched in 2007, it began its journey as a separate brand.



The **Pavesi** brand was created in 1937 by Mario Pavesi, a brilliant confectioner and entrepreneur from Novara. It offers a wide range of bakery and pastry products. Pavesi has formed part of Barilla since 1992.



Launched in 1970 on the French bakery market, the **Harrys** brand now maintains a presence in the bread and snacks sector. Quality and innovation are two of the main strengths that have made it such a success.



Founded in Sweden in 1919. With a wide range of rye and wheat-based products, **Wasa** currently sells its products in over 40 countries. Wasa joined Barilla in 1999.



Founded in 1960 in the USA, **Back to Nature** offers a wide range of non-GMO plant-based products such as biscuits, crackers, nuts and granola. Back to Nature joined Barilla in 2022.

VALUES

“Feed people the same way you’d feed your children”

PIETRO BARILLA

The **values** we believe in determine the way we act and inspire our people. They are our best ingredients and the secret of our success.

Curiosity

Ability to listen to find innovative solutions



Courage

Overcoming challenges to move forward

Trust

Working together towards a common future



Passion

Putting our heart into the excellence of our products



Integrity

Being transparent in terms of respect for people and the planet

Barilla's identity is not only linked to its prominent position among Italian food companies, but also to its **active role in promoting Italian Gastronomic Culture**, especially through pasta, its main product. This link is reaffirmed and leveraged through **Accademia** and **Bottega Barilla**.



ACADEMIA BARILLA

Accademia Barilla is the Barilla Group's centre of gastronomic excellence, focused on the **promotion of Italian Gastronomic Culture**, with **Pasta** as the main ambassador of taste.

ACADEMIA BARILLA

Founded in 2004 on the site of the first Pasta Barilla factory, Accademia aims to bring people to experience food as an expression of culture, by leveraging the knowledge, skills and passion that distinguish Barilla as a company.

Accademia houses the richest **Gastronomic Library** in Europe, where over 15,000 volumes on food and conviviality and more than 5,000 historical menus, true historical and artistic testaments to Italian culinary identity, are preserved and available for public consultation.

In 2023, it hosted more than **5,000 people**, involving them in a wide range of events, culinary experiences and debates with chefs and experts from the contemporary gastronomic scene.

The activities held on site in 2023 including the first **Barilla Foundation training course**, for Italian young people in situations of social hardship to improve their employment opportunities. In addition, the Accademia Barilla headquarters purchases thermal energy from the district heating network of the city of Parma and adopts **energy-saving measures** (such as replacing fluorescent lighting with new LED lamps).



BOTTEGA BARILLA

Reopened in 2022, Bottega 1877 is Barilla's first, historic boutique in the heart of Parma. The Bottega's activities include various events and experiences, including a **professional pasta tasting** that begins with smelling the semolina and continues with preparing the final pasta recipe by tasting the cooking water.

Most of these activities are closely related to a calendar of **local events**, to confirm and strengthen the company's link with the local area.

In 2023, Bottega 1877 welcomed more than 10,000 visitors, involving them in a multi-sensory experience to rediscover the taste and quality of pasta.

As well as "Al Bronzo" pasta, the Bottega offers discovery of pasta made with a 3D printer, marketed under the **BluRhapsody** brand. This digital handicraft product makes it possible to produce pasta formats with creative and innovative geometries.

Finally, a flower garden was reopened and renovated in May 2023, including a vegetable garden with fresh basil for use in the kitchen.



HISTORICAL ARCHIVE

Barilla's identity is also based on its historical heritage, preserved and leveraged at the Historical Archive.

“Our past is our future”

SET OFF WITH US ON A JOURNEY TO THE ROOTS OF OUR HISTORY.
EXPLORE OUR HISTORICAL ARCHIVE TO DISCOVER OUR PAST,
INCLUDING OUR COMMUNICATION CAMPAIGNS OVER THE YEARS.

The Barilla Historical Archive was established in 1987 by Pietro Barilla, with the aim of **collecting, preserving** and **leveraging** the historical material relating to the company and its brands.

Over the years, the Archive has promoted the enhancement and integration of the existing documentary heritage. In 1999, these activities led the Archives to be recognised by the Italian Ministry of Cultural Heritage and Activities, through the Superintendent of Archives for Emilia-Romagna, as an initiative “of notable historical interest”, cited as a “testament to the development of the food industry in Parma and to changing customs in Italy”.

In 2001, the Historical Archive was one of the founding members of **Museimpresa**, founded in Milan at the initiative of Assolombarda and Confindustria. The Associazione Italiana Archivi e Musei d'Impresa brings together over 100 museums and archives at small, medium and large Italian companies.

The Archive has published collections (including, relating to Barilla, *Centoventicinque anni di pubblicità e comunicazione*

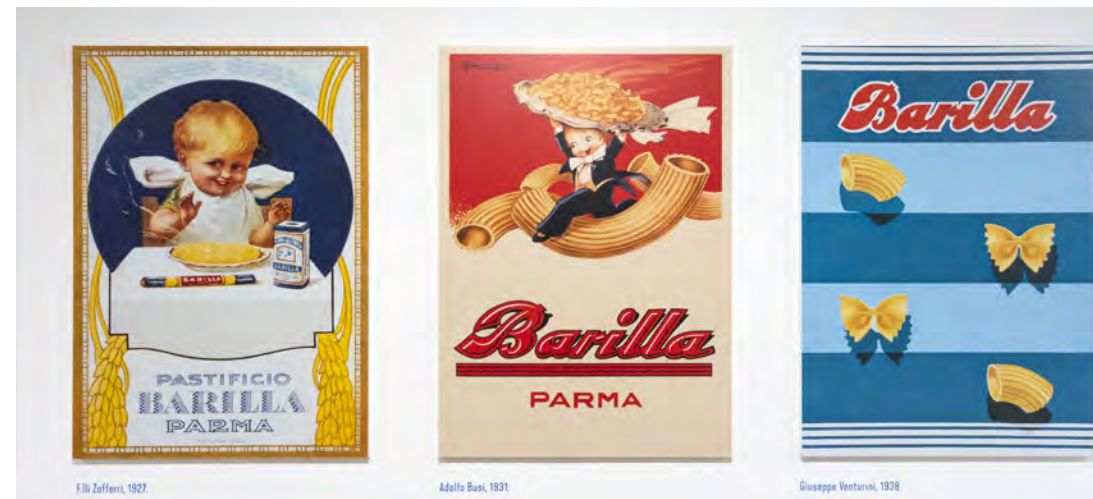


www.archivistoricobarilla.com

[125 years of advertising and communication], 2004; relating to Pavesi, *Cinquant'anni di pubblicità e comunicazione* [50 years of advertising and communication], 1997), **specific publications** (e.g. the series “I quaderni dell'Archivio Storico” [Notebooks from the Historical Archives] in CD-ROM format with titles on Barilla's calendars, stands and the soundtracks from its TV ads) and **history popularisation services** in daily newspapers and periodicals.

In 2023, the Barilla Historical Archive contributed to the publication of *I Voiello. Storia di una famiglia di Torre Annunziata pioniera e eccellenza dell'arte bianca italiana* [The Voiellos, the story of a family from Torre Annunziata who pioneered and excelled in Italian flour processing]. The publication was made possible by in-depth genealogical research carried out by scholars from the Centro Studi Storici “Nicolò D'Alagno” in Torre Annunziata, supported by a series of unpublished documents to reconstruct the **Voiello family's** history.

The Archive forms part of a **broader cultural network** that includes **Accademia Barilla's Gastronomic Library**, the **Barilla Family Modern Art Collection**, the **Pasta Museum**, one of the **Parma Food Museums**, to whose set-up it contributed by providing a wealth of historically significant materials.



BARILLA FOUNDATION

BARILLA FOUNDATION ENCOURAGES RESPONSIBLE BEHAVIOURS AND HEALTHY FOOD CHOICES, TO BRING ABOUT A CONCRETE CHANGE IN SOCIETY.



The Foundation raises public awareness by disseminating scientific knowledge in the form of “**Food Facts**”: useful, fascinating information to understand the importance of our everyday choices for a healthy, planet-friendly life.

With this in mind, more than 60,000 free copies of the book **100 Food Facts – Piccola Guida per Grandi Cambiamenti**¹ [100 Food Facts – a little guide for big changes] were distributed in 2022-23. The book helps people become active participants in change that consists of minor actions and in greater awareness by providing scientific data and suggestions. This track includes a series of video clips disseminated to millions of Italians on web, social media and TV channels by **comedians** and **food creators**. With a smile and their irony, they explain to the public the fundamental relationship between food, people and the environment, providing tips for living healthily and in harmony with natural resources.

The year 2023 witnessed the debut of the **Barilla Foundation School**, a special course that combines culinary training with knowledge of environmental protection, food waste and personal well-being. This training opportunity was offered to a selection of young people from socio-economically disadvantaged backgrounds, identified with the support of partner associations such as the Italian Red Cross Community of Sant'Egidio. The School represented a professional and personal growth experience, as the students challenged themselves in high-end restaurants, and was reported on the RAI TV programme “Saranno Cuochi” (“They’ll become cooks”) reaching more than 2 million people.

¹ Available to anyone in Italy who requests a copy, while stocks last, at www.fondazionebarilla.com

RESEARCH PROJECTS LED BY THE BARILLA FOUNDATION



Parallel to its dissemination activities, the Foundation's commitment in the educational field remains strong, in the multiple items of content on food and the environment used by thousands of Italian schools of all levels, as well as in the scientific field through projects financed by the EU institutions. The Erasmus + **SKILLED** project has been successfully completed, having been accredited as best practice in the National Agency's final evaluation, and the **CLIMATE SMART CHEFS LIFE** project is now in its final year.

○ **CLIMATE SMART CHEFS**: is a three-year LIFE project led by the Barilla Foundation. Launched in 2022, it aims to contribute to the implementation of the EU Climate Policy and the Farm to Fork Strategy, by actively involving European chefs as promoters of healthy, low-emission diets. It is also intended to promote a mainstream debate on food as a key factor to mitigate climate change. www.climatesmartchefs.eu



After training more than 160 European chefs and its selection to bring its experience to the international context of COP 28, the project launched an award to recognise chefs or non-profit organisations that have succeeded in putting the project's mission into practice, i.e. to make chefs active promoters of healthy and environmentally friendly diets.

2009

Barilla Centre
for Food & Nutrition
founded as a **research**
group

2014

Barilla Centre for
Food & Nutrition
becomes a
Foundation

**2017
2018**

European Su Eatable
Life launched

Barilla Foundation
International Forum
reaches Brussels,
New York and Milan

**2020**

"Skilled through
Food" project
starts as part
of Erasmus+
initiatives

2022

"Climate Smart Chefs"
project launched



Barilla Foundation
embarks on a new
pathway, opening up
to the general public

2024

"100 Food Facts"
TV campaign

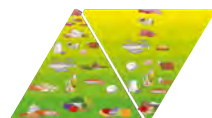
Second edition
of Barilla
Foundation
School



fondazionebarilla.com

2010

"Double Pyramid"
model developed

**2016**

First edition of the
Food Sustainability
Index, developed
with The Economist

2019

Barilla Foundation
starts "Fixing the
Business of Food"
with SDSN, Columbia
University and Santa
Chiara Lab

**2021**

Barilla Foundation
develops an updated
version of the
"Double Pyramid"
model and a new
version of the "Food
Sustainability Index"

2023

Saranno Cuochi
TV programme

New research
project with
CMCC

**Fondazione
Barilla**

il tuo cibo, la tua terra

OUR WAY OF DOING BUSINESS

A RENEWED SUSTAINABILITY PATHWAY



A RENEWED SUSTAINABILITY PATHWAY

We nourish a better
future, now

Since its early days, Barilla has aimed to bring people the joy of good food, made with respect for people and the planet. **Sustainability is not therefore a pathway or strategy, but the only way of doing business, from 1877 to date.** In 2010, a pathway was formalised with clear and measurable objectives, to guide the company over the coming years, and was summarised in the mission statement “Good for You, Good for the Planet”. For its 145th anniversary, Barilla wanted to renew its commitment to people and the planet, initially by introducing a new mission statement, “The joy of food for a better life”, new governance and a new sustainability agenda.

Climate change, an increasing focus on food sustainability and the protection of supply chains, market volatility, and the diversity of supply areas: these are just some of the major challenges presented to us by the era in which we live, as we confront an increasingly complex and interconnected world that is constantly evolving. It is in this context that Barilla, which has always been a pioneer on these issues, intends to continue its journey with renewed energy and strategic vision, responding to every challenge with strength and determination. Barilla, a leader in the food industry, is tackling this mission with the conviction and passion that have been its hallmarks from the outset.

These days, our goal is always to ensure **superior quality products** from **safe and sustainable supply chains**, to minimise impact on the planet and maximise the **well-being of our people and communities**. Increasingly, strategic choices for business development integrate and embrace initiatives and projects that can contribute to strengthening a company's resilience over the long term, by promoting balanced and sustainable growth, and simultaneously attempting to prevent potential risks.

With this ambition, we are implementing our new Environmental, Social, Governance (ESG) sustainability strategy, based on four fundamental pillars: **WHOLESOME PRODUCTS; SUSTAINABLE SUPPLY CHAINS; CLIMATE CHANGE; PEOPLE & COMMUNITIES** – the four areas of our strategy, to guide our actions.

WHOLESOME PRODUCTS



SUSTAINABLE SUPPLY CHAINS



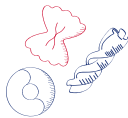
CLIMATE CHANGE



PEOPLE & COMMUNITIES



The aim of these four pillars is to transform our aspirations into concrete and measurable actions.



With the **WHOLESOME PRODUCTS** pillar, Barilla embraces the challenge of offering good food with a balanced nutritional profile. We have therefore updated our nutritional model, bearing in mind not only the goodness of food and the right lifestyle, but also a certain idea of holistic well-being oriented towards consumer pleasure and enjoyment. This choice translates into an effort to maintain the fullness of our flavours and, at the same time, a constant quest for solutions to improve their nutritional profiles, through careful reformulation of ingredients and new technologies.

We are determined to improve our product offering even further and to fulfil the increasingly conscious choices of our consumers: in addition to our quality promise, we continue our commitment to design and manufacture our packaging according to a 'circular' approach, which includes reducing unnecessary packaging, designing for recycling and, where possible, creating reuse models.



Conversely, the **SUSTAINABLE SUPPLY CHAIN** pillar embodies our strategies to foster environmentally and socially friendly farming and sourcing practices. Climate risk assessment reveals the threats that farms face every day, including risks to water availability and biodiversity. We therefore consider it essential to adopt appropriate prevention and mitigation measures. Looking to the future, we intend to increase engagement among our suppliers, by setting corporate supply chain management guidelines and consistently adapting them to the varying priorities of our brands.



With regard to the **CLIMATE CHANGE** pillar, we constantly reassess our impact on the environment, to minimise it as much as possible. As such, we are adopting targeted strategies and investments aimed at mitigating our effect on the climate and preparing the company for possible future scenarios related to the reduction of greenhouse gases and related energy sources. To demonstrate these ambitions, we are working to align with the new SBTi target by 2024, renewing our willingness to form an active part of the solution against climate change.








Finally, the pillar relating to **PEOPLE & COMMUNITIES** refers to Barilla's commitment to every aspect of people's well-being. Through our products, an integral part of the everyday lives of millions of individuals around the world, we support and respect everyone involved throughout the production chain, and we care for all communities – both those within the company and those where Barilla maintains a presence. We have already embarked on the development of measurement systems, related KPIs and monitoring systems that will take Barilla to a further level of assurance, consistency with its commitments and adherence to the new guidelines to be approved and implemented over time.

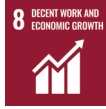






All this is decided on by a new governance structure for ESG issues, enabling us to implement an evaluation and decision-making process that fully supports business development. This organisational design, illustrated in detail in the relevant chapter, is based on three connected levels: the ESG Board, made up of top management, to define strategies and priorities; the ESG Core Team, to provide operational management and implementation of the plans decided upon; the ESG Leaders Team, consisting of internal experts and contacts in the various company areas, who provide the specific expertise for the various projects and the widespread diffusion of the entire ESG system.

OUR 2030 AGENDA

On 25 September 2015, the 193 member countries of the United Nations signed the **2030 Agenda for Sustainable Development**. The plan of 17 global goals includes many that relate to current food patterns, such as fighting hunger and poverty, access to education and combating climate change. **Barilla**, in its role as a leading company in the food industry, **has decided to sign up to the 2030 Agenda and champions the sustainable development guidelines towards all 17 goals**. The Group is therefore committed to making an active contribution to achieving the Sustainable Development Goals (SDGs).

SDGs	Results achieved
	<ul style="list-style-type: none"> • >3,200 tonnes of products donated to people in need
	<ul style="list-style-type: none"> • Since 2010*, 497 product reformulations to reduce total and saturated fat, and salt content • 16 new products with no added sugar, rich in fibre, whole grains or legume-based
	<ul style="list-style-type: none"> • over 44,500 children involved in Giocampus and Vivismart projects • around 300 children with access to education at the school built in Côte d'Ivoire
	<ul style="list-style-type: none"> • 38.5% of Barilla executives and managers are women • unjustified wage gap eliminated for all Barilla people
	<ul style="list-style-type: none"> • 62% of purchased electricity comes from renewable sources with GO certificates

*In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

SDGs	Results achieved
	<ul style="list-style-type: none"> • >160,000 hours of training provided to Barilla people and investment of more than €4 million to assist their professional growth • 18 Employee Resource Groups (ERGs): interest groups created by employees revolving around specific diversities
	<ul style="list-style-type: none"> • 96% route capacity optimization • Around 4,000 shipments switched from road to intermodal transport
	<ul style="list-style-type: none"> • Over €3 million donated to communities • agriBosco: a 23-hectare space where sustainable agriculture co-exists with nature, courtesy of the collaboration with Legambiente and AzzeroCO2
	<ul style="list-style-type: none"> • 8,500 companies involved in sustainable agriculture projects • 67% of raw materials purchased from sustainable supply chains • 2 specifications for sustainable cultivation of common wheat: Harrys Charter and Mulino Charter • Durum Wheat Manifesto: a set of commitments for a better and more responsible durum wheat supply chain • Basil Charter
	<ul style="list-style-type: none"> • -28% CO_{2eq} per tonne of finished product (since 2010*) and signed up to SBTi • 1 carbon-compensated brand: Wasa • -21% water consumption in factories, per tonne of finished product (since 2010*) • 99.8% packaging designed for recycling and >99% paper and cardboard from supply chains with certification for the responsible management of forests • Over 92% of waste produced was sent for recycling and energy recovery
	<ul style="list-style-type: none"> • Zero testing** of raw materials and products on animals, directly or indirectly • Support for protection of biodiversity via Mulino Charter and Basil Charter
	<p>It has been possible to achieve these results thanks to constant dialogue and discussion with stakeholders, academics, scientists, non-profit organisations and institutions, both nationally and internationally</p>

*In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

**Except in cases where it is explicitly required by law, as stated on page 163.

MATERIALITY ANALYSIS

Barilla's **Sustainability Report** is based on identifying **material topics**, i.e. the most relevant **economic, environmental and social** issues, including human rights, from an 'inside-out' perspective¹. Since the first year of reporting, the Group has decided on a structure to define these aspects by initiating a **materiality analysis** process, which is updated periodically.

As required by the **GRI Universal Standards 2021**, and in particular by **GRI 3 – Material Topics**, Barilla has based its materiality analysis on the concept of **impact organisations have on the external context** ('impact materiality'²).

In 2023, taking the material topics from the 2022 Sustainability Report as a starting point, a benchmark and context analysis was conducted to verify the validity of the aspects already considered, as well as to intercept new trends and their impacts. For continuity with last year, we also consulted GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022. At the end of the process, it was deemed that the main impacts generated by the Group were well represented by the 18 material issues set out in the previous Report.

Specifically, the **significance of the topics was assessed** in interviews with in-house decision-makers, who considered the impacts in relation to their own area of expertise and bore in mind the perspective of external stakeholders for each material topic on the basis of the impacts it may generate on the Pillars identified in the renewed sustainability pathway. They were asked to rate the impacts identified on the following drivers (both based on a four-level scale): **magnitude of impact and likelihood of its occurrence**.

1. The 'inside-out' perspective considers the impacts of an organisation ('inside') on the external context ('out'), i.e. the current or potential significant impacts on people and the environment directly related to an organisation's activities, products and services, including activities upstream and downstream of its value chain.













































2. See the "Table linking material topics and associated impacts (inside-out perspective)" in the "Note on Methodology" section of this document for details of Barilla's material topics and related impacts.







































On the basis of the average assessments provided for each theme, a prioritised list of material topics was then drawn up, presented to the senior management and shared with the new ESG governance.

To prepare for the implementation of the EU Corporate Sustainability Reporting Directive (CSRD), the Group has embarked on a significant journey towards compliance with the new reporting requirements. Among the most relevant initiatives, we are preparing to explore an innovative analysis of dual materiality, which merges financial relevance with current impact. This means not only responding to new obligations, but also embracing an advanced vision of sustainability that will enable us to drive change with even more determination and awareness.

MATERIAL TOPICS*	PILLARS
PRODUCTS	Wholesome products
RAW MATERIALS	Sustainable supply chains
BIODIVERSITY	Sustainable supply chains
CONSUMPTION	Climate change
CLIMATE CHANGE	Climate change
CIRCULARITY	Climate change
PACKAGING	Wholesome products
TRACEABILITY & TRANSPARENCY	Sustainable supply chains
HUMAN RIGHTS	Sustainable supply chains
COMMUNITY SUPPORT	People & Communities
GOVERNANCE, BUSINESS ETHICS & INTEGRITY	Governance
HUMAN RESOURCES	People & Communities
DIVERSITY & INCLUSION	People & Communities
MARKETING & LABELLING	Wholesome products
INNOVATION	Wholesome products
HEALTH & SAFETY	People & Communities
EDUCATION	People & Communities
ANIMAL WELFARE	Sustainable supply chains

* Analysis shows the first 10 topics to be of equal importance

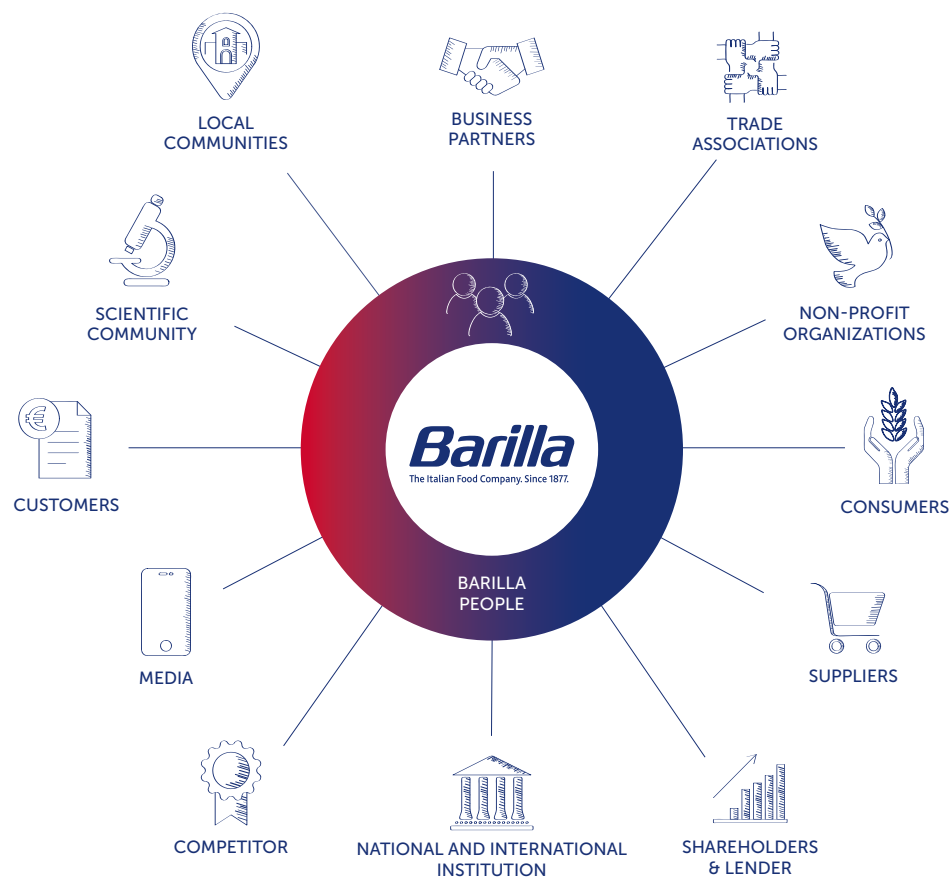
Pillars	Material topics	Description	Value chain					
								
GOVERNANCE	Governance, Business Ethics & Integrity 	Set up adequate internal control systems and conduct all business activities with transparency, integrity, honesty and in compliance with the law. Implement policies and practices defining the responsible approach to tax strategy. Protect information assets and privacy.						
	Products  	Formulate product recipes for people's well-being. Ensure the quality and safety of products at every stage in the supply chain						
WHOLESOME PRODUCTS	Innovation   	Meet people's needs through products that respond to emerging trends in the food sector.						
	Marketing & Labelling  	Ensure the accuracy of nutritional information on products, in accordance with national and international regulations and/or self-regulatory codes.						
SUSTAINABLE SUPPLY CHAINS	Raw materials       	Promote responsible management of raw material supply chains by promoting sustainable agricultural practices and selecting quality raw materials.						
	Animal welfare     	Promote responsible animal husbandry practices for raw materials of animal origin, in compliance with legal requirements, but also with high animal welfare standards.						
	Traceability & transparency     	Ensure the traceability of products, from the cultivation of raw materials to distribution at the point of sale. Ensure accurate and transparent communication.						

Pillars	Material topics	Description	Value chain					
								
CLIMATE CHANGE	Climate change 	Ensure the efficient management of the entire supply chain with the aim of limiting environmental impact, with specific reference to greenhouse gas emissions.						
	Circularity 	Research and ensure the leverage of waste materials and proper waste management by optimising production processes, promoting responsible consumption practices and adopting circular practices.						
	Packaging 	Research the best types of product packaging that guarantee the highest quality and safety, with the lowest possible environmental impact.						
	Consumption 	Ensure the adoption of concrete solutions for the management and reduction of energy consumption, to substantially limit environmental impact.						
PEOPLE & COMMUNITIES	Human resources 	Promote the development of a working environment, both to improve work/life balance and to ensure a continuous process of enhancing and growing its resources.						
	Health & Safety 	Provide working conditions that ensure full respect for the right to health and protection of the physical and psychological integrity of workers, through management systems to prevent occupational accidents, injuries and occupational diseases.						

Pillars	Material topics	Description	Value chain					
								
PEOPLE & COMMUNITIES	Diversity & Inclusion    	Promote a global and inclusive corporate culture by valuing diversity and ensuring equal opportunities in career paths for all employees.						
	Education    	Promote the dissemination of sustainable and balanced lifestyles and proper nutrition, paying special attention to the youngest children.						
	Community support         	Consolidate its commitment to communities, with specific initiatives and activities aimed at supporting the local economy. Strengthen relations with various local stakeholders.						
	Human rights      	Ensure the protection of human rights inside, outside and throughout Barilla's value chain, consolidating a corporate culture against all forms of violence and discrimination.						

STAKEHOLDERS

“**Dialogue** with **stakeholders** is the basis for **long-term value** creation for Barilla”



STAKEHOLDER CATEGORIES	EXAMPLES OF ENGAGEMENT
LOCAL COMMUNITIES & THIRD SECTOR trade associations, non-profit organisations	<ul style="list-style-type: none"> Implementation of projects at local level to promote nutrition education (e.g. Giocampus, Vivismart) Promotion of sustainable and land-friendly agricultural practices (e.g. Durum Wheat Manifesto, Mulino Charter, Basil Charter) Donations and volunteering (e.g. Red Cross, UNHCR, UNICEF, Caritas International, Hayata Destek Derneği)
BARILLA PEOPLE	<ul style="list-style-type: none"> Creation of the Global Diversity & Inclusion Board Raising awareness on the culture of safety in the workplace (e.g. Safety Culture Project)
PRODUCTION CHAIN suppliers, customers, business partners	<ul style="list-style-type: none"> Promotion of good practices in sustainable agriculture (e.g. Barilla Code of Sustainable Farming and Barilla Sustainable Farming (BSF), Decalogue for the Sustainable Cultivation of Durum Wheat, Mulino Charter, Harrys Charter and Basil Charter) Organisation of national and international networking events (e.g. World Mycotoxin Forum, Club Harrys)
PUBLIC & RESEARCH national and international institutions, research organisations and universities	<ul style="list-style-type: none"> Study projects on the impact of Barilla products (e.g. LCA, EPD) Organisation of national and international networking events (e.g. World Mycotoxin Forum, Club Harrys)
FUNDERS & SHAREHOLDERS	<ul style="list-style-type: none"> Participation in and organisation of networking events
COMPETITORS	<ul style="list-style-type: none"> Participation in multi-stakeholder working groups (e.g. Consumer Goods Forum)
MEDIA	<ul style="list-style-type: none"> Use of social media channels (LinkedIn, X/ Twitter, YouTube) for dissemination and dialogue purposes Press interviews on ESG issues, with the aim of sharing the Group's strategy and action plan

STRATEGIC PARTNERSHIPS WITH CUSTOMERS

Barilla's main strategic partner is its customers, with whom it aims to forge strong business relationships and alliances aimed at the shared development of business initiatives.



Carrefour

PATHWAY WITH CARREFOUR

A journey **embarked on in 2017**, to leverage the international partnership with Carrefour fuelled by Global Customer Development according to a step-by-step approach.

2017 - 2018

Barilla and Carrefour together against **FOOD WASTE**. A 360° initiative conducted in Italy and Spain, celebrated at the 2017 Consumer Goods Forum in Montreal.

2019 - 2020

Barilla joins the **Food Transition Pact** as co-founder and co-leader, committing to climate, biodiversity, sustainable packaging and nutrition in line with the "**Act for Food**" manifesto.

2021 - 2022

Barilla wins the **International Transition Award** with **Spaghetti No. 5**, the **Italian Food Transition Award** with **Macine Mulino Bianco** and the Sirius Award in France for Healthy Bundles and Veggi Bundles.

2023

The **Food Transition Pact** becomes a global guideline, broadening the range of suppliers involved. Barilla has consolidated its role as co-leader and co-founder and broadened its footprint in other contexts related to sustainability.

At CGF – France, **Barilla joined the Collaboration for Healthier Lives (CHL) coalition** where, together with Carrefour, Metro and other companies, it promotes initiatives aimed at disseminating a more conscious and sustainable food culture. In Italy, Barilla is **Advisor for the Food Transition Pact**, and won the "**Special Mention for Sustainability 2023**" award, confirming its commitment to food education activities such as:

- **Positive Nutrition** (omni-channel activities to promote healthier and sustainable choices in partnership with PL Carrefour).
- **Delizie Veggie** (omni-channel activity to promote the vegetarian lifestyle in partnership with Carrefour, Alpro by Danone, Findus and Garden Gourmet).

Finally, for the third year running, Barilla won the **Italian Food Transition Award** with **Intrecci Mulino Bianco**



CONAD & MULINO BIANCO



Since 2022, **Mulino Bianco has been working on sustainability issues in a major partnership with Conad.** In 2023, activities included:

- **involvement in the development of a digital game as part of the Conad app**, accessible to all customers, where they can win coupons and other prizes in quizzes, games and tips focusing on the **theme of sustainability and the relevant Mulino Bianco and Conad commitments.** The partnership has also been renewed for 2024.
- **two special packs for Rigoli and Pancake products and a special, exclusive Conad product to celebrate biodiversity, bees and other pollinating insects**, creatures that are essential for the pollination of 70% of plant species and the stability of ecosystems, now more than ever at risk of survival.
- **three educational apiaries near three Conad sales outlets** to disseminate culture on the world of bees and raise awareness of the dangers to which these insects are exposed. The initiative continues in 2024 with thematic workshops open to the community and schools.



ESSELUNGA & BARILLA FOUNDATION



With Esselunga, **two streams of collaboration** have been set up, **focusing on sustainability**:

- **Mulino Bianco Biodiversity Communication**: a circuit of biodiversity-themed titles with two key products, Rigoli and Pancake
- **Collaboration with the Barilla Foundation for "Earth Day"** (22 April 2023). To celebrate the event, 15,000 customers who placed an online shopping order received a free book, 100 Food Facts, published by the Barilla Foundation. This publication offers valuable tips for more conscious and sustainable food consumption and storage.



CONSUMER GOODS FORUM

The **Consumer Goods Forum** (CGF) is a **global organisation of manufacturers and retailers of consumer goods**, aimed at promoting efficient business practices and improvements throughout the food sector, to benefit both buyers and consumers without hindering competition. The CGF supports coalitions of action focused on sustainable practices and offers support, expertise and tools to stimulate large-scale positive change.

The Forum includes around 400 retailers, manufacturers, service providers and other stakeholders from over 70 countries, and represents almost 10 million workers, a figure that rises to 90 million when considering the entire supply chain. Leading the organisation is a Board of Directors that includes the CEOs of manufacturers and retailers, including our CEO Gianluca Di Tondo.

At CGF – France, Barilla joined the Collaboration for Healthier Lives (CHL) coalition, which has helped initiate a series of programmes to promote greater awareness of food culture, with the aim of steering companies and consumers towards healthier and more sustainable nutrition in the medium to long term.



CUSTOMER COLLABORATION CENTER

Opened in 2015 in Parma, the **Customer Collaboration Center** is Barilla's dedicated hub for welcoming and enhancing our partnerships with customers through a commitment to **collaboration** and **shared** values. The Center occupies a historically significant site, as it is situated at the very location of the original Barilla factory and shares its premises with Academia Barilla, our esteemed institute of gastronomy and culinary arts. Our aim is to foster collective growth by guiding our partners and clients on an immersive, multisensory journey that weaves together emotion, science, and the culinary arts. Among these interactive experiences is one that specifically highlights Barilla's dedication to sustainability.

In 2019, Barilla introduced a digital counterpart of the Center, designed to build and fortify relationships that transcend physical borders. This digital Customer Collaboration Center offers comprehensive virtual experiences that provide insights into each of the company's core pillars, with a particular focus on our sustainability efforts.



ONFOODS, THE FOUNDATION FOR A NEW SUSTAINABLE FOOD MODEL



On 11 November 2022, **ONFOODS** was unveiled; this foundation makes up one of the 14 partnerships under the National Recovery and Resilience Plan (PNRR) drawn up by the Italian government as part of the Next Generation EU programme, specifically for the funds provided for green and digital projects. The Foundation is committed to **improving the future of the community and the supply chain** through a new model of sustainable food, made possible by partnership and collaboration between 26 business entities, including Barilla, universities and research centres in Italy.

OnFoods operates through seven strategic research initiatives ('spokes'), linked together in a complex, qualified network of disciplinary relationships, connections and integrations. In this context, Barilla is one of the parties involved in the discussion of three of the seven spokes identified by OnFoods:

Food safety of traditional and novel foods (spoke 3)	Food quality and nutrition (spoke 4)	Policy, behaviour and education (spoke 7)
Goal: Enhancing food and nutrition quality to satisfy consumers	Goal: Promoting consumer health by improving food, diet and nutrition	Goal: Developing tools to analyse agri-food policies and the behaviour of businesses and consumers
Barilla's contribution: Agronomic research into developing specific plant varieties and identifying innovative agricultural practices for sustainable cultivation	Barilla's contribution: Intensive product improvement activities since 2010 ³ , leading to improvements in the nutritional profile of 476 products	Barilla's contribution: Research for Food Quality and Safety in a supply chain perspective, from farm to fork, from raw materials to production processes and finished products

3. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

OTHER COLLABORATIONS

The Barilla Group **maintains significant relations and constant dialogue with various industry associations**, including:

AIM

European Brands Association

CAOBISCO

Chocolate, Biscuits and Confectionery of Europe

CENTROMARCA

Associazione Italiana dell'Industria di Marca (Italian Brand Industry Association)

CONFINDUSTRIA

(Territorial branches) - Confederazione generale dell'industria italiana (General Confederation of Italian Industry)

ECR

Efficient Consumer Response

IBC

Industrie beni consumo (Consumer Goods Industries)

ILSI

Istituto internazionale per le scienze della vita (International Life Sciences Institute)

IPO

International Pasta Organization

L'ALLIANCE 7

Fédération des produits de l'épicerie et de la nutrition spécialisée (Federation of Grocery and Specialist Nutrition Products)

NPA

US National Pasta Association

ITALMOPA

Associazione Mugnai d'Italia (Italian Millers Association)

SEMOULIERS

Union des Associations des Semouliers de l'EU (Union of Associations of Semolina Producers of the EU Countries)

UNAFPA

Union of Organizations of Manufactures of Pasta Products of the EU

UNIONE ITALIANA FOOD

UPA

Utenti pubblicità associati (Associated advertising users)

NFI


Nutrition Foundation of Italy

SITOX

Società Italiana di Tossicologia (Italian Society of Toxicology)

SVENSKA KVARNFÖRENINGEN

Swedish Flour Milling Association

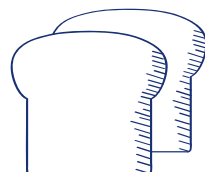
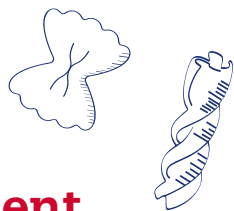
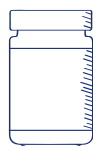


WHOLESOME PRODUCTS

ALL OUR
PRODUCTS
COME WITH
AN EXTRA DOSE
OF GOODNESS



Our commitment
begins with **product**
recipes, which
we continuously
improve, including
from a nutritional
point of view, to offer
tastier and safe
products



497 PRODUCTS
REFORMULATIONS
TO REDUCE THE QUANTITY
OF SUGAR, SALT, FAT, AND
SATURATED FAT (SINCE 2010)*

**MORE WHOLEGRAIN
AND PULSE FLOURS
PRODUCTS**

*In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

44,500
CHILDREN AND YOUNG
PEOPLE INVOLVED IN FOOD
EDUCATION ACTIVITIES



16 NEW
PRODUCTS
WITH A BETTER
NUTRITIONAL PROFILE:



○ **PRODUCTS WITH
WHOLEGRAIN FLOUR**
FOR OUR PASTA,
BAKERY PRODUCTS
AND BREADS

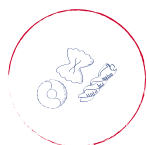


○ **NEW PRODUCTS
TO INCREASE THE
VARIETY OF DIET**
INCLUDING DIFFERENT
TYPES OF CEREALS,
LEGUMES, DRIED FRUIT

Codes & Principles

Strategy implementation

Impact measurement

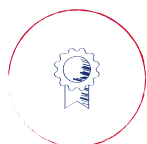


NUTRITION AND WELL-BEING

- From nutritional guidelines to an integrated approach to well-being: the Barilla Nutrition & Well-being Framework

- Regular product reformulation
- New products to improve and diversify the range of foods
- Single-portion products to reduce over-consumption

- **497** products reformulated to reduce the amount of sugar, salt, total and saturated fats (since 2010)
- **16** new products, including ones rich in fibre, new products to encourage a varied diet and more single-portion products

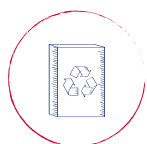


QUALITY AND SAFETY

- Risk prevention and quality/safety management from farm to fork

- Site certifications and production specifications
- Research and development on methods of analysis and prevention
- Prevention of fraud and digitalisation

- over **2,500** monitoring analyses on major emerging risks in the food sector in 2023
- in 2023, over **€7 million** was invested in improving facilities and production lines



PACKAGING

- Barilla Sustainable Packaging Principles
- Participation in international initiatives

- Measuring the impacts of packaging choices
- Reducing quantity of materials
- Use of materials from renewable resources
- Use of materials from certified sources for responsible forest management

- **99%** of paper and cardboard from supply chains certified for responsible forest management
- **99.8%** of product packaging designed for recycling



ENVIRONMENT

- Assess the environmental impact of products to identify opportunities for improvement in the life cycle

- Adoption of a system to generate and verify Life Cycle Assessment (LCA) studies according to the EPD scheme

- **80%** of product volumes covered by life cycle assessment (LCA) analysis
- **70%** of product volumes covered by environmental product declarations (EPDs)



FOOD EDUCATION

- Promote educational and information activities on responsible consumption patterns and balanced eating habits

- Projects with local authorities, schools and municipalities, linking physical education and nutrition
- Involvement in research on well-being based on meals

- **44,500** children and young people involved in food education activities

NUTRITION & WELL-BEING

—
**“Tasty, quality products,
 for every time of the day”**

Barilla works steadily on formulating its recipes to improve the nutritional profile of existing products and to create new ones that are tasty, high-quality and in line with a balanced diet and healthy lifestyle.

This activity is spearheaded by the **Nutrition Guidelines**, a framework of standards and methods developed together with the Health and **Wellbeing Advisory Board**, made up of international experts in nutrition and various branches of medicine.

Drawn up in 2009, the Barilla Nutrition Guidelines have been constantly revised to reflect developments in scientific research and international guidelines for healthy eating.

Since early 2023, the Nutrition Guidelines have evolved into the **Nutrition & Well-being Framework**.

FROM NUTRITIONAL GUIDELINES TO THE NUTRITION & WELL-BEING FRAMEWORK

Challenges that have emerged in the global landscape over the past four years, including the COVID-19 pandemic, have led to an increased focus on human and environmental health and safety issues. The regulatory framework on these issues has become more complex and new approaches towards sustainability and health have been introduced that consider the interdependence between social and natural systems from a systemic and holistic perspective.

Barilla's Nutrition & Well-being Framework is an innovative model for adapting to new external scenarios and to have a positive impact on people's well-being. The new framework aims to **support Barilla in offering tasty and nutritious products**, in the right portions, that fit into a healthy lifestyle, to contribute to holistic well-being and celebrate the joy of food. The Model expands on the basic principle of the previous Nutritional Guidelines and takes an **integrated approach to well-being**, considering both science and consumer perspectives.

Barilla has defined **eight key principles of nutrition and well-being**, the purpose of which is to channel ongoing commitments into a single consolidated model and to inspire the Group's brands to set nutrition and well-being goals and KPIs.

EIGHT PRINCIPLES OF NUTRITION & WELL-BEING

The Framework is based on **eight principles of nutrition and well-being**, which not only reflect existing internal priorities, but are also the means of targeting our future activities towards consumer needs and preferences, public health recommendations and scientific literature.

PRINCIPLES OF NUTRITION & WELL-BEING		
PRODUCT	Good, healthy nutrition	We are constantly improving our expertise in nutrition and food science to ensure that our products are good, nutritious and inspire healthy eating
	Variety of products	We offer a range of food choices by developing products that meet people's various nutritional needs and preferences, without sacrificing flavour and taste.
	Wholesome ingredients	We use diverse, wholesome, tasty, quality ingredients, carefully processed into products that promote a varied diet.
	Sustainable product design	We contribute to the prosperity of people and the planet, preferring responsible sourcing of ingredients.
POSITIONING	Transparency	We take responsible action, with a focus on labelling and consumer education.
	Value of diverse food cultures	We are founded on the values of the Mediterranean Diet and respect for local traditions, to inspire people around the world to eat healthy, nutritious, tasty and sustainable food every day.
	Joy of food	We want to share the passion and joy of food with people as part of a healthy lifestyle.
	Nourishing the future	We are committed to protecting future generations through educational initiatives and responsible marketing practices.

Each Barilla brand expresses its commitment to nutrition and well-being in different ways and in different markets, bearing in mind its positioning, category strategies, product portfolio and consumer preferences. Despite these differences, they all have a common goal: to bring joy and conviviality to everyone's table. The commitment translates into nutrition and well-being goals and KPIs:



NEW PRODUCTS

Also in 2023, the Group invested in the development of its offering to meet consumers' food and cultural needs.

MORE PRODUCTS WITH FIBRE...

Specifically:

- **seven new fibre-rich products** (Mulino Bianco Intrecci; Mirtillini; Buonfarro; Gran Bauletto alla Segale; Harrys Brioche Tranchée Caramel; Wasa Sandwich Pesto; Barilla Chickpea Orzo)
- **six products as a source of fibre** (Mulino Bianco Cioccoavena; PandiYo; Buontreccia; Racconti; Harrys 100% Mie Seigle; Misko Tortellini Whole Wheat with cheeses).

MORE PRODUCTS TO SUPPORT A VARIED DIET...

More products with different types of ingredients, such as pulses, vegetables and nuts, to support a varied diet:

- **six products as a source of fibre** (Mulino Bianco Cioccoavena; PandiYo; Buontreccia; Racconti; Harrys 100% Mie Seigle; Misko Tortellini Whole Wheat with cheeses)
- **one with buckwheat** (Buontreccia)
- **one with chia seeds and dried cranberries** (Mirtillini)
- **one with spinach and tomato** (Misko Tricolore Tortellini with Cheese)
- **one with chickpeas** (Barilla Chickpea Orzo)



MORE PRODUCTS FOR SPECIFIC DIETARY NEEDS

- **two gluten- and lactose-free products** (Mulino Bianco Cioccosole and Fior di Miele)
- **two new biscuits with no milk or eggs in the recipe** (Mulino Bianco Mirtillini and Buonfarro) for consumers who prefer to reduce the amount of milk and eggs in their diet
- **a new "Vegan"-certified product** (Barilla Chickpea Orzo)
- **two products with no added sugar** (PandiYo; Cioccoavena)
- **two products as a source of certain nutrients** such as calcium (PandiYo), vitamin E, phosphorus and magnesium (Mirtillini).

MORE SINGLE-PORTION PRODUCTS:

- **three single-portion products** (Ringo Caramel; Tartelle Cacao; Wasa Sandwich Pesto), one with **under 150 kcal (628 kJ) per portion** (Ringo Caramel)



PRODUCT REFORMULATION

In 2023, Barilla was also committed to reformulating existing products, with the aim of improving recipes from a nutritional point of view.

REFORMULATION TO IMPROVE NUTRITIONAL PROFILE

- **reduced salt content** in 4 products: three Pasta condiments (Pesto Rosso, Pesto alla Calabrese, Bolognese Pouch) and one type of bread (Harrys Toast Seigle);
- **reduced total fat** in one red sauce (Montanara ragù) **and reduced saturated fat content** in one ricotta sauce (Ricotta Sauce).

REFORMULATIONS TO IMPROVE NUTRITIONAL PROFILE

2023	2022	2021
6	3	13

HARRY'S



Working for 10 years on product reformulation for a “clean” list of ingredients.

Harrys is a leader in industrial bakery in France and, as such, constantly strives to improve its products, to provide its consumers with increasingly healthy and sustainable alternatives. This commitment is expressed in the continuous **product reformulation** the company has been carrying out for over ten years.

Harrys has indeed made significant steps forward, starting in 2013 with the phasing out of palm oil from its ingredients – which finally took place in 2016, replacing it with **rapeseed oil**. Harrys has also introduced new products made with **different flour and cereal** mixes to meet the growing demand for nutritious, fiber-rich foods, **as well as keeping the range of whole grain flour products intact**. In addition, Harrys is working on **completely eliminating the use of additives**, reducing the list of ingredients on the packaging by about a third. As part of this commitment to better nutrition, the company has included the American Sandwich, a product in the flagship range, as a **product with no added sugar**, and has also made all products rich in fiber.

This underlines Harrys’ continued commitment to its consumers’ well-being, consolidating its position at the forefront of the industrial baking industry.

GRANCEREALE, WITH 100% PLANT-BASED INGREDIENTS



Grancereale puts great effort into the sustainability agenda, starting with the careful choice of ingredients and responsible management of the production chain, to the promotion of initiatives to connect consumers with the natural world. The brand has long been committed to promoting an everyday balance between taste, movement and nature. In line with this vision, from 2024 Grancereale is offering **biscuits with 100% plant-based ingredients** across its entire range, providing consumers with a sensory and emotional experience that is authentically connected to nature. From 2024, new coffee and salted almond products are also available, to expand the range of biscuits with 100% plant-based ingredients. In addition to the biscuit range, the brand also aims to provide **cereal bars with 100% plant-based ingredients** by 2025.



BARILLA PASTA LANDS ON ASTRONAUTS' MENUS

THE PROJECT SUPPORTED THE APPLICATION FOR ITALIAN CUISINE TO BE LISTED AS UNESCO INTANGIBLE CULTURAL HERITAGE

A SPACE MISSION TESTS WHETHER IT CAN REMAIN AL DENTE IN ZERO GRAVITY

For the first time, **Barilla pasta has gone into space**, as a result of a collaboration with the Ministry of Agriculture, Food Sovereignty and Forestry, the Italian Air Force and Axiom Space. As part of the "**Pasta in Space**" initiative, the Ax-3 mission took around 3 kg of Barilla fusilli to the International Space Station.

The aim was to examine the experience of astronauts' **dietary needs** under **microgravity** conditions, in a series of sensory experiments. In zero gravity, the experience of food and the perception of flavours are different and with pasta, considered a traditional yet innovative food product, Barilla has challenged these conditions. This initiative also marks an important moment for Barilla, which has a tradition of more than **140 years** in the **production of pasta**, a symbol of Italian cuisine around the world.

"We have been producing pasta for more than 140 years. It is a product rooted in the very distant past and is an icon of Italian cuisine around the world. Being part of this space mission fills us with pride and offers us the opportunity to explore a new frontier of nutrition, giving astronauts a bit of the feeling of being at home"

Paolo Barilla

MULINO BIANCO: "THERE IS A BETTER WORLD"



Since its early days, Mulino Bianco has sought to spread an authentic and positive view of the world among Italians by promoting a **healthy diet and conscious lifestyle**.

In recent years, the brand has built up an everyday relationship with its consumers, based on taste and the **"Mondo Buono"** ('good world'), long a synonym for authenticity and conviviality.

Recently, as part of its new **"There is a better world"** campaign, Mulino Bianco has evolved its concept of 'goodness', previously linked to product quality and attention to raw materials and the entire supply chain. Nowadays, the brand presents itself as the spokesperson for an optimistic and universal message, inviting people to believe in the existence of good in the world and to find satisfaction in minor gestures. A choice that leverages the brand's roots to increase its relevance in the current cultural context.

According to a survey conducted by AstraRicerche, 8 in 10 Italians constantly seek positive news in a world dominated by pessimism and worry. In response to this need, Mulino Bianco is committed to sending a 'good news' newsletter to its consumers.

As also stated by Italians, the key components for well-being, which often take second place, are **family, the little things, love and friendship, the relationship with nature and having time for themselves**. Mulino Bianco aims to provide products that emphasise and leverage these factors.

*Note on methodology: AstraRicerche study based on 1,003 online interviews (CAWI) with a national representative sample of the Italian population aged 18-65. The interviews were conducted in early February 2024.

A FLURRY OF GOODNESS: TOGO & GOCCIOLE ICE CREAM

As a result of the partnership between Barilla and Algida, the ice cream formula of the iconic Togo and Gocciolo biscuits was created.

In 2022, the first ice-cream version of these two well-known biscuits was made: Togo in the form of a choc ice; Gocciolo as a biscuit filled with creamy vanilla ice cream.

In 2023, Togo also became an ice-cream cone: a crunchy biscuit middle paired with creamy ice cream and a cocoa coating, for a unique mix of flavours. Perfect to cool down in summer.

In line with Barilla's values of quality and environmental sustainability, the product uses high-quality raw materials, especially high-quality fresh Italian milk. Suppliers are selected based on social and environmental sustainability guarantees and, as for the entire range created by the partnership, the packaging is recyclable.



QUALITY & FOOD SAFETY

Product quality and the **safety of the people** who consume them are primary requirements, guaranteed by carefully monitoring of all stages of the supply chain, from the purchase of raw materials to distribution.

To achieve this goal, 80 managers specialised in Quality and Food Safety are dedicated to **quality and food safety management**, by implementing prevention and control actions at all stages of the supply chain.

The quality and food safety management system **identifies and prevents** known or emerging **risks** related to products, raw materials, packaging and environmental impacts.

The risk analysis is based on the methodology known as **Risk Assessment**, which provides the company with useful tools and guidelines to **analyse the entire food supply chain** and **define** preventive and management measures. For example, at its production plants, Barilla adopts the Hazard Analysis Critical Control Points (**HACCP**)¹ **methodology** to manage risks from chemical, biological, microbiological and physical contaminants.

As part of this methodology, critical control points in the production process are defined and monitored to ensure product safety.

1. Barilla adopts an HACCP model in line with the requirements of the FSSC 22000 certification scheme, version 6.



To further ensure consumer safety, the company includes around **4 million analyses per year** in its global control plans and constantly **monitors quality and food safety indicators**. This way, prompt action can be taken in the event of deviation from the set standards.

In addition, the **Thermal Process Authority** defines the key parameters to be adopted during those production processes that require heat treatment, such as time and temperature, in order to make our products good and safe.



FSSC 22000 – FOOD SAFETY SYSTEM CERTIFICATION

FSSC 22000 certification is one of the tools used by Barilla to ensure the proper functioning of its food quality and safety management system and to identify possible areas for improvement.

FSSC 22000 is based on ISO standards and is an internationally recognised tool for certifying food safety management systems. Developed by an independent non-profit organisation, the **Foundation of Food Safety Certification**, it is recognised by the **Global Food Safety Initiative (GFSI)**. The Consumer Goods Forum is a worldwide consortium of 42 retailers and manufacturers whose purpose is to assess, validate and supervise food safety standards.

In addition to the management of known risks, the Quality & Food Safety and Analytical Food Science Units identify and monitor potential emerging risks, i.e. those risks that are not yet regulated by law and are being studied in the scientific community, in order to take preventive measures to mitigate them well in advance.

**OVER 2,500 MONITORING
ANALYSES ON MAJOR
EMERGING RISKS IN THE FOOD
SECTOR IN 2023**

MONITORING AND PREVENTION OF EMERGING MYCOTOXINS – PYRROLIZIDINE AND TROPANE ALKALOIDS IN CEREALS AND SPICES

In recent decades, the European Union has shown increasing attention to **alkaloids** as food contaminants. Specifically, the growing consumption of plant-based products as an alternative to animal-based products increases the need to ensure the food safety of plant-based ingredients before they enter the food chain.

The European Food Safety Authority re-evaluated the presence of these alkaloids (pyrrolizidine and tropane), noting a lack of data and the need for strategies to assess their risks. In response, an analytical method was developed to simultaneously identify and quantify the presence of 21 pyrrolizidine alkaloids and two tropane alkaloids in cereals and spices. This method is based on the **QuEChERS** sample preparation approach, employing **liquid chromatography** combined with high-resolution **mass spectrometry** (UHPLC-HRMS). The method proved robust and effective, meeting the need for compliance with European legislation.

Further details of this study can be found at:
<https://analyticalsciencejournals.onlinelibrary.wiley.com/doi/10.1002/jms.4969>

EUROPEAN PROJECT: FOODSAFER – RELIABLE INFORMATION AND GUIDELINES ON EMERGING FOOD SAFETY THREATS

The European **FoodSafeR project**, funded under the European Union's **Horizon Europe** Research and Innovation Programme with Grant Agreement No. 101060698, aims to strengthen European governance on **food safety**, especially with regard to multiple emerging stressors, including the impacts of climate change. Launched in July 2022, this project is planned to continue for four years and received total funding of **€5.3 million** from the European Commission.

Barilla, as a beneficiary member of the Consortium, acts as Coordinator of the Emerging Chemical Risks Section and is a member of the Board that steers the entire project.

The main expected outcomes include the development of **forecasting tools** based on big data, a **horizon scanning** exercise to study the entire set of secondary metabolites and agrochemicals, **advances in detection** and diagnostic technology, new **food processing techniques**, the analysis of **product toxicity** and the fight against illegal addition of **chemicals**.

Comprehensive documentation, including case studies, tools, methods, future-oriented strategies, together with training and a public digital hub, form the heart of this ambitious project involving **18 organisations** from **14 European countries**.

Further details of this project can be found at:
<https://foodsaferr.com/>

RAW MATERIAL QUALITY & SAFETY

The Group regularly **checks raw materials** during both supplier selection and acceptance at production sites.

For each ingredient, specific quality and food safety risks are assessed and appropriate **monitoring plans** are defined, then implemented on a daily basis by the Quality Control laboratories at the production plants or with the support of qualified external laboratories.

The **Analytical Food Science** Unit promotes **research and development into innovative methods and techniques** to **prevent** the risks of emerging contaminants, fraud and food adulteration.

For durum wheat, Barilla has outlined a **prevention and control plan** across the entire supply chain, to ensure maximum product safety and quality.

We provide support to durum wheat suppliers to follow the good agronomic practices set out in the **Barilla Regulations** for cultivation and storage of durum wheat, including limited use of pesticides according to more restrictive rules than in current legislation.

In addition, a **forecasting model has been drawn up in conjunction with the CNR**, which identifies areas at risk of fungal attacks that may develop mycotoxins, the main one being deoxynivalenol (DON). This predictive system determines the frequency of analytical checks for this mycotoxin, which must be carried out before wheat is purchased.

Finally, batches from areas classified as being at risk are subjected to a strict **food safety plan**, including optical sorting of individual grains and checks for the presence of food contaminants.



QUALITY AND SAFETY IN PRODUCTION PROCESSES

Barilla guarantees the **quality** and **food safety** of its production processes. With this in mind, it adopts **Good Manufacturing Practices**, guidelines that include more than **1,700 requirements** for the **hygiene and health standards** to which production environments, facilities, plants and people must adhere in order to produce good and safe food.

In 2023, more than **1,000 audits** were conducted by in-house experts to promptly identify potential areas for action and improvement of the food safety system. These were supplemented by more than **100 additional audits** carried out by qualified external professionals, commissioned by an independent accredited certification body.

IN 2023, OVER **7€ MILLION**
WAS INVESTED IN IMPROVING FACILITIES
AND PRODUCTION LINES AT THE GROUP'S
VARIOUS PLANTS AND MILLS

RETAILERS

In order to ensure the quality of products all the way to retailers, **Good Distribution Practices** have been established, which include **258 requirements for the storage and transport of products**, as well as service quality standards to be met by logistics partners. Distributors regularly participate in training sessions focused on quality and food safety issues throughout the supply chain.

During the year, **more than 5,500 packages** were analysed at retailers.

PREVENTION OF FOOD FRAUD

Barilla has developed a **fraud prevention** system across the entire food supply chain, to identify, manage and mitigate situations of risk. To support this system, the Group implements the **Food Fraud Prevention Programme**, an initiative carried out in cooperation with suppliers to establish standards for assessing supply chain security. This includes the development of **innovative analysis methodologies** not yet included in current regulations. One of these, studied in 2023, is an analytical method for the authentication of hazelnuts of Italian origin.

In 2023, Barilla also conducted an in-depth investigation of the **oregano, black pepper and chilli pepper** supply chains, confirming the effectiveness of current mitigation measures, including analyses to detect foreign plant species using DART-HRMS, NIR and possible confirmation with FT-IR. The survey was also conducted in conjunction with experts working in the field.



AUTHENTICITY OF HAZELNUTS – RAPID AND CONFIRMATORY ANALYTICAL METHODS TO CERTIFY THE ITALIAN ORIGIN OF HAZELNUTS

High-quality, high-priced hazelnut products, especially those of Italian origin, are often subject to fraud concerning the geographical declaration of origin. Indeed, **Italian hazelnuts with protected designation of origin (PDO)** and **protected geographical indication (PGI)** could be mixed or substituted with hazelnuts of a different quality from other countries, where prices are lower. To counter or prevent these illegal activities, rapid and confirmatory analytical strategies have been developed. These include **isotope ratio mass spectrometry (IRMS)**, used to identify the geographical origin of Italian hazelnuts by analysing the relative isotope ratios of carbon and oxygen. In addition, other rapid methods for industrial monitoring based on **gas chromatography – ion mobility spectrometry (GC-IMS)** and **near-infrared (NIR) spectroscopy** were also studied, applicable to the entire hazelnut supply chain (fresh, roasted and paste).

Further details on the studies referred to can be found at the links below:

[Sammarco et al. \(2023\), "Near infrared spectroscopy and multivariate statistical analysis as rapid tools for the geographical origin assessment of Italian hazelnuts, Vibrational Spectroscopy", 126](#)

[Sammarco et al. \(2023\), "A geographical origin assessment of Italian hazelnuts: Gas chromatography-ion mobility spectrometry coupled with multivariate statistical analysis and data fusion approach, Food Research International", 171](#)

[Sammarco et al. \(2023\), "Hazelnut products traceability through combined isotope ratio mass spectrometry and multi-elemental analysis"](#)

QUALITY CULTURE

Barilla is committed to promoting a quality culture through **internal training activities** and **communication with various stakeholders**. In addition, Barilla is committed to assessing the performance of some of its stakeholders, on the basis of specific indicators.

In 2023, **over 4,500 employees** engaged in **training** on quality aspects, such as: Food Safety, HACCP, Food Defence, Good Manufacturing Practices, food pest control.

In the same year, **66 "Product Quality Review" events** were held to evaluate Barilla products against competitors' and improve on them. Specifically, a total of **330 products** were assessed, including **100 Barilla products** and **230 competitors**.

Barilla has also extended the scope of the **Quality Performance Index**, an indicator that evaluates the organoleptic characteristics of products (i.e. appearance, smell and taste) in order to improve them. Over the year, **8,850 packages** were assessed against this index, with the involvement of about **120 people** from various departments at the production plants. Finally, in 2023 the company started development work on the **"Design Quality index"**, an indicator to assess the adherence of the quality produced in relation to planned quality, focusing on the most important characteristics for the consumer, with the aim of internally communicating this index in 2024.



DIGITALISATION

After launching a digitalisation programme in 2022, Barilla continued to expand the use of digital solutions in 2023, to improve the company's **Quality and Food Safety** processes.

Thanks to the availability of constantly updated data, digital tools allow for timely decision-making, the continuous improvement of processes and products, and the effective and efficient management of all the main processes of the company's Quality and Food Safety. For example, they enable an accurate assessment of compliance with regulations and certification standards, and access evidence to the competent authorities and third-party certification bodies.

The company has implemented a multi-year digital plan for **paper-less** systems/apps and **digital analytical tools**; by centralising data and making it available in real time, these help production plants manage key Quality and Food Safety processes. Examples include the assessment and management of product non-conformities, audit programmes and the monitoring of critical control points in the HACCP process. These tools also make it possible to **remove large amounts of paper from the plants** to the benefit of the company's sustainability programme.

Barilla has also developed **five digital analytical tools** based on Power BI², using data whose origin is automatically verified, validated and updated. It then becomes easier to comply with indicators, remedy deviations from standards, define actions for continuous product improvement and manage investments.

2. Power BI is a digital business analysis service from Microsoft that provides interactive data visualisations to create reports and dashboards

THE 5 Q&FS DIGITAL TOOLS

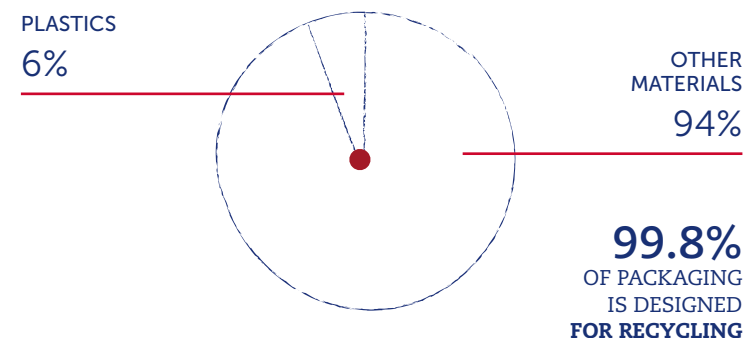
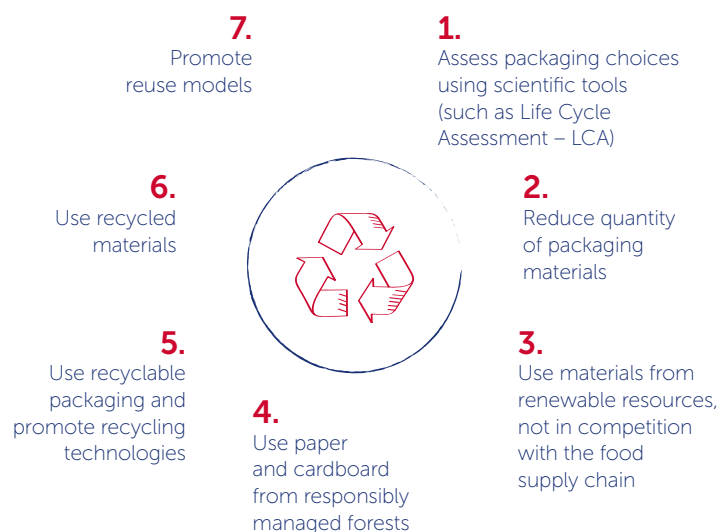


PACKAGING

"SUSTAINABLE INNOVATION DRIVES THE PRODUCTION OF OUR PACKAGING. WE DESIGN NEW RECYCLING SOLUTIONS AND CAREFULLY SELECT MATERIALS"

Product packaging is of two-fold importance: on the one hand, it preserves the **taste, quality** and **safety of the product**, thus preventing waste. Indeed, designing strong and durable packaging is a concrete action in the fight against food waste. On the other hand, packaging has its own life cycle and impact on the environment and the community. Barilla therefore pays equal attention to the development of increasingly sustainable packaging solutions and over the years has defined the **Sustainable Packaging Principles** it is inspired by. These principles are regularly updated and are aligned with available technological innovations, knowledge and market trends.

BARILLA PRINCIPLES OF SUSTAINABLE PACKAGING



The materials used for packaging are: **paper, cardboard, glass, metal** and **flexible film**, in the quantities listed below.

RAW MATERIALS USED FOR PACKAGING (t)				
	2023	2022	2021	Purchased in line with sustainable packaging principles
Flexible film	24,749	26,311	24,723	98%
Glass	55,817	70,848	68,283	100%
Paper and cardboard for packaging	157,883	161,005	151,368	99%
Metal	3069	3,439	3,242	100%

To date, 99.8% of packaging is designed for recycling. This percentage already includes 100% of packaging for semolina pasta, sauces in jars, pestos and bakery products. This data does not include US Ready Pasta packaging.

PACKAGING			
	2023	2022	2021
Marketed packaging designed to be recycled	99.8%	99.7%	99.7%
Packaging marked with recycling recommendations	99%	99%	99%
Packaging made from recycled materials	44%	37.3%	37.7%

Barilla's ongoing commitment to product packaging is strengthened by participation in multi-stakeholder working groups and membership of international initiatives.

Specifically, it has:

- signed up to the **Sustainable Packaging Coalition**, a US working group involving manufacturers, distributors, government agencies and academics to disseminate more sustainable packaging material practices;
- signed up to the **How2Recycle** labelling system, which promotes clear and simple communication to consumers regarding the recycling of product packaging. It appears on product packaging sold in Canada and the United States;
- signed up to the **OPRL** voluntary environmental labelling scheme in the UK;
- taken part in the European **CEFLEX** initiative to promote the circular economy of flexible film.

In addition, Barilla is a member of the **Coalition of Action on Plastic Waste**, introduced by the Consumer Goods Forum to address the issue of plastics within the consumer goods sector.



BARILLA BLUE BOX AWARDED PACKAGING OSCAR 2023

At Milan Fashion Week 2023, the annual Oscar dell'Imballaggio ('Best Packaging') awards were presented annually by the Italian Packaging Institute for the most innovative and sustainable packaging solutions.

The **Barilla Blue Box** received **an award for its new visual identity**, cited by the jury as making the packaging more essential, distinctive and incisive, increasing its media impact.

The iconic Blue Box is also a sign of respect for the planet:

- **over 99% of paper and cardboard come from responsibly managed forests**, which ensure "sustainable forest management" based on environmental protection, respect for cultural rights and traditions, and promotion of the economic sustainability of forestry;
- **phasing out the plastic window**, which **prevents unnecessary plastics** from entering the market, **amounting to approximately 126,000 kg per year***.



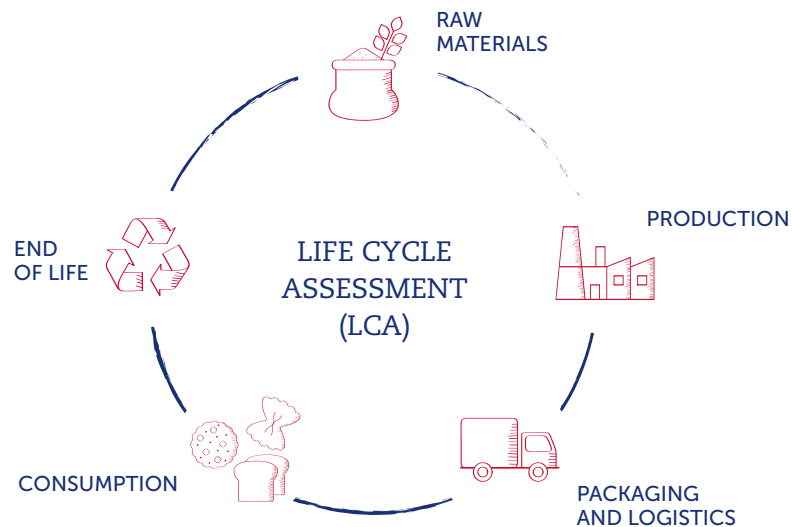
"...A POINT OF BLUE THAT TAKES UP THE BRAND'S HISTORIC ROOTS, SIMULTANEOUSLY MAKING THE PACKAGING MORE POWERFULLY CONTEMPORARY"

Packaging Oscar
2023 jury

* Removal of transparent plastic window in all countries where the Group operates, except: Canada, Russia, Japan and the USA, where the transition is underway

ENVIRONMENTAL IMPACT OF PRODUCTS

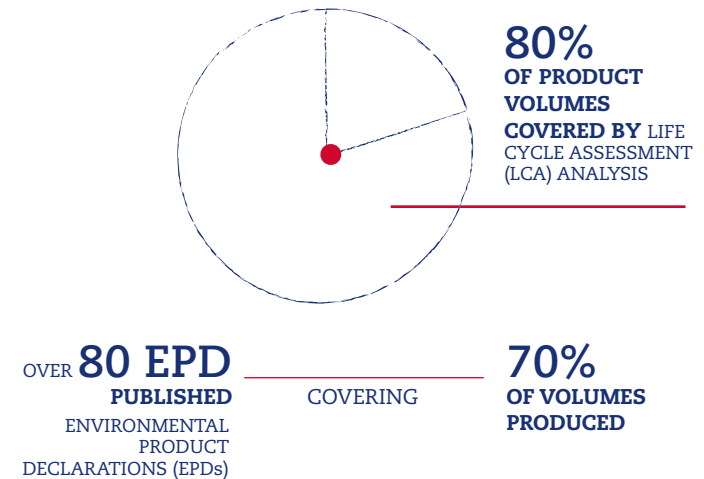
Barilla periodically analyses the environmental impact of the entire life cycle of its products, using Life Cycle Assessment (LCA) methodology. This tool makes it possible to assess the environmental impacts of products in terms of CO₂_{eq}, water consumption and land area used, bearing in mind every stage of a product's life, from cultivation of raw materials to consumption. The goal is therefore to identify opportunities to reduce environmental impact and improve efficiency in the life cycle of a product.



The percentage of products subjected to environmental impact analysis is 80% of production volumes.

The results of the LCA analyses conducted are published in **Environmental Product Declarations** (EPDs), an international communication tool compliant with the ISO 14025 standard. Each EPD is subject to in-house checks ahead of publication; Barilla has also implemented an "EPD Process System", audited annually by an independent third party. Implementing such a system makes it possible to conduct environmental impact assessment quickly, easily and reliably, providing results suitable for certification and publication.






























In 2023, Barilla published over 80 EPDs, broken down by product type and/or distribution market. All published documents are available on the International [EPD System website](#).








































The European Commission has launched pilot projects, known as Product Environmental Footprint (PEF), to develop a shared methodology on the quantitative assessment of the environmental impacts of products, throughout their life cycle, to support their evaluation and labelling. **Barilla participated in the "Pasta Pilot" PEF, applying and certifying the PEF methodology to calculate the impact of the product it owes its fame to: semolina pasta in the classic blue cardboard box.**

3 EPDS FOR 3 OF THE MOST SIGNIFICANT PRODUCTS UNDER COMPARISON:

Durum Wheat Pasta, Tomato and Basil Sauce, Ringo Vanilla Biscuits

DURUM WHEAT SEMOLINA PASTA sold in northern European countries		
	 CARBON FOOTPRINT	 WATER SCARCITY
 Durum wheat cultivation	 594	 275
 Milling	 40	 11
 Packaging and auxiliary materials production	 118	 106
 Pasta Production	 266	 64
 Distribution up to shelf	 405	 5
 From field to distribution up to shelf	1,424 gCO ₂ e/kg	460 litres eq/kg
 Primary packaging end of life and food losses	 26	 <1
 Cooking phase	  644	 23
	  187	 251

BASILICO SAUCE FOR LOCAL MARKET (Italy)		
	 CARBON FOOTPRINT	 WATER SCARCITY
 Raw material production	 432	 3,087
 Packaging and auxiliary materials production	 685	 315
 Sauce production	 237	 209
 Distribution up to shelf	 145	 <1
 Primary packaging end of life	 3	 <1
 From field to primary packaging end of life	1,502 gCO ₂ e/kg	3,601 litres eq/kg

RINGO VANIGLIA FOR LOCAL MARKET (Italy)			
	 ECOLOGICAL FOOTPRINT	 CARBON FOOTPRINT	 WATER SCARCITY
 Raw material production	 6.4	 1,892	 4,956
 Packaging and auxiliary materials production	 1.3	 223	 197
 Ringo production	 0.5	 207	 57
 Distribution up to shelf	 0.3	 108	 <1
 Primary packaging end of life	 0.01	 40	 <1
 From field to primary packaging end of life	8.6 global m ² /kg	2,470 gCO ₂ eq/kg	5,201 litres eq/kg

Year in year out, Barilla focuses on **increasing the number of EPD studies** on its products, demonstrating its attention to issues of sustainability and environmental responsibility. These studies help the company **identify priority areas and intervention strategies** to reduce the environmental impact of products.

As the results of these exemplary EPDs show, for many food products such as pasta or biscuits, the impact in terms of carbon footprint, water scarcity and ecological footprint is largely related to the **cultivation and production phase of raw materials**. For some raw materials, Barilla is therefore encouraging a shift to increasingly sustainable agricultural practices in the value chain.

In some cases, as for tomato sauce, a significant proportion of the impact is based on other factors, such as the production of glass jars and packaging-related materials. Exactly this information guides Barilla in its strategy to **improve the impact of packaging**, both upstream and in its final disposal

FOOD EDUCATION

Barilla promotes **educational and information activities** on responsible consumption patterns and balanced eating habits.

“Promoting the **well-being** of future **generations** through an educational pathway combining **physical** and **nutrition** education”

WASA FOOD EDUCATION

Combining environmental responsibility with a commitment to consumer health, in Sweden Wasa supports food education activities aimed at young people. Specifically, the brand supports the non-profit organisation **Generation Pep**, which aims to improve children's health by conveying the importance of proper eating and an active lifestyle. To implement these goals, in conjunction with Generation Pep, Wasa launched **Sandwich Pesto**, a convenient, fibre-rich snack consisting of two halves of crispy wholemeal rye bread and a creamy pesto-flavoured filling. A tasty and convenient lunchbox snack, kids can take it to school, to sports venues, on trips and eat it at lunchtime and before or after playing sports.

GIOCAMPUS

Launched in **2002**, Giocampus is a project promoted by an educational alliance made up of institutions and companies based in Parma, with the aim of fostering the well-being of future generations based on a pathway of physical and nutrition education. The project supports children throughout the year, and consists of **four phases**:



1 ○ Giocampus School

Provides all primary school classes with 60 hours of physical education per year and 20 hours of nutrition education

2 ○ Giocampus Summer

Daytime summer camp for children aged 5 to 14 involved in various sports, expressive workshops and manual activities

3 ○ Giocampus Snow

Teaches children to ski and participate in winter sports, offering them an experience of independence and socialisation

4 ○ Giocampus Together

An inclusivity project emphasising the inclusion of children with different abilities in the class group

GIOCAMPUS GREEN: TIME FOR SUSTAINABILITY SCHOOL!

The **Giocampus Green** project was created to encourage the younger generations to reflect and adopt behaviour in line with a **sustainable lifestyle** in all its facets.

The project has been active in all Municipality of Parma middle schools since the 2022-23 academic year and involves around **4,500 students** in 174 classes. There are **five workshops** for each class, from Years 1 to 9, all focused on a different topic (energy, waste, air, water and food).

VIVI SMART

“At school and at home...
a well-being alliance project”



The unprecedented **aBCD Alliance of Barilla, Coop and Danone** has created “**ViviSmart**”, an innovative **recreational and educational pathway** for primary schools and families. The project’s goal is to boost the culture of **proper nutrition** and **healthy lifestyles**, among school-age children and their parents.

Scientific research carried out by the Italian Society of General Medicine (**SIMG**) and the Lumsa, Roma Tre and Parthenope Universities has demonstrated the **effectiveness of the pathway** in terms of **increasing awareness** among children and families.

Partly based on these achievements, in November 2021 the aBCD Alliance became a member of the **Green Community**, the national network set up by the Italian Ministry of Education to support the government and schools throughout the country in the implementation of the “School ReGeneration” Plan, the ecological and cultural transition plan set up as part of implementing the UN’s 2030 Agenda.

2017-2019 PHASE 1

Project: tested with activities in person

Locations: primary schools and retailers

Four pilot cities: Milan, Parma, Genoa and Bari.

2020-2021 PHASE 2

ViviSmart has evolved into a new **digital version**, to spread the healthy habits of the Mediterranean Diet **throughout the country**.

2023

During the closing ceremony of the 78th Italian Congress of Paediatrics, the aBCD Alliance handed over the **ViviSmart** project to the **Italian Society of Paediatrics (SIP)**.

2021-2023

4,171 SIGN-UPS

1,801 TEACHERS

2,511 FAMILIES

OVER

40,000 CHILDREN REACHED



WELL-BEING OF SHARING MEALS

Shared meals have long been considered an important time for connection and nourishment. Barilla believes that fostering these connections by sharing a delicious meal, including pasta, can be a powerful tool for food culture and sustainability, to contribute to the quality of life of individuals and communities.

In 2023, the Group collaborated with the University of Minnesota on research to investigate the link between eating together and emotional well-being. The study involved over 1,000 participants from each of the three countries involved: the USA, Italy and Germany. Various factors were taken into account, including how often people gather around the table at mealtimes, the type of people (family members or acquaintances), lifestyles, the specific meal, type of food, relationships, mood and emotional symptoms of various kinds, including in relation to depressive states.

The results showed that people in all countries shared six or more meals per week, especially at weekends, and that more frequent family/shared meals correlated with fewer depressive symptoms, greater connectedness and higher levels of happiness. Full results available in the international scientific journal *Families, Systems & Health*, to be presented in 2024.

[Berge et al. \(2024\), "A descriptive examination of international family/shared meals: Prevalence, meal types, media at meals, and emotional well-being". Families, Systems, & Health.](#)





SUSTAINABLE SUPPLY CHAINS

OUR
COMMITMENT
FROM FARM
TO FORK

A **sustainable supply chain**
from farm to fork, **respecting**
people and the **planet**

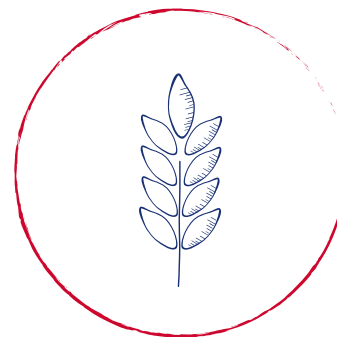
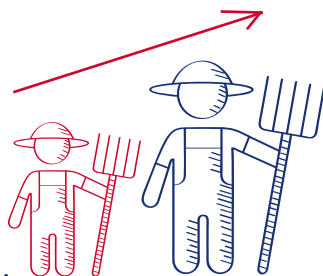


67% OF THE
RAW MATERIALS

ORIGINATE FROM SUPPLY
CHAINS MANAGED
RESPONSIBLY

8,500
FARMS INVOLVED

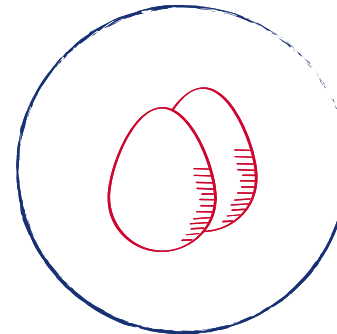
IN SUSTAINABLE AGRICULTURE PROJECTS



89% DURUM WHEAT
PURCHASED FROM
LOCAL MARKET

5 CHARTERS FOR THE
SUSTAINABLE FARMING

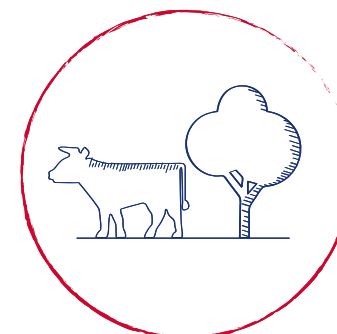
OF THE MAIN INGREDIENTS: DECALOGUE FOR THE
SUSTAINABLE CULTIVATION OF QUALITY DURUM
WHEAT, THE MULINO CHARTER, THE HARRYS
CHARTER, THE BASIL CHARTER, WASA CHARTER



100% OF EGGS
FROM CAGE-FREE HENS

BBFAW

ANNUAL SURVEY OF ITALIAN
MEAT SUPPLIERS





RESPECT FOR THE PLANET

- Sustainable Agriculture Code (SAC)
- **5 specifications** for the sustainable cultivation of key ingredients: Ten Decalogues for Durum Wheat, Carta del Mulino, Harrys Charter, Carta del Basilico, Wasa Charter
- Principles for sustainable packaging

- Barilla Sustainable Farming programme
- ISCC PLUS certification

- CO_{2eq} emissions measurement
- **8,500** farms involved in sustainable agriculture projects
- **67%** raw materials* from responsibly managed supply chains
- **89%** durum wheat purchased from local market

**strategic and critical*



RESPECT FOR PEOPLE

- Sustainable Agriculture Code (SAC)
- **5 specifications** for the sustainable cultivation of key ingredients: Ten Commandments for Durum Wheat, Carta del Mulino, Harrys Charter, Carta del Basilico, Wasa Charter

- Cocoa suppliers are members of the **World Cocoa Foundation**
- Collaboration with the non-profit **Cocoa Horizons Foundation**
- Cane sugar suppliers are **Sedex Members Ethical Trade Audit** certified

- Measurement of suppliers deemed at **potential risk of human rights violations**
- Assessment of **average risk by sector and country**
- **8,500** farms involved in sustainable agriculture projects for main raw materials
- **67%** raw materials* from responsibly managed supply chains

**strategic and critical*



RESPECT FOR ANIMALS

- Barilla Animal Welfare Guidelines

- **Audit on suppliers** of eggs, meat and fresh milk based on Barilla Animal Welfare Guidelines
- **Training course** for employees on ethical management of animal welfare in the supply chain

- Annual survey of Italian meat suppliers to check compliance with the criteria of the **Business Benchmark on Farm Animal Welfare (BBFAW)**
- **100%** eggs from free-range hens
- **67%** raw materials* from responsibly managed supply chains

**strategic and critical*

BARILLA CODE OF ETHICS

RAW MATERIALS

“For years, Barilla has been committed to sourcing **raw materials from responsible and sustainable supply chains**”

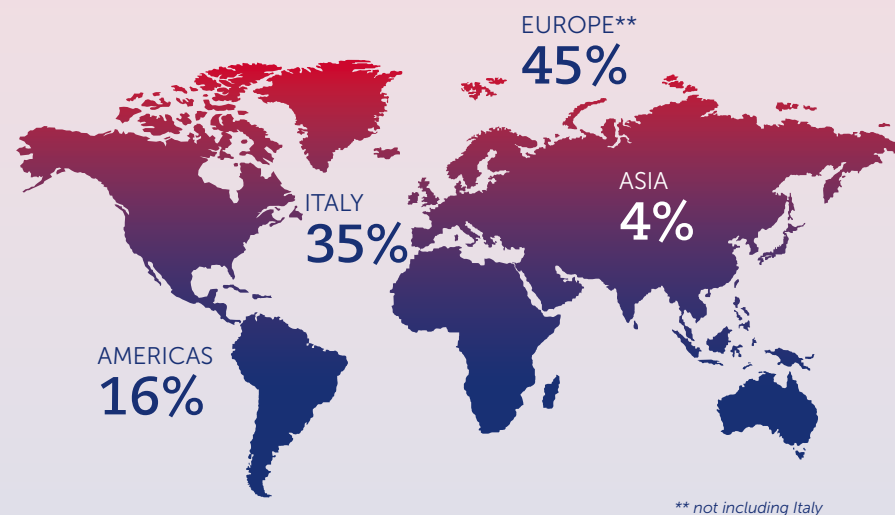
Barilla is strongly committed to ensuring an economically, socially and environmentally sustainable supply chain.

The Group deems it essential to establish lasting working relationships with its suppliers, based on dialogue, transparency and counterparty satisfaction. Excellence in quality, respect for human rights and the environment are some of the criteria used to select suppliers.

To align its responsible approach to the management of raw materials and packaging materials, Barilla has implemented a **Sustainable Agriculture Code (SAC)**, **five Sustainability Guidelines** (Decalogue for the Sustainable Cultivation of Durum Wheat, Harrys Charter, Mulino Charter, Basilico Charter, Wasa Charter), an **Animal Welfare Policy** and **Principles for Sustainable Packaging**.

These Codes and Principles make it possible to control and reduce potential negative impacts along the supply chain. Further details can be found in the “Risk Management” chapter of this document.

SUPPLIERS BY COUNTRY*



SUPPLIERS BY TYPE***

Strategic raw materials	242
Critical raw materials	16
Packaging for raw materials	232
Indirect materials****	6,109
Copackers	58
Non-strategic and non-critical raw materials	253
Total	6,910

* The figure referring to the number of suppliers broken down by geographical area does not match the actual number as the same supplier may supply several Barilla Legal Entities worldwide.

*** The figure for the number of suppliers broken down by type can be counted several times when relating to the supply of different types of products and services.

**** Purchased goods and services required for the production process, not already included under other headings.

BARILLA SUSTAINABLE AGRICULTURE CODE

Barilla has defined the **Sustainable Agriculture Code (SAC)**, a set of good practices based on five fundamental principles.

This Code is embodied in **Barilla Sustainable Farming (BSF)**, a programme aimed at ensuring the proper implementation of the Code through the use of efficient and innovative production methods. Safe, quality agricultural products can therefore be obtained while protecting the environment and the socio-economic conditions of farmers.

In 2023, supply chains managed according to sustainability protocols and supply chain agreements showed great resilience, despite the difficulties of the previous year. Specifically, the total quantity of strategic raw materials purchased in line with the aforementioned Codes and Principles is 64%.

The figure is down from 2022 due to:

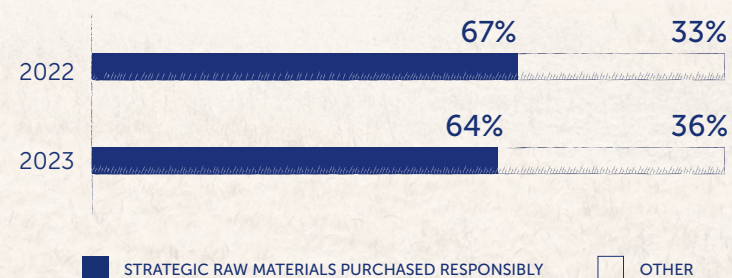
- lower quantity of durum wheat harvested in Italy according to the granoduro.net system;
- reduction in responsible rye projects in Sweden and cocoa in West Africa.

FIVE PRINCIPLES OF SUSTAINABLE AGRICULTURE

- improving the efficiency and competitiveness of the agricultural system
- striving for quality and food safety
- acting with integrity, applying the Barilla Code of Ethics
- believing in listening and collaboration for continuous improvement
- reducing environmental impact



PROPORTION OF RESPONSIBLY PURCHASED STRATEGIC RAW MATERIALS, 2023 VS 2022



RESPONSIBLY PURCHASED RAW MATERIALS

	Total tonnes purchased		Tonnes selected from responsibly managed supply chains		Proportion of total selected purchases from responsibly managed supply chains	
	t		t		%	
	2023	2022	2023	2022	2023	2022
STRATEGIC RAW MATERIALS						
Durum wheat	1,062,148	1,107,194	613,878	667,478	58%	60%
Durum wheat semolina	377,325	403,397	206,577	267,212	55%	66%
Common wheat	70,913	78,992	69,920	77,498	99%	98%
Common wheat flour	335,257	349,258	325,174	300,176	97%	86%
Rye	34,216	38,294	1,917	2,900	6%	8%
Rye flour	25,259	27,349	114	247	0%	1%
Tomatoes	58,168	70,544	57,934	70,306	100%	100%
Sunflower oil	39,307	35,784	37,342	15,368	95%	43%
Rapeseed oil	8,385	8,745	8,385	8,603	100%	98%
Beet sugar	48,632	48,299	48,632	48,299	100%	100%
Eggs	19,051	20,259	19,051	20,191	100%	100%
Basil	6,546	6,761	6,546	6,761	100%	100%

RESPONSIBLY PURCHASED RAW MATERIALS

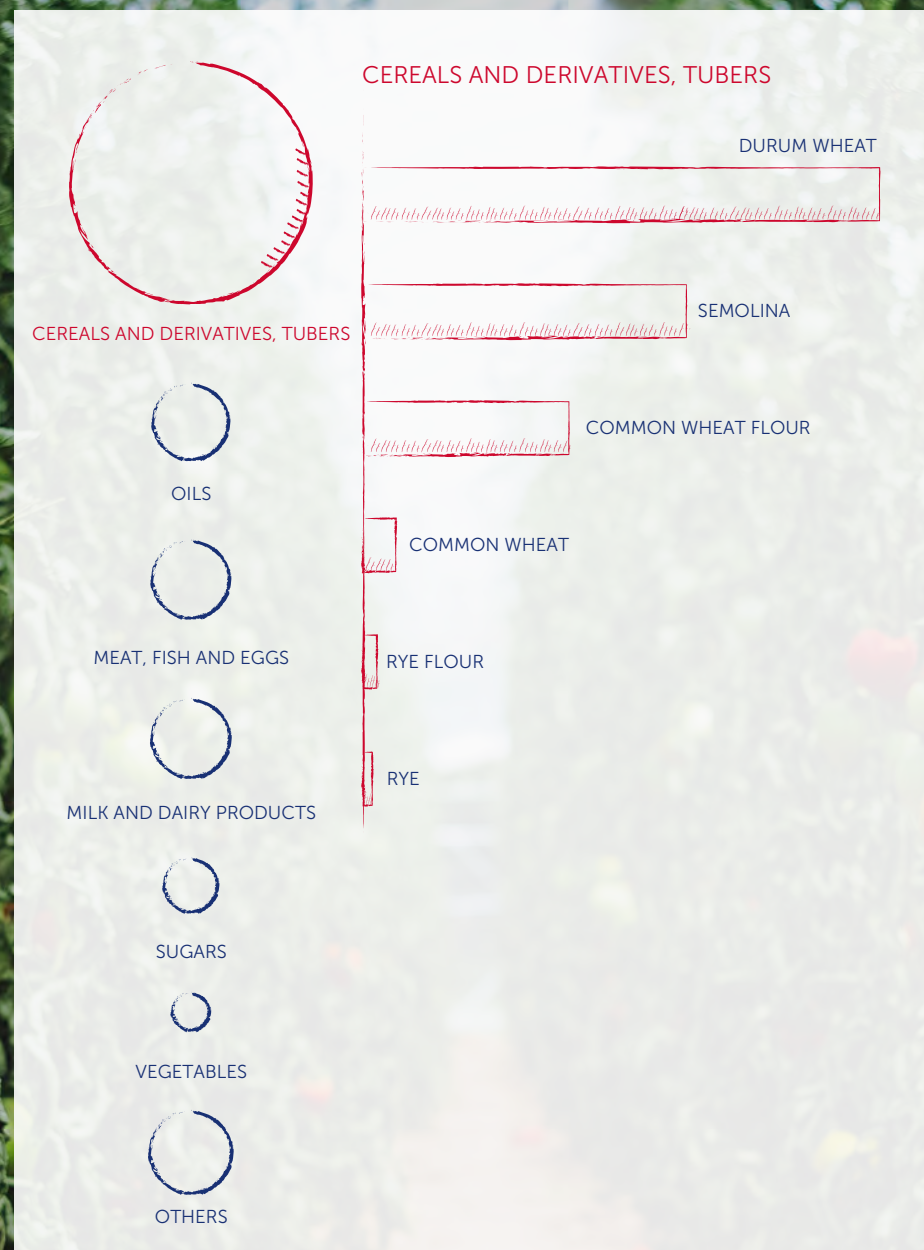
	Total tonnes purchased		Tonnes selected from responsibly managed supply chains		Proportion of total selected purchases from responsibly managed supply chains	
	t		t		%	
	2023	2022	2023	2022	2023	2022
RAW MATERIALS FROM SUPPLY CHAINS WITH ENVIRONMENTAL AND SOCIAL CONCERNS						
Cane sugar	4,264	6,233	4,264	6,233	100%	100%
Cocoa	12,670	12,010	7,615	12,010	60%	100%
Beef	837	766	803	732	96%	96%
Pork	1,955	1,951	1,914	1,869	98%	96%
Chicken	11	11	0	0	0%	0%
Caught fish	42	32	42	32	100%	100%
OTHER RAW MATERIALS OF ANIMAL ORIGIN						
Butter	6,318	6,913	0	0	0%	0%
Fresh milk	3,297	3,413	3,048	3,143	92%	92%
Dairy produce	7,245	7,334	0	350	0%	5%
Total	2,121,847	2,233,539	1,413,156	1,503,340	67%	67%



ENVIRONMENTAL IMPACT OF RAW MATERIALS PURCHASED

Set out below, the environmental impact in Kt CO_{2eq}, measured in terms of raw materials purchased by Barilla.

ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2023	
	Carbon Footprint Kt CO _{2eq}
Durum wheat	489
Semolina	306
Common wheat	30
Common wheat flour	194
Rye	8
Rye flour	13
Sugar beet	50
Sunflower oil	87
Rapeseed oil	14
Tomatoes	23
Eggs	54
Basil	1
Cane sugar	<1
Cocoa	119
Beef	37
Pork	14
Caught fish	<1
Chicken	<1
Butter	32
Fresh milk	6
Dairy produce	70
Total impact	1,546



HARRYS & MIIMOSA FOR THE AGRICULTURAL TRANSITION



The transition to sustainable agricultural practices can involve a considerable initial economic commitment for farmers. However, they often lack the financial resources to implement these changes themselves, making access to credit and finance essential to enable the transition to more sustainable agricultural practices. Crowdfunding is a financial instrument that can support farmers in this transition by enabling them to obtain funds from donations. This means of fundraising can be especially useful to support good, innovative projects that may not be able to obtain funding through traditional channels, despite their potential.



As of 2023, Harry's became a partner of MiiMosa, Europe's leading platform for financing in the agriculture and food sector. The result of collaboration between M6 Publicité, MiiMOSA, Harrys and two other partners (La Provençale Bio, GRDF), this platform gave rise to an unprecedented call for projects known as "Cultivons Notre Avenir", which offered the opportunity to accompany, enhance and financially support projects that advocate more sustainable and responsible agriculture.

MiiMOSA assists stakeholders in the agri-food industry with various financing options and has already supported 6,000 farmers, producers and entrepreneurs and their projects.

The project was open to all French farmers who had been resident in the country for at least two years and were engaged in economic, social and/or environmental transition projects. Farmers could apply until 31 May 2023 and launch their fundraising campaign on the MiiMOSA platform.

In June 2023, a jury consisting of representatives from MiiMosa, M6, Harry's and the other partners chose the four winning projects. In summer 2023, filming of the programme Cultivons Notre Avenir began at the winners' farms, and was then broadcast on M6 and 6play between August and November 2023.

One of the winning projects was "Un céréalier aux pratiques agroécologiques", submitted by a wheat farmer who forms part of the Harrys wheat supply chain.



DURUM WHEAT

The main ingredient for all Barilla pasta brands is **quality durum wheat** from **Italy, Europe (e.g. from France and Greece), Turkey and North America**.

Where possible, **Barilla prefers local supply chains**, establishing collaborative relationships with its suppliers aimed at disseminating more efficient, innovative and sustainable agricultural practices, with the intention of reducing environmental impact and improving the socio-economic conditions of the entire agri-food chain.

“For Barilla, using quality raw materials is not only required for production in competitive terms. It is a social and ethical responsibility.”

For over 30 years, Barilla has been researching and analysing **various types of wheat**, to identify **the best ones** in terms of **protein content and gluten quality**, for example. These factors are fundamental to guarantee the pasta does not fall apart while being cooked, as required of a high-quality pasta, as well as **low ash content** (mineral salts), necessary to optimise the milling process.

The only wheat varieties used in the Barilla production chain are: **Aureo, Svevo, Puro, Intenso**.

DURUM WHEAT

	Total tonnes purchased		Tonnes purchased from local market				Proportion of selected purchases from supply chains managed through cultivation contracts			
	t		t		%		t		%	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Italy	690,800	706,313	576,021	601,423	83%	85%	345,412	484,800	50%	69%
Greece	52,805	53,615	52,805	53,615	100%	100%	24,500	19,600	46%	37%
Turkey	129,845	131,035	129,845	131,035	100%	100%	27,045	18,786	21%	14%
North America	188,698	216,231	188,698	216,231	100%	100%	0	0	0%	0%
Total	1,062,148	1,107,194	947,369	1,002,304	89%	91%	396,957	523,186	37%	47%

DURUM WHEAT SEMOLINA

	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	75,706	127,807	30,415	98,269	40%	77%
North America	117,386	128,923	117,386	128,923	100%	100%
Mexico	90,429	59,054	90,429	59,054	100%	100%
Russia	66,146	66,512	66,146	66,112	100%	99%
Turkey	27,658	21,101	27,658	21,101	100%	100%
Total	377,325	403,397	332,034	373,459	88%	93%

89% OF WHEAT IS
PURCHASED FROM THE
LOCAL MARKET

37% OF PURCHASES
ARE MADE THROUGH
CULTIVATION CONTRACTS

“AUREO” DURUM WHEAT

Year of registration	2009
Genealogy	Kofa/Svevo

Agricultural characteristics

Aureo has a medium to early growth cycle with vigorous plants that are highly resistant to drought. Suitable for central and southern Italy, it has a good tolerance to the most frequent diseases (especially powdery mildew).

Wheat quality

The semolina obtained from this variety is of high quality, based on its high protein content, gluten quality and yellow colour. These characteristics make “Aureo” durum wheat particularly suitable for the production of high-end pasta.

Fascinating fact

Aureo has made it possible to vary the sources of supply of quality durum wheat, from the irrigated desert areas of Arizona to rainy Italy. This results in a significant reduction in water use.

“PURO” DURUM WHEAT

Year of registration	2017
Genealogy	Alamo/Claudio

Agricultural characteristics

Suitable for central and southern Italy, it has a medium to early cycle and is moderately tolerant to powdery mildew and septoria. It is medium-sized and has good resistance to lodging.

Wheat quality

The high protein level, high gluten quality and distinctive yellow colour make it suitable for the production of top-quality pasta.

Fascinating fact

It is the right variety for farmers in the supply chain who want to obtain high-quality grain, but with agronomic simplicity, given its strong predisposition to high protein accumulation capacity, even with low technical input.

“SVEVO” DURUM WHEAT

Year of registration	1996
Genealogy	Cimmyt/Zenit Line

Agricultural characteristics

Svevo has an average size, a very early growth cycle and good production potential. Perfectly adapted to the climate of the Mediterranean basin, this type of wheat is mainly cultivated in southern Italy. Svevo has excellent genetic resistance to major plant diseases, especially powdery mildew.

Wheat quality

Svevo durum wheat is characterised by excellent quality features such as a constant protein content, a yellow colour and an extraordinary aptitude for industrial processing.

Fascinating fact

It is Barilla's 'oldest' and 'most international' exclusive wheat variety. Cultivation contracts with this variety are entered into in Italy, Greece and Turkey.

“INTENSO” DURUM WHEAT

Year of registration	2021
Genealogy	S353xGC21D10

Agricultural characteristics

“Intenso” is of a medium to large size, has good resistance to lodging and is a light golden colour. It is suitable for cultivation in the fertile areas of the Po Valley and has good tolerance to fusarium ear blight and brown rust.

Wheat quality

Intenso durum wheat has a protein level always in line with expectations, an excellent hectolitre weight and intensity of the semolina colour.

Fascinating fact

New variety exclusive to the Barilla chain for cultivation contracts in Italy.

ITALY

Barilla has long been pursuing projects aimed at improving the quality of durum wheat and enhancing the value chain of this cereal in Italy. With this in mind, several collaborations have been entered into over the years, resulting in free tools to support farmers.

For example, through the **collaboration with Horta S.r.l.¹, begun in 2009**, two tools were specially created for the Barilla durum wheat supply chain, to improve and support agronomic practices:

Decalogue for Sustainable Cultivation of Durum Wheat: a set of 10 rules and tips aimed at disseminating more efficient and virtuous agricultural practices;

GRANODURO.NET® platform: a tool to provide farmers and technicians with information or alerts related to crop management. The outputs of this service are based on the study of objective parameters, such as weather conditions and agronomic/field data.

DURUM WHEAT PURCHASING FROM GROWERS IN ITALY VIA GRANODURO.NET®				
	Number of farms using granoduro.net®		Tonnes of wheat grown with the support of granoduro.net®	
	2023	2022	2023	2022
Northern Italy	1,292	1,410	132,475	147,783
Central Italy	2,032	2,171	144,402	159,365
Southern Italy	1,472	1,946	117,555	135,922
Total	4,796	5,527	394,432	443,070

1. A spin-off of the Università Cattolica del Sacro Cuore, Hort@ was established in 2008 in Piacenza as a service company in the field of plant production. It offers solutions aimed at increasing the competitiveness and sustainability of agricultural and agri-food businesses.

In addition, since 2018, the **CNR-IBE** (National Research Council – Institute for BioEconomy) has been supported in the development of AgroSat, an innovative and completely free platform to **support farmers in managing nitrogen fertilisation** using precision farming techniques.

Lastly, in collaboration with **CNR-IBE, CNR-ISTI** (Institute of Information Science and Technology) and **Yoo-No Lab in 2021, GranoScan²**, Barilla's artificial intelligence application for **in-field recognition of the main wheat adversities**, was created, also free of charge for all operators in the wheat supply chain.

Thanks to the initiatives implemented, in 2023 the Group supported the production of **more than 390,000 tonnes of durum wheat** involving the adoption of responsible agricultural practices.



2. GranoScan stems from the desire to create a tool that increases proximity to farmers. Based on a mere photo taken on a smartphone or tablet, they have the option to identify the main wheat adversities, and thus decide on what action needs to be taken.

BARILLA DURUM WHEAT MANIFESTO

Barilla has revamped its classic pasta for the Italian market, making it entirely from 100% Italian durum wheat, selected for its **high protein content, high-quality gluten, golden yellow colour and low mineral content**. This is the result of a close collaboration with millers, co-operatives and consortia, farmers and institutions aimed at enhancing the Italian agricultural supply chain and giving rise to the highest quality production.

By virtue of its commitment, Barilla has set out a real declaration of intent and concrete objectives, an innovative product and supply chain vision under the banner of excellence and the enhancement of resources, local communities and areas, and the environment. These principles are embodied in a ten-point prospectus, The Durum Wheat Manifesto.



DURUM WHEAT MANIFESTO TEN RULES FOR CULTIVATION

- Grown near our pasta factories and mills, to support agriculture and local communities.
- Made of high-quality varieties of durum wheat, developed for the different climatic conditions in Italy.
- The golden colour of the Italian sun and rich in protein for a full-bodied, high-quality pasta that always remains al dente.
- Contribution to reducing the impact on the environment by disseminating responsible agricultural practices.
- Sown in fields where different crops are alternated to safeguard the natural fertility of the soil.
- Monitored throughout the supply chain to ensure maximum food safety.
- Cultivated by the community of agricultural partners we work with to build the future together, every day.
- Made possible by the work of the farmers to whom we ensure transparent prices that reward their work.
- Within our supply chain, we share innovative tools to prefer more efficient and environmentally friendly precision farming practices over conventional farming methods.
- An entire community revolves around our Italian wheat: open to dialogue, responsible, working every day to make what's good for the planet better for everyone.



GREECE

For many years, Barilla has been pursuing **collaboration agreements with local stakeholders**, to foster sustainable growth of the durum wheat supply chain in Greece. In particular, with **the University of Thessaly**, the Group studied new environmentally friendly tools and methods of cultivation that limit impact on natural resources.

In 2023, the use of **granoduro.net® continued**, as did the extension of **cultivation contracts to a total of 24,500 tonnes**. As a result of these initiatives, **800 farmers** sowed **4,902 hectares of land** according to Barilla's new standards, resulting in a harvest of more than **22,496 tonnes produced with the help of the Decision Support System (DSS)**, a computer system that supports farmers with data to make informed decisions on various aspects of cultivation..

TURKEY

Barilla, based on its collaboration with **Bahri Dağdaş International Agricultural Research Institute**, published and distributed the **Manual of Sustainable Agriculture**, as well as continuing the work undertaken with the Namik Kemal Institute. In particular, collaboration with the latter was aimed at implementing projects that contribute to creating a sustainable supply chain model, on a par with Italy and Greece.

In 2023, **27,045 tonnes** of durum wheat were purchased **through cultivation contracts**.

The use of granoduro.net also continued: 18 farmers followed the DSS and obtained 830 tonnes of product, cultivating 163 hectares. Finally, the collaboration the **Mardin Artuklu University** made it possible to apply the Barilla Sustainable Farming rules in the south-east of the country.

NORTH AMERICA

In 2023, Barilla continued to disseminate better agronomic practices compared to traditional practices among suppliers, to improve the **agronomic knowledge** of local producers and develop technologies for a more sustainable agriculture. In particular, the Agronomic Guide developed over recent years with the **University of North Dakota, Agrifood and SeCan**, sets out a decalogue with innovative agricultural techniques for growing durum wheat.

EUROPE

Barilla is taking part in "**Horizon Europe**", the EU programme for research and innovation for the period from 2021 to 2027. The aim of the project is to improve the scientific and technological competitiveness of the EU and the implementation of its strategic priorities, while strengthening European research and contributing to the global challenges set by the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and the Paris Climate Agreement.

As part of the programme, Barilla has played an active role in two projects:

- **Ploutos**, which aims to balance the agri-food value chain by promoting the transition to sustainable systems, including through innovative 'MIS' (sustainable, technological and behavioural) business models;
- **CircHive**, the aim of which is to integrate the value of nature into public and business decisions by expanding data availability and developing methods to link the footprint of biodiversity to the quantification of natural capital.

NEW VALIDATION STRATEGIES TO EVALUATE THE GEOGRAPHICAL ORIGIN OF DURUM WHEAT

Verifying the geographical origin of durum wheat is a major emerging challenge, as a designation of origin could increase the value of the raw material, and consequently of the end products.

The origin of raw materials is a key criterion in the choice of products, especially pasta, for more than 85% of Italian consumers. Indeed, Europe is the largest producer and consumer of durum wheat in the world.

Research into the identification of objective chemical markers to ensure the traceability of durum wheat along the supply chain has made it possible to:

- **improve the competitiveness of Barilla's pasta brands;**
- **ensure compliance with Italian and EU legislation;**
- **limit any risk of fraud.**



As such, representative samples were taken from various geographical areas around the world, totalling more than 170 samples across

three annual grain campaigns. Subsequently, a methodology was developed and approved to validate geographical provenance based on the 87/86Sr isotope ratio and multi-element analysis.

The methodology developed makes it possible to distinguish the geographical origin of durum wheat, differentiating between Italian, European and non-European samples, regardless of the harvest year.



To further improve Barilla's cost/benefit strategy, an additional analytical methodology was proposed. This method uses metabolomics by liquid chromatography coupled with high-resolution mass spectrometry to select chemical markers associated with the geographical origin of durum wheat.

For further information:

<https://www.sciencedirect.com/science/article/abs/pii/S0308814620302235>

COMMON WHEAT AND ITS FLOUR

Common wheat and its flour are the main ingredient for baked goods.

To promote the sustainable development of the wheat supply chain, Barilla has drawn up the **Mulino Charter** and **Harrys Charter**, to which all producers are asked to sign up.

TO DATE, APPROX. **63%** OF COMMON WHEAT
IS PURCHASED FROM THE LOCAL MARKET

AND **65%** OF COMMON WHEAT FLOUR
IS PURCHASED FROM THE LOCAL MARKET



COMMON WHEAT						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	69,920	77,498	43,400	50,847	62%	66%
Sweden	993	1,494	993	1,494	100%	100%
Total	70,913	78,992	44,393	52,341	63%	66%

COMMON WHEAT FLOUR						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	180,425	185,856	61,835	51,191	34%	28%
France	116,332	124,321	116,332	12,321	100%	100%
Germany	12,397	10,344	12,397	10,344	100%	100%
Sweden	4,387	10,499	4,387	10,499	100%	100%
Canada	5,702	5,490	5,702	5,490	100%	100%
Russia	16,014	12,748	16,014	12,748	100%	100%
Total	335,257	349,258	216,667	214,593	65%	61%

COMMON WHEAT AND ITS FLOUR FROM GROWERS SIGNED UP TO THE "MULINO CHARTER"		
	Number of farms signed up to the Mulino Charter	Tonnes of wheat cultivated according to the Mulino Charter
Italy	1,245	128,627
France	809	125,490
Other	133	59,608
Total	2,187	313,724

COMMON WHEAT PURCHASING FROM GROWERS SIGNED UP TO THE "HARRYS CHARTER"		
	Number of farms signed up to the Harrys Charter	Tonnes of common wheat cultivated according to the Harrys Charter
France	607	127,230

SOCRATE PROJECT

(Soil Organic Carbon RATE)



This is a scientific research project **funded entirely by Barilla** and conducted in conjunction with the Italian National Research Council Institute for BioEconomy (CNR-IBE); its aim is to measure the content of organic matter in the soil in a simple, fast, accurate and cost-effective manner compared to traditional methods.

Launched in 2021, the project – initial results due in 2024 – is of great value in terms of science and application. Although existing laboratory methods require the sampling of portions of soil and depend on timings of laboratory analysis, this new algorithm will make it possible to measure and monitor soil health **remotely, by satellite**, to quickly convey data to the supply chains and **support farmers in the process of regenerating the soil and their land**.

To feed the algorithm that governs this system, **600 soil samples** have been analysed to represent all the variables in common wheat cultivation areas in Italy.

The samples were taken from northern Italy and France, and are representative of both the three major agricultural practices adopted in these areas (conventional, organic and regenerative) and the most frequent soil types, and were analysed in terms of their organic matter content.

WHY IS IT IMPORTANT TO MEASURE ORGANIC MATTER IN SOIL?

The organic carbon present in the soil consists mainly of plant and animal residues transformed by living organisms in the soil through decomposition and fermentation processes. The presence of organic matter is essential because it performs various functions:

it reduces erosion, increases the soil's ability to retain water, retains nutrients, and removes carbon from the atmosphere.

Soil Organic Carbon is therefore considered the most reliable indicator to measure soil health and fertility, in addition to its ability to sequester atmospheric CO₂.

The ability to measure organic matter by satellite makes it possible to assess, in a timely, rapid, economical and reliable manner, the impact of the adoption of regenerative agriculture practices and other sustainable cultivation protocols on soil health.

WHAT DOES THE ORGANIC MATTER CONTENT IN THE SOIL DEPEND ON?

The organic carbon content of the soil depends on many factors, including the agricultural practices adopted. The practice of conventional agriculture can reduce such content due to the intensive use of the soil, the use of chemical fertilisers and monoculture, which damage the structure of the soil and the micro-organisms inhabiting it. Organic farming increases the level of soil protection through respectful practices such as limited tillage and the use of natural fertilisers. Regenerative agriculture, which is even more advanced, aims to restore soil health and biodiversity with crop rotations, minimisation of tillage, organic fertilisation and cover crops.

WHAT WERE THE RESULTS OF THE ANALYSIS OF THE SOIL SAMPLES TAKEN IN ITALY AND FRANCE?

The study showed that the quantity of organic matter in the soil is closely related to the agricultural practices adopted and to soil type. The data and statistical processing clearly show that fields cultivated according to the Mulino Charter have significantly higher content of organic matter in the soil (approximately 3%) than those where conventional and organic methods are used.

Adoption of the Mulino Charter has a positive impact on the organic matter content from the third year of application.

MULINO CHARTER

The **Mulino Charter**, established in 2018, aims to promote sustainable agricultural practices along the wheat flour supply chain, mainly in Italy and France. This initiative, developed in collaboration with **WWF Italy, the University of Bologna and the University of Tuscany**, sets out **10 rules** designed to **ensure higher product quality, support farming communities and minimise environmental impact**. These include the protection of biodiversity (3% of wheat fields are actually used to grow flowers), reductions in the use of chemicals and safeguarding pollinating insects.

To date, **2,187 farmers**, dozens of Italian mills, one Barilla-owned mill and hundreds of storage facilities scattered throughout Italy and Europe have signed up to the Mulino Charter, with **313,724 tonnes** of common wheat used to produce the flours and more than 2,000 hectares destined for "Fiori del Mulino" areas. In 2023, the "Barilla Farming" was introduced, to promote more efficient and environmentally friendly precision farming methods (DSS). All members of the "Mulino Charter" must meet the requirements of the International Sustainability and Carbon Certification ISCC PLUS sustainability certification.



HARRYS CHARTER

In France, the **Harrys Charter** was established in 2018, having been developed in conjunction with various stakeholders in the supply chain, agronomy experts and certification bodies.

The Charter sets out the principles of sustainable agriculture with which the common wheat supply chain is obliged to comply. It consists of 40 **agricultural and environmental rules based on the public standard NF30-001**, which define good practices for the responsible cultivation of wheat at all stages, bearing in mind the positive and negative effects of soil cultivation.

Harrys has gradually increased the number of **farms involved to 607**, with approximately **127,230 tonnes of wheat flour purchased**.



RYE AND ITS FLOUR

Rye flour is the **main ingredient of crispbreads**, a product that has the advantage of **requiring limited use of water and fertilisers** for cultivation. In addition, **sustainable agronomic practices** have been established over the years, in terms of both the environment and agricultural yield.

RYE FLOUR

	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Sweden	114	247	0	247	0%	100%
Germany	24,368	26,243	24,368	26,243	100%	100%
Italy	452	498	0	0	0%	0%
France	325	362	0	0	0%	0%
Total	25,259	27,350	24,368	26,490	100%	97%

RYE

	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Sweden	34,216	38,294	26,396	38,294	77%	100%
Total	34,216	38,294	26,396	38,294	77%	100%

REGENERATIVE AGRICULTURE

Regenerative agriculture is one of the most effective methods of harnessing plants' ability to **absorb carbon from the atmosphere and return it to the ground**. Wasa led a project to utilise this potential of plants to restore **the soil's ability to absorb CO_{2eq} emissions**, with a positive impact on the environment.

Implemented in conjunction with **Indigo** and **Svensk Kolinlagring**, the project involves **14 farmers** in **Germany** and **Sweden**, who were asked to adopt regenerative farming techniques such as cover crops, minimal tillage, crop rotation, targeted use of fertilisers and livestock on free pasture.

At the end of the project, soil samples will be analysed to assess actual capacity to absorb carbon and the extent to which emissions are reduced during the process. The effects of these regenerative practices will be calculated over several years of application to determine the regenerative effect on the soil.

TOMATOES

Most of the **tomatoes** bought by Barilla to produce sauces come from **Italy (82%)**, while the remainder is purchased from **American (17%)**, **Chinese (0.4%)** and **Canadian (0.02%)** producers, with a preference for local markets.

For the production of sauces in Italy with 100% Italian tomatoes, Barilla is committed to purchasing only tomatoes with good agricultural practice certification, such as **Global GAP** or **regional integrated production regulations**.

In all countries, the only way to harvest tomatoes is mechanically.

BASIL

Barilla only uses Italian **basil** in its **Pesto alla Genovese** and **toma-to-based sauces**.

Basil from Italy is mainly used in the factory in Rubbiano (Parma), and is managed in close collaboration with a few selected suppliers. Over time, this has resulted in the development of a **highly dedicated supply chain that implements major innovation and sustainability projects**.

BASED ON THESE LONG-TERM
RELATIONSHIPS, **BARILLA**
HAS ALSO ESTABLISHED
THE **BARILLA BASIL CHARTER**



TOMATOES						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	47,842	57,090	47,842	57,090	100%	100%
China	221	221	221	221	100%	100%
Canada	13	17	13	17	100%	100%
North America	10,092	13,216	10,092	13,216	100%	100%
Total	58,168	70,544	58,168	70,544	100%	100%

BASIL						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	6,546	6,761	6,546	6,761	100%	100%

ISCC PLUS certification

The ISCC PLUS certification system is voluntary in nature and is used internationally to ensure compliance with sustainability standards in the agricultural sector. According to this certification system, sustainability depends on the following requirements: cultivation in non-deforested areas, preservation of biodiversity areas, conservation of high-carbon areas, adoption of EU Good Agricultural Practices.

BASIL CHARTER

Barilla is committed on three main fronts:

- **Basil produced using sustainable agriculture:** each farmer in the basil supply chain is subjected to specific annual checks and is required to comply with the sustainability criteria of the ISCC PLUS certification system.
- **Protection of biodiversity:** to obtain high-quality basil, Barilla should ask farmers to apply practices such as crop rotation and creating biodiversity areas, to make it possible to improve soil fertility and limit numbers of parasites.
- **Enhancement of farming communities:** the links established with farmers have lasted for years. Barilla can therefore be sure of the quality of the raw materials it purchases, and farmers can plan their work with greater confidence.



SUSTAINABILITY AND TRACEABILITY IN BLOCKCHAIN FOR A MORE TRANSPARENT PESTO

Aiming to reduce its environmental impact, Barilla implements **certified sustainable farming practices** to protect the land, the planet and the people involved.

To guarantee **maximum transparency** for Italian consumers, Barilla is introducing **blockchain traceability throughout the supply chain**. Consumers can now learn about the production of their pesto by simply **scanning the QR code** on the packaging with their smartphone. This strengthens stakeholder involvement in the entire production process.

The blockchain traceability system was developed in collaboration with **Connecting Food**, and involved 50 operating units, 19 farms and 6 suppliers as well as the plant in Rubbiano, Parma province.



BASIL & LEMON PESTO

Pesto Basilico e Limone is the latest addition to the pesto family. A twist of lemon combined with the intense aroma of **100% Italian, sustainably grown basil** make this pesto the fresh taste of summer that everyone loves.

All in a **100% recyclable jar**.



VEGETABLE OILS

The main vegetable oils used by Barilla are sunflower and rapeseed oil³.

To become a Barilla supplier, **sunflower oil producers** must be certified according to the **CSQA DTP 112 or ISCC PLUS standards** (thus ensuring sustainable production in environmental, economic and social terms).

Barilla has launched several projects in conjunction with suppliers to promote sustainable agriculture in the production of rapeseed oil, particularly popular in France, requiring suppliers to hold certification according to the **ISCC PLUS standard, or 2BSvs**. Due to war breaking out in Ukraine in 2022, the company was forced to change its sunflower oil suppliers. Sustainability standards were nevertheless maintained, but it was not possible to achieve 100% product certification.

Soybean oil is also used in Italy, purchased entirely from producers that meet the requirements of the CSQA DTP 112 standard.

	VEGETABLE OILS					
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Sunflower oil	39,307	35,784	0	1,133	0%	3%
Rapeseed oil	8,385	8,745	4,946	1,420	59%	16%
Total	47,692	44,529	4,946	2,553	10%	6%

3. With regard to the products from Back to Nature, a recent new acquisition, a transition process is underway to replace palm oil with other vegetable oils, in line with Barilla's relevant policies.

SUPPLY CHAINS WITH POTENTIAL SOCIAL CONCERNS

The **cocoa and cane sugar** supply chains, as well as those supplying gadgets and promotional items, are considered to be supply chains with potential critical issues related to social aspects, such as the **employment of underage workers and non-respect of human rights**.

	2023	2022
Total suppliers considered at potential risk of human rights violations	84	91
Average risk per sector and country based on international databases and Self-Assessment Questionnaires (SAQs)	4.9	4.75
Self-Assessment Questionnaires (SAQ) completed	57%	86%
Purchases of gadgets and promotional materials from audited SA8000-certified suppliers	100%	100%

Barilla therefore purchases these products exclusively from suppliers that hold certifications issued by **independent entities committed to verifying compliance with international ethical and social standards**, in addition to requiring registration on the **Sedex international platform** (verified quarterly, to guarantee timely compliance with the ethical and social standards underpinning the Group) and acceptance of the Barilla Code of Ethics.

CANE SUGAR

Cane sugar is sourced from geographical areas with major social issues; **Barilla** therefore only purchases this product from suppliers with **Sedex⁴ Members Ethical Trade Audit (SMETA)** certification.

4. Sedex is a non-profit organisation that facilitates dialogue between customers and suppliers, thereby helping global supply chains adopt more responsible business practices.

COCOA

In the supply chain for cocoa, an essential ingredient for Barilla, the company has been collaborating since 2015 with **Barry Callebaut**, its main supplier of cocoa, and its non-profit foundation **Cocoa Horizons**.

By purchasing cacao as a raw material, Barilla supports the work of the Cocoa Horizons foundation, which focuses on ESG-related activities to promote the well-being of cocoa-producing communities and territories. Projects in Côte d'Ivoire and Ghana have also been supported, including the construction of useful infrastructure for communities, such as wells for clean drinking water, and a school with a programme to ensure access to education.

Barilla has also supported the "Transparence Cacao" project led by supplier **Dipa Cemoi for supplies for the Harrys brand**.



PAN DI STELLE: A DREAM CALLED COCOA

Through Pan di Stelle – a brand that pays attention to its production chains – Barilla supports leading cocoa supplier Barry Callebaut and its Cocoa Horizons Foundation to improve conditions for cocoa farmers in West Africa.

Our products are made with 100% Italian hazelnuts; the fresh milk is high quality and 100% Italian.

In addition, to limit environmental impacts throughout the product life cycle, Barilla factories purchase 100% renewable electricity and packaging is made of recyclable materials.



SAFEGUARDING AGAINST FORCED AND CHILD LABOUR ALONG THE SUPPLY CHAIN

Barilla respects its customers, suppliers, the environment and local communities in all its activities, in the conviction that sustainable business is the foundation for success in the short and long term. As enshrined in its Code of Ethics, Barilla ensures workers' freedom of association and the right to collective bargaining, avoiding forced and child labour, even indirect. This applies especially in the geographical areas most at risk, such as Africa (cocoa production), Swaziland and Guatemala (cane sugar production) and China (promotional materials).

To reduce these risks, the Group has taken specific measures:

- cocoa suppliers are members of the World Cocoa Foundation and all processing sites of Barilla's main cocoa supplier in Africa are certified by social audits.
- Cane sugar suppliers are subject to verification that they hold a specific certification covering aspects of child and forced labour.
- Suppliers of promotional materials are audited periodically in accordance with the Code of Ethics.

In addition, all suppliers are required to be aware of, understand and comply with the Group's Code of Ethics and the laws of the countries in which Barilla operates, including those relating to child and forced labour. The Group reserves the right to take appropriate action against any supplier found to have acted improperly.

ANIMAL WELFARE

“In line with **our commitment**, we pay special **attention to animal welfare**”

ANIMAL WELFARE GUIDELINES

Barilla is constantly committed to ensuring that its suppliers of raw materials of animal origin comply not only with the legal regulations, but also with the highest animal welfare standards and criteria.

In support of this commitment, the Group has drawn up the Barilla Guidelines on Animal Welfare, in conjunction with the organisation Compassion In World Farming (CIWF). They set out five freedoms, respect for which is fundamental to ensure the physical and mental welfare of animals, as well as their ability to express species-specific behaviour.

Barilla establishes thorough criteria for sourcing from all animal supply chains, paying particular attention to eggs, meat, fish and dairy products from Europe, North and South America, Russia and Turkey.

In accordance with the **2009 Treaty of Lisbon**, Barilla recognises animals as sentient beings and includes policies for their welfare as a fundamental part of its corporate strategy. These policies are managed by the Sustainability Board, a committee of directors from the major global units.

The Board defines and monitors long-term and annual objectives, whereas the *Global Supplier and Purchasing Quality Management Unit* handles relations with the supply chains to ensure proper day-to-day implementation.



BREEDER STANDARDS IN BARILLA'S SUPPLY CHAINS

The Guidelines also set out specific **standards required of farmers that form part of Barilla's supply chains**. In particular:

- all animals reared in the supply chains must have appropriate access to feed and water, to meet their requirements and reduce aggression;
- densities must ensure the welfare and comfort of the animals and appropriate environmental improvements must be guaranteed, allowing them to express species-specific behaviour;
- routine mutilations must be avoided unless strictly necessary to preserve the welfare of the animals;
- transport for more than eight hours should always be avoided;
- animals must always be transported with a minimum of potential causes of stress and for as little time as possible;
- animals must always be stunned before slaughter;
- antibiotics must always be used responsibly, reducing their use wherever possible. Prophylactic and metaphylactic use is prohibited;
- use of all growth-promoting substances, such as the administration of hormones and antibiotics, is not permitted;
- genetic engineering or cloning of farm animals and/or their offspring is not permitted;
- the choice of breeds should be based on traits that support improved welfare, not only on increased productivity.

Compliance with these standards is provided for in all contracts with worldwide suppliers of eggs, meat and fresh milk, and Barilla monitors their proper application in periodic checks made during specific audits. In the event of non-compliance, a remedial plan proportional to the seriousness of the situation is drawn up.

Barilla is committed, through its pork and egg suppliers, to ensuring that animals are reared in species-specific enriched environments, encouraging the display of natural behaviour.

Barilla has also organised an internal course, conducted by Compassion In World Farming, to educate its employees, especially those in the Global Supply Quality Management and Purchasing Units, on the ethical management of animal welfare in the supply chain.

Furthermore, except in cases where it is explicitly required by law*, in Barilla we do not evaluate the safety or quality of our products or of our raw materials through animal testing nor do we finance, commission, co-implement or otherwise support this practice, directly or through third parties. We are committed to ensure that our suppliers use alternative methods that can meet regulatory requirements.

* "explicitly required by law" means that the only animal testing the Company allows is that which is explicitly required by law or by written requirements having the full force and effect of law by government agencies. An animal test is not "explicitly required by law" if a law or written requirement having the full force and effect of law states that the test is optional or is merely recommended.



ANIMAL SUPPLY CHAINS

EGGS AND EGG PRODUCTS



Barilla uses egg-based ingredients for its bakery products and egg pasta formats. Since 2012, the Group has been committed to converting its egg supply chain, abandoning cage rearing, considered a practice detrimental to animal welfare, and preferring producers who raise hens free-range. Since 2019, Barilla has been committed to buying all its eggs from these farms and to allowing 100% of the hens access to improved environments (perches, bedding).

Barilla conducts regular audits of producers to ensure compliance with alternative breeding practices, and this method has been applied to European suppliers. In non-European countries, Barilla relies on suppliers who comply with local standards or, failing that, are audited by an Animal Welfare Officer. In the United States, the commitment to maintain a supply of free-range eggs has been confirmed, with the transition also made in Canada in 2023. In 2023, Barilla reconfirmed its commitment to exclude the use of combined aviaries in all global supply chains.

EGGS AND EGG PRODUCTS

	Total tonnes purchased			Tonnes purchased from local market						Percentage of eggs purchased from free-range farms		
	t			t			%			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Italy	15,141	15,951	18,392	4642	13,706	18,392	31%	86%	100%	100%	100%	100%
France	3,482	3,776	3,571	3,482	3,776	3,498	100%	100%	98%	100%	100%	100%
United States	12	42	10	12	42	10	100%	100%	100%	100%		100%
Canada	15	26		15	26		100%	100%		100%	0%	0%
Brazil	395	446	446	395	446	446	100%	100%	100%	100%	100%	100%
Greece	6	3	6	6	-	-	100%	0%	0%	100%	100%	100%
Turkey	0	15	20	0	-	-	-	0%	0%	100%	100%	100%
Total	19,051	20,258	22,445	8552	17,996	22,346	45%	89%	99%	100%	99%	100%

PORK AND BEEF

Pork and beef are essential ingredients for Barilla's ready-made ragùs and stuffed pasta produced in Italy. Since 2014, Barilla has developed, in conjunction with its meat suppliers, the new Animal Welfare Guidelines. In 2023, the Guidelines covered 100% of the supply of pork and beef used for sauces and filled pasta produced in Italy and 97% of the total meat used globally.

The Group purchases from suppliers who respect the five freedoms of animal welfare, in line with its animal welfare policy. With the collaboration of Compassion in World Farming, Barilla is committed to improving the living conditions of animals, raising awareness among farmers and developing alternative husbandry practices to reduce aggression, cannibalism and to eliminate tail docking practices in pigs.



After improving environmental standards, Barilla trained farmers on long-tailed pig breeding and tested materials to improve the farm environment. These standards were implemented throughout the supply chain in 2020.

PORK									
	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Italy	1914 (98%)	1.910 (97.9%)	1943 (99.5%)	1914 (98%)	1.910 (97.9%)	1943 (99.5%)	100%	100%	100%
China	41 (2%)	41 (2.1%)	9 (0.5%)	41 (2%)	41 (2.1%)	9 (0.5%)	100%	100%	100%
Total	1.955	1.951	1.952	1.955	1.951	1.952	100%	100%	100%

BEEF									
	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Italy	803 (96%)	766 (95.8%)	716 (91.6%)	803 (96%)	766 (95.8%)	716 (91.6%)	100%	100%	100%
China	34 (4%)	34 (4.3%)	66 (8.4%)	34 (4%)	34 (4.3%)	66 (8.4%)	100%	100%	100%
Total	837	800	782	837	800	782	100%	100%	100%

CHICKEN

Barilla buys a very limited amount of chicken to make its products. However, it is committed to ensuring that its only suppliers implement specific animal welfare practices. Specifically, a project is underway to ensure:

- the transition to breeds that demonstrate higher welfare outcomes, such as those endorsed by the UK and international organisation RSPCA or the Global Animal Partnership (GAP) on the basis of measurable welfare improvement results;
- the reduction of density to a maximum of 30 kg/m², prohibiting the use of cages and multi-level systems;
- the provision of improved environments for the animals that meet the new GAP or similar standards, including bedding (at least two metres of useful perching space and two pecking substrates per 1,000 birds) and light management;
- the elimination of pre-stunning handling and adoption of controlled atmospheric stunning, using inert gas or multi-phase systems, or effective electrical stunning without inversion of live animals;
- compliance with the standards set by Barilla for the protection of animal welfare, through third-party audits.

Originally, the target was set for 2024 but due to the increased complexity and difficulty in ensuring implementation of animal welfare practices by suppliers, Barilla expects to achieve the target in 2025.

CHICKEN									
	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
China	11	11	8	11	11	8	100%	100%	100%
Total	11	11	8	11	11	8	100%	100%	100%

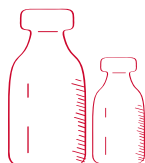
MILK, DAIRY PRODUCE AND OTHER ANIMAL PRODUCTS

Barilla also uses other ingredients of animal origin in its production process, such as fish, milk and dairy produce. With regard to these ingredients, the Group is committed to favouring purchasing that falls in line with the principles of the animal welfare policy and to preferring suppliers from countries where Barilla maintains a presence.

For many Barilla products, fresh milk is an essential ingredient and the Group has always favoured purchasing from local, traceable and controlled supply chains. Since 2018, Barilla has initiated an animal welfare and biosecurity assessment for cattle farming (beef and dairy) together with its main supplier of fresh milk.

In 2023, this evaluation was carried out according to the ClassyFarm system, approved by the Italian Ministry of Health, which evaluates various aspects:

- biosafety;
- animal welfare;
- sanitation and production factors;
- animal nutrition;
- consumption of antimicrobial drugs;
- injuries detected at the slaughterhouse.



By 2023, 100% of the fresh milk purchased in Italy, corresponding to 92% of global supplies, will be sourced from companies assessed with ClassyFarm.

Barilla is committed to reducing the milk powder used in production processes by replacing it with fresh milk from local, traceable and certified sources.

OTHER ANIMAL PRODUCTS

	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Caught fish	42	32	21	0	0	0	0%	0%	0%
Butter	6,318	6,913	7,219	0	156	438	0%	2%	6%
Milk	3,297	3,413	3,324	3,297	3,413	3,324	100%	100%	100%
Dairy produce	7,245	7,334	7,728	3,509	3,625	4,010	48%	49%	52%
Total	16,947	17,693	18,292	6,851	6,768	7,961	40%	38%	44%



THE BBFAW INVESTIGATION

In 2018, Barilla carried out an analysis of its meat supply chain, aiming to identify potential areas for improvement that met the criteria of the Business Benchmark on Farm Animal Welfare (BBFAW). In 2019, this evaluation led to the development of a project to enhance animal husbandry practices, in synergy with the farmers.

In 2023, Barilla carried out its annual survey involving Italian meat suppliers, from which 97% of the volumes used by the Group are sourced, to verify compliance with the factors set out in the BBFAW. The results were as follows:

Pork

- gestation cages for sows are used for the first four weeks of gestation; thereafter, 100% of the animals are transferred to group stalls for the remaining period;
- 100% of reared animals are not subject to tail docking and have access to straw throughout the production cycle (2022 figure reconfirmed);
- 100% of pigs are transported from the farm to the slaughterhouse in less than 8 hours, including loading and unloading;
- 100% of products containing pork are sourced from animals that are stunned before slaughter. The first stun, carried out by electronarcosis, is 100% effective.

Cattle

- 100% of cattle are transported from the farm to the slaughterhouse in less than 8 hours with an average time of 3 hours, including loading and unloading;
- 100% of beef products are sourced from animals stunned before slaughter. First stun ineffective for 2.6% in December 2023; these animals were then stunned a second time;
- 100% of the cattle reared along the supply chain are not subject to routine mutilation of any kind (horns, castration, tail docking) and have no skin lesions, consistent with observations in 2022;
- 39% of cattle are reared with straw bedding in pens;
- no animals are lame;
- 96% of cattle reared globally are free of corneal removal and dehorning;
- 96% of cattle reared globally are raised untethered in collective pens.

Barilla has also launched a survey with suppliers of fresh milk and eggs. Specifically:

for fresh milk:

- 92% % of fresh milk purchased globally is sourced from Italy;
- 100% of dairy cows in the Italian fresh milk supply chain do not have their tails docked or horns removed after they have sprouted;
- 100% of the dairy cows in the Italian fresh milk supply chain are raised untethered on free-range farms.
- 18% of dairy cows in the dairy supply chain are kept untethered in open pens.

for eggs:

- eggs laid in Italy and France account for 98% of global eggs and egg products;
- in Italy and France, 100% of egg farms are free of cage and combined systems, according to specifications defined and agreed with CIWF in 2021.

ANIMAL WELFARE REQUIREMENTS								
	Animal supply chain	Eggs and egg products****	Beef	Pork	Poultry	Fresh milk	Butter and dairy products	Caught fish
Third-party certification, including animal welfare standards	64%	100%****	96%*	98%**	0%	92%	0%	100%***
Improvement	49%	100%	36%	98%	0%	92%	0%	N/A
No tail docking	45%	N/A	96%	98%	N/A	92%	0%	N/A
Transport for less than 8 hours	64%	100%	96%	98%	0%	92%	0%	100%

* Classyfarm

** KIWA DT40

*** MSC

**** Barilla egg and egg product supply requirements

An aerial photograph showing a vast landscape of agricultural fields. The fields are divided into numerous rectangular and irregular plots, some of which are lush green, while others are a lighter, yellowish-brown color, possibly indicating different crops or stages of growth. A narrow road or path runs vertically along the left side of the image. In the center-left, there is a small, dense cluster of trees. The overall scene is captured from a high angle, looking down on the land.

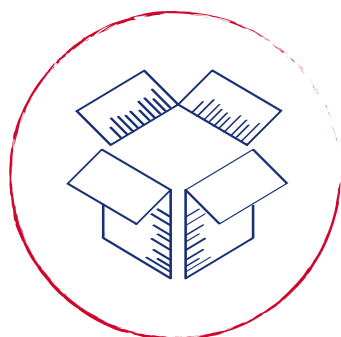
CLIMATE CHANGE

WE REDUCE
OUR IMPACT
ON THE PLANET

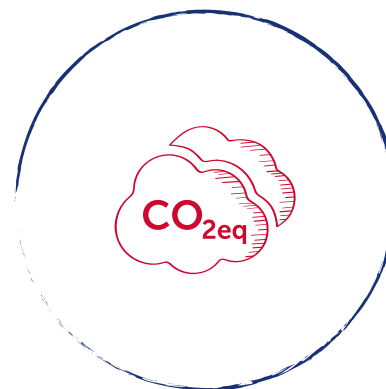
We pay attention to **reducing the impact** of our products **on the environment**

3,500 TRUCKS
PER YEAR SHIFTED FROM
ROAD TO RAIL

4,000 SHIPMENTS
SWITCHED FROM
ROAD TO INTERMODAL
TRANSPORT

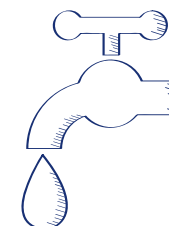


62% OF THE ELECTRICITY
PURCHASED FROM RENEWABLE
SOURCES WITH GO CERTIFICATES
(GUARANTEE OF ORIGIN)

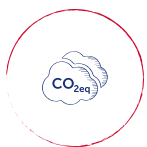


-28%
GREENHOUSE
GAS EMISSIONS
PER TONNE
OF FINISHED PRODUCT
COMPARED TO 2010

-21% REDUCTION
IN WATER USED
PER TONNE OF FINISHED PRODUCT
COMPARED TO 2010



92% OF THE WASTE
PRODUCED WAS SENT TO
RECYCLING AND ENERGY
RECOVERY



CLIMATE CHANGE

- Climate change mitigation in line with the containment targets agreed at COP21 in Paris in 2015
- Mitigation of strategic and financial risks arising from climate change

- Financial risk assessment in line with TCFD
- Measurement of Scope 1, 2 and 3 emissions
- Impact reduction through efficient production processes and use of renewable energy
- Collaborative approach with key ingredient supply chains to foster sustainable agricultural practices

- **28%** greenhouse gas emissions per tonne of finished product compared to 2010*

**In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.*



PRODUCTION

- Continuous improvement of environmental performance at its sites
- Priority on efficiency, consumption reduction and waste prevention

- Integrated Safety, Environment and Energy Management System in accordance with UNI ISO 45001, UNI ISO 14001 and UNI ISO 50001 standards.
- Process optimisation interventions
- Energy efficiency solutions and self-generation from renewable energy
- Recycling and reuse of water within production processes, services and projects
- Waste prevention and recovery

- **62%** electricity purchased from renewable sources with go (guarantee of origin) certificates
- **-21%** reduction in water consumption per tonne of finished product compared to 2010*
- **92%** waste sent for recycling and/or energy recovery

**In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.*



LOGISTICS

- Reducing environmental impact of transporting raw materials, products and workers

- Promotion of intermodality
- Load efficiency
- Shifting to more sustainable forms of transport
- Partnerships with freighters
- Promotion of sustainable home-work mobility

- **3,500** trucks per year shifted from road to rail
- **4,000** shipments switched from road to intermodal transport
- **96%** capacity optimization of routes
- **7%** reduction in internal flows
- Expanding the fleet with **hybrid, plug-in hybrid and electric models**

CLIMATE CHANGE

Barilla is constantly working on **assessing its impact on the environment**, with the aim of continuing to **minimise it**.

As such, the Group analyses the **risks and opportunities relating to climate change**, adopts targeted strategies and investments aimed at **mitigating its effect on the climate** and preparing the company for possible future scenarios related to the reduction of greenhouse gases and related energy sources. Finally, to demonstrate these ambitions, the Group is working to align itself with the new SBTi target by 2024, renewing our willingness to form an active part of the solution against climate change.

CLIMATE RISK ASSESSMENT

In 2023, the Group continued analysing the risks and opportunities in line with the **Task Force on Climate-Related Financial Disclosure (TCFD)** framework, aiming at updating the risk profile related to climate change and to include the implications on components of the business model.

Specifically, the **transition risks related to legislative/regulatory risks** (e.g. potential increase in the cost of emissions), **technological** (e.g. risks related to the transition to low-emission technologies in production activities), **market** (e.g. increase in indirect costs of emissions, positioning in markets that promote products and the reduction of emissions) were analysed, as well as **reputational risks with respect to stakeholder expectations**.

The effective management of these risks will support the Group in leveraging **opportunities related to energy efficiency, product/market, and overall resilience**.

With regard to physical risks, the following in-depth analyses were carried out:

- **Increased variability in durum wheat yields, as well as quality, due to structural increases in temperature and changes in precipitation patterns** – the Group used a predictive model aimed at estimating the potential impacts on production from 2030 to 2050, obtaining indications of a decrease in production levels, especially in the worst-case scenario (RCP8.5) on certain supply areas in Italy.
- **Extreme events with an impact on the availability of common wheat, tomatoes, basil, rye, hazelnuts and cocoa** – the Group has prepared, in advance, an initial analysis with prospective ad-hoc climate indicators aimed at estimating the impacts of an extreme event such as a hailstorm, a significant increase in temperatures or a lack of rainfall. The study was conducted considering the most likely and reasonable scenarios affecting key sourcing regions.
- **Changes in precipitation patterns and rising average temperatures with increased water stress levels and changes in plant water supply costs (chronic physical risk)** – the Group estimated the potential financial impact other than on production volumes, in relation to change in the levels of water stress for the Italian plant at Rubbiano and for the French plants. The analysis aims to estimate how an increase in water stress may affect water-related supply costs and the continuation of production activities.
- **Analysis of acute physical risks in the future at certain production sites, to identify the most relevant types of risks in two scenarios** (e.g. RCP 2.6 and RCP 8.5). This analysis was also conducted on certain supply chain sites.

The assessments set out above support the process of defining action plans in the field of climate change mitigation and adaptation.

GREENHOUSE GAS EMISSIONS



**-28% GREENHOUSE GAS
EMISSIONS PER FINISHED PRODUCT
COMPARED TO 2010¹**

In 2023, greenhouse gas emissions from direct consumption (scope 1) and indirect consumption (scope 2) decreased by approximately 8% and 4% respectively compared to 2022.

Total CO_{2eq} emissions per tonne of finished product have been gradually decreasing over the years, reaching a reduction of 28% since 2010.²

1. 2. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.



GREENHOUSE GAS EMISSIONS BY SCOPE (t CO_{2eq})

	2023	2022	2021
SCOPE 1	202,146	219,911	263,282
Emissions from use of fossil fuels	123,752	131,869	166,769
Emissions from owned co-generation plants	78,395	88,041	96,472
Emissions from photovoltaic plants	-	-	-
SCOPE 2	92,497	96,295	127,723
Indirect emissions from electricity consumption	82,061	86,550	116,994
Indirect emissions from thermal energy produced by external co-generators	10,271	9,560	10,599
Indirect emissions from cooling energy produced by external co-generators	165	184	131
Total	294,643	316,206	391,005

GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT (t CO_{2eq})

2023	2022	2021
0.215	0.217	0.211

With a view to transparent communication of its environmental performance, **Barilla has signed up to the initiatives led by the Carbon Disclosure Project (CDP)**, an independent international organisation that provides companies, local authorities, governments and investors with a global system for measuring and reporting environmental impact.

Each year, the Group participates by completing questionnaires in the areas of Climate Change, Forest and Water. In 2023, the Group achieved ratings (on a scale ranging from a minimum of D- to a maximum of A) of: 'B' for Climate Change; 'B' for Water; 'C' for Forest. These results are complemented by an 'A' rating in the CDP Supplier Engagement questionnaire, which assesses companies on their performance with regard to governance, targets, Scope 3 emissions and commitments within their value chain.

SCIENCE-BASED TARGETS (SBTi)



The SBTi initiative is a collaboration between **Carbon Disclosure Project, United Nations Global Compact, World Resource Institute and WWF**, with the aim of guiding the private sector in setting targets to **reduce greenhouse gas emissions**. These targets are set in line with the level of decarbonisation required to keep the global temperature increase below 1.5°C compared to pre-industrial levels. They are also consistent with the guidelines issued by the UN Intergovernmental Panel on Climate Change (IPCC) and the containment targets agreed at COP21 in Paris in 2015.

As at 1 April 2023, more than 4,800 companies worldwide were classified as “companies taking action”, i.e. those taking part in the Science-Based Targets (SBTi) initiative to reduce their emissions.

Barilla is one of these, having presented in 2019 its goals of:



○ a **25% reduction**
in overall Scope 1 and 2
greenhouse gas emissions
by 2030 (compared to 2017)

○ a **26% reduction**
in overall Scope 3 green-
house gas emissions by
2030, per tonne of finished
product (compared to 2017)

In April 2024, Barilla submitted an application to SBTi to renew its target in line with a 1.5°C scenario.

To achieve its objectives, the Group is working on the following areas:

- **Scope 1 and 2:** sustainable production through more efficient processes, replacement of old plants with new, less energy-intensive ones, and installation of facilities for the production and use of energy from renewable sources;
- **Scope 3:** collaborations with stakeholders in the Group's strategic supply chains to share tools to promote more sustainable and less impactful agricultural practices, so as to reduce CO_{2eq} emissions and the use of natural resources such as water, and to protect soil and biodiversity, while also paying attention to the excessive use of fertilisers and pesticides.



Continuing the pathway embarked on in 2018, **Wasa is committed to fighting climate change through an integrated approach based on three pillars:**

REDUCE

Reducing emissions throughout the product life cycle by adopting **energy efficiency** strategies, optimised **logistics initiatives**, using **electricity from renewable sources certified** with a Guarantee of Origin, and promoting **sustainable agricultural practices**, including regenerative agriculture³ that maximises carbon absorption by plants.

COMPENSATE

Measurement of residual emissions, amounting to **107,710 tCO_{2eq}** and offsetting through projects certified by the international **Verified Carbon Standard (VCS)** carbon credit certification programme. Specifically, Wasa contributes to the renewable energy projects set out below:

- **Rio Floresta d'Oeste project**, concerning a run-of-river hydroelectric plant in a rural area of the Brazilian state of Rondonia;
- **Pawan Wind project**, concerning clean energy generation in several Indian states.

INSPIRE

Supporting the projects of Generation Pep, a non-profit organisation aimed at promoting healthy eating and an active, sustainable lifestyle among children⁴.

Find out more at: www.wasaco2.com

³. Further details can be found in the Supply Chains section of the Regenerative Agriculture inset.

⁴. Further details can be found in the Products section under Food Education

PRODUCTION

Barilla has formalised its commitment to the **continuous improvement of its environmental performance** by adopting management systems, policies, guidelines and rules for environmental protection throughout its facilities. To monitor and verify the proper implementation of management systems and compliance with policies and guidelines, the various plants are subject to periodic audits.

With this in mind, the **Group is constantly working to improve the efficiency of its production processes in order to reduce the impact of its plants in terms of CO_{2eq} emissions, water consumption and waste production**. To this end, a robust **Integrated Safety, Environmental and Energy Management System** in accordance with the **UNI ISO 45001**, **UNI ISO 14001** and **UNI ISO 50001** standards has been implemented for years. The Environmental Management System has been certified by an independent third party as complying with the international ISO 14001 standard for 28 of the Group's plants.



With specific reference to **energy resources**, Barilla has additionally implemented a **system for the monitoring and control of consumption**, certified according to the ISO 50001 standard, in 24 of its production plants, two of which received certification from a third party for the first time in 2023.

97%
PRODUCTION VOLUMES
 ACHIEVED IN
 ISO 14001:2018-CERTIFIED FACTORY



ENERGY

The Group periodically invests in the modernization of its production facilities and in the implementation of new technologies capable of improving energy performance.

In 2023, more than **€10 million** was invested in: **process optimisation** and **improvements to the general systems of production facilities** (e.g. revamping of purification and wastewater management plants, replacement of dryers, improvements to energy consumption monitoring systems); **energy efficiency solutions** (installation of high-efficiency burners, replacement of lighting systems with new solutions based on LED technologies⁵, installation of insulation to reduce heat loss, installation of high-efficiency fans for drying phases, replacement of heat exchangers); and installation of self-generation systems from renewable sources (photovoltaic system).

These interventions are estimated to save approximately 24,713 GJ of energy consumed per year (of which 15,389 GJ of direct energy and 9,324 GJ of indirect energy) and approximately 2,055 tCO_{2eq} of emissions avoided (1,153 tCO_{2eq} Scope 1 and 1,089 tCO_{2eq} Scope 2)⁶. As further confirmation, the new photovoltaic system at the Rubbiano plant came into operation in early 2024.

In 2023, Barilla consumed a total of 5,468,675 GJ of energy (approximately 6% less than in 2022). Specifically, compared to the previous year, direct consumption decreased by approximately 9%, whereas indirect consumption dropped by approximately 3%.

5. Process optimisations at plants in Ascoli, Castiglione, Marcianise, Rubbiano; improvements to general plant systems at plants in Altamura, Ascoli, Ferrara, Galliate, Marcianise, Novara and Pedrignano; energy efficiency solutions at plants in Ames, Ascoli, Castiglione, Cremona, Ferrara, Pedrignano, Rubbiano, Talmont, Theva and Volos.

6. The gases included in the calculation are generally: CO₂, CH₄, N₂O, HFC, PFC, SF₆, NF₃. As energy efficiency projects, the CO_{2eq} offset as a result of reductions in consumption of gas (Sm³) and electricity (kWh) was calculated.

ENERGY CONSUMPTION BY SOURCE (GJ)			
	2023	2022	2021
DIRECT CONSUMPTION	3,254,974	3,575,451	3,605,513
ENERGY FROM NON-RENEWABLE SOURCES	3,244,983	2,390,995	2,454,102
Natural gas	2,170,795	2,374,934	2,431,551
Fuel oil	5,684	8,203	14,644
Diesel	1,093	658	707
Petrol	-	-	-
Biogas	5,400	7,200	7,200
SELF-GENERATED ENERGY VIA CO-GENERATION	1,062,010	1,180,465	1,149,523
Thermal energy	578,479	640,818	624,970
Electrical energy	411,241	467,130	454,364
Cooling energy	72,291	72,517	70,189
ENERGY FROM RENEWABLE SOURCES	9,990	3,991	1,887
Electricity from photovoltaics	9,990	3,991	1,887
INDIRECT CONSUMPTION	2,213,701	2,280,313	2,285,492
Electrical energy	2,022,478	2,092,166	2,126,118
From non-renewable sources	854,686	848,215	826,736
From renewable sources	1,167,792	1,243,950	1,299,382
Thermal energy	179,853	167,409	147,320
From non-renewable sources	179,853	167,409	147,320
From renewable sources	-	-	-
Energy for cooling	11,370	20,738	12,055
From non-renewable sources	11,370	20,738	12,055
da fonti rinnovabili	-	-	-

ENERGY CONSUMED PER TONNE OF FINISHED PRODUCT (GJ/t) ⁷		
2023	2022	2021
3,11	3,13	3,17

7. Energy consumption data is collected periodically using a web-based tool. Each Barilla Group plant accesses the tool annually and enters data on several environmental aspects (energy and water consumption, waste production, etc.) The energy vectors collected are: electrical energy (from the grid and co-/tri-generation); thermal energy (from boiler and co-/tri-generation) and cold energy (from tri-generation). Each energy vector is converted to GJ using an appropriate conversion factor. To analyse the trend, the quantity of energy is divided by the entire quantity of finished product. In 2023, energy consumption per tonne of product was slightly reduced compared to the previous year.

With regard to **purchased electricity**, it should be noted that a large proportion, approximately **62% of the total**, is provided with **Guarantee of Origin (GO) certification**, issued electronically to attest to the renewable origin of the sources used.



WATER

Barilla pays extra attention to the use of water in its production processes. With this in mind, specific projects have been implemented to reduce water consumption, leading to a 21% decrease in water requirements per tonne of finished product compared to 2010⁸.

To ensure more responsible use of water resources, new technologies for water recycling and reuse have been integrated into the company's practices as part of production processes, services and projects.

The water consumption of all plants is monitored on a monthly and annual basis and compared yearly to determine how and where to intervene. In addition, the Group has invested in the modernisation of production facilities and in the adoption of innovative high-efficiency technologies to optimise use of resources. Extra attention is paid to plants located in areas considered at high levels of water stress.

In 2023, 112,029 megalitres of water (approximately 5% of the total volume of water withdrawn) were reused in the production process.

As well as recording consumption, Barilla's factories have implemented monitoring and control plans to constantly assess the quality of the water used and compliance with the legal regulations set out in the authorisations.

As mentioned in the "Climate Change" section above, in 2023 Barilla received a 'B' rating for its water-related initiatives, following the Carbon Disclosure Project (CDP) global environmental impact reporting system.

8. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference



**-21% REDUCTION IN
WATER CONSUMPTION
PER TONNE OF FINISHED
PRODUCT COMPARED TO 2010⁹**

WATER WITHDRAWAL BY SOURCE OF SUPPLY (Megalitres)			
	2023	2022	2021
From wells	1,383	1,482	1,552
From public water mains	1,091 ¹⁰	1,046	1,146
Other sources	-	-	-
Total	2,474	2,529	2,698
WATER CONSUMPTION PER TONNE OF FINISHED PRODUCT (m ³ /t)			
	2023	2022	2021
	1.41	1.35	1.45
WATER DISCHARGE BY DESTINATION (Megalitres)			
	2023	2022	2021
Into surface water	444	469	375
Into sewers	794	918	776
Other	-	-	-
Total	1,238 ¹¹	1,388	1,151
WATER CONSUMPTION BY AREA (Megalitres) ¹²			
	2023	2022	2021
All areas	1,347	1,141	1,418
Of which water-stressed areas	528	546	130

9. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

10. 49% of the water drawn from public water mains is categorised as water-stressed (10% of which comes from groundwater and 90% from surface water). In detail, the water drawn from public water mains subject to water stress can be traced back to the following plants: Ascoli (7%), Celle (11%), Foggia (17%), Marcianise (6%), Melfi (22%), Montereale (16%), Soline (7%), Talmont (4%), Theva (1%), Valenciennes (2%), Altamura (2%), Castelplanio (1%), Ferrara (2%), Volos (1%). In detail, the water drawn from wells subject to water stress can be traced back to the following plants: Castiglione (16%), Celle (18%), Foggia (10%), Marcianise (21%), Rubbiano (70%) and Theva (3%).

11. Of which 89% categorised as 'freshwater' discharge ($\leq 1,000$ mg/l total dissolved solids) and the remaining 11% as 'other types of water' ($> 1,000$ mg/l total dissolved solids). In addition, the volume of water discharged in water-stressed areas is 751 megalitres (83% of which is categorised as 'fresh water' and the remaining 17% as 'other types of water'). For its water discharges in areas subject to water stress, Barilla has adopted no level of treatment for 24% and secondary level treatment for 76%. In detail, the wastewater is primarily treated with a biological purifier, then neutralised by keeping the pH within reference limits, filtered in a percolation tower and finally converged in a biological oxidation tank. Barilla's factories comply with the discharge limits set in the relevant local legislation and, in view of their sector, do not discharge hazardous substances for which specific treatment is required. Water consumption, as suggested by GRI 303-5 Disclosure guidelines, is calculated as the difference between total water withdrawal and total water discharge.

12. Water consumption, as suggested by GRI 303-5 Disclosure guidelines, is calculated as the difference between total water withdrawal and total water discharge.

WASTE

Barilla attaches great importance to waste management and reduction, resulting in the issuance of specific policies and guidelines governing waste management. These directives are set out in a manual distributed in all workplaces. In addition, a manager at each plant identifies the legal regulations applicable to the management of hazardous and non-hazardous waste.

In 2023, the total amount of waste produced was 36,021 tonnes (approximately 6% less than in 2022¹³), deriving mainly from production processes, with a smaller proportion from secondary or production support activities (e.g. maintenance, cleaning, packaging)¹⁴.

With regard to outsourced waste management activities, the Procurement Department always conducts a preliminary assessment of third parties to verify their technical and professional competence¹⁵. Barilla also carries out periodic checks to ensure that all preventive and protective measures are taken and that all risks of interference are properly managed.

**92% OF WASTE PRODUCED
SENT FOR RECYCLING
AND ENERGY RECOVERY**



13. In 2022, waste generated amounted to 38,250 tonnes, 99.2% of which was non-hazardous waste and 0.8% hazardous waste. The destination chosen for the waste was mainly recycling (88%) followed by disposal (12%).

14. Waste from production processes is mainly turned into by-products for animal feed (a good example of circularity), whereas waste generated by secondary/supporting production activities is managed off-site and preferably sent for recovery. The main destinations are materials recycling (paper, plastic, glass, etc.), reuse of used equipment and incineration with or without energy recovery (plastic and other non-recyclable materials). Waste that cannot be recovered is sent to municipal waste management and may go into landfill or be incinerated (with or without energy recovery).

15. The Group requires all transporters/disposers to hold the relevant transport/disposal authorisation. Rules for managing and formalising the validity of authorisations are included in the HSE&E Management System Manual, distributed to all factories by the HSE&E Department at Headquarters. In Italy, in all production plants (excluding mills), waste management is handled by a single general supplier, with whom a framework contract has been concluded.

In addition, internal and third-party audits are conducted at all Barilla facilities to keep waste management, waste production and reduction, and waste material recovery under control.

Barilla implements several projects aimed at promoting the reduction of waste produced and the recovery of waste materials instead of their disposal. All this is made possible by meticulous management of the production process and methods of processing raw materials.

WASTE PRODUCED (t)			
	2023	2022	2021
Waste recovered	33,260	33,708	33,109
Waste disposed of	2,760	4,542	3,203
Total waste produced	36,020	38,250	36,312

WASTE DISPOSED OF (t)			
	2023	2022	2021
Hazardous waste	289	156	197
Preparation for reuse	-	-	-
Recycling	289	156	197
Other recovery operations	-	-	-
Non-hazardous waste	32,972	33,552	32,912
Preparation for reuse	-	-	-
Recycling	32,972	33,552	32,912
Other recovery operations	-	-	-
Total	33,261	33,708	33,109

WASTE DISPOSED OF (t)			
	2023	2022	2021
Disposal to landfill	185	149	158
Incineration – with energy recovery	170	36	30
Incineration – with no energy recovery	9	105	111
Incineration – with no energy recovery	6	8	17
Other types of disposal	-	-	-
Non-hazardous waste	2,575	4,393	3,045
Disposal to landfill	1,963	3,053	2,326
Incineration – with energy recovery	612	1,340	719
Incineration – with no energy recovery	-	-	-
Other types of disposal	-	-	-
Total	2,760	4,542	3,203

Of its various experimental projects, the Group is also studying the opportunity to generate biomethane from by-products of production processes.

Barilla examined three of its production chains (pasta, tomato sauce and soft bread) in collaboration with Last Minute Market, a spin-off of the University of Bologna. The objective was to monitor food losses and wastage along value chains, identifying causes and possible solutions to reduce them. Studies have shown that these supply chains are a good example of a circular economy, as the food losses and waste detected are very low (most of the waste occurs during the consumption phase, whereas very little food is wasted in production processes).

A global industry standard, the “Food Loss and Waste Accounting and Reporting Standard” (FLW Standard), was used for the analysis. Case studies concerning the pasta and tomato sauce supply chains can be found on the official FLW protocol website, <https://flwprotocol.org/case-studies/>.

LOGISTICS

For many years, Barilla has been committed to reducing the environmental impact of the freighting of raw materials and finished products.

Intermodal transport solutions are used on many major routes:

- Between Sweden and Germany, all flows are handled by intermodal transport
- In the USA, all internal exchanges between local warehouses are handled with intermodal transport solutions
- In Italy, all movements of durum wheat from the port of Ravenna to the factory in Pedrignano (Parma) is by rail. With this solution, the **equivalent of 3,500 trucks per year are shifted from road to rail**.
- With regard to finished products in Italy, as a result of a **partnership with GTS**, the use of the intermodal rail solution has increased at an increasing rate since 2020, to a proportion of **4,000 shipments switched from road to intermodal transport**, from southern to northern Italy and vice versa, including daily shipments to Sicily.



From 2020, under a partnership with Nicolosi Trasporti, all road shipments to Sicily have been made with LNG-fuelled lorries, which are increasingly using bio-LNG fuel produced from agricultural waste.

Since 2019, shipments to Sardinia from northern Italy have been optimised as a result of a partnership with the Grendi Group, strengthened in 2022, under which **travel distances have been reduced** (port of embarkation closer to our facilities, port of arrival closer to destinations) and **sea transport has been optimised** (more efficient loading using modular containers).

In 2023, **saturation of routes reached 96%**, a record level. Finally, the acquisition of the Muggia plant has resulted in new opportunities for transport optimisation and has **reduced internal flows by 7%**.

As part of the periodic renewal of the company car fleet, the Group continues, where possible, to strive to expand the fleet with **hybrid, plug-in hybrid and electric models**.



SUSTAINABLE HOME-WORK MOBILITY

At **European Mobility Week**, led by the Italian Ministry of the Environment, Barilla joined the **Bike2Work** initiative, launched by the Municipality of Parma and the non-profit Federazione Italiana Amici della Bicicletta (**FIAB**) association to encourage the use of bicycles as a form of transport.

Barilla has also made a submission under the **"Bike to Work"** call for tenders issued by the Emilia-Romagna Region and promoted by the Municipality of Parma to encourage sustainable mobility by providing incentives for commuting between home and work by bike. The promotion is aimed at all Barilla People in the Pedrignano area.



DATA ON EMPLOYEE PARTICIPATION

Average number
of participants per
month*

27

Emissions avoided **

6.162

Km cycled***

18.108

*Data from January to October 2023

**Value expressed in Kg CO_{2eq}

*** Km subject to contribution

Data updated by Up2Go (the data refer to the participation in the Emilia-Romagna Region's 2023 call for tenders)



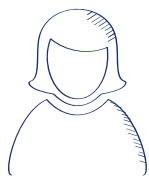
A wide-angle photograph of a rural landscape featuring rolling hills. The hills are covered in golden-brown, dry grass or harvested crops. Scattered across the hills are numerous green trees of various sizes. In the distance, a small town or village is visible on a hillside, and further back, more hills and mountains are visible under a clear, light blue sky. The overall scene is bright and sunny.

PEOPLE & COMMUNITIES

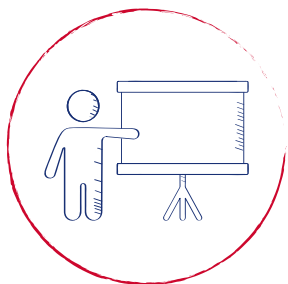
WE AIM
TO FEED
THE FUTURE,
TODAY

Much more than a food company: **we are a family**

38%
OF EXECUTIVES AND
MANAGERS ARE WOMEN



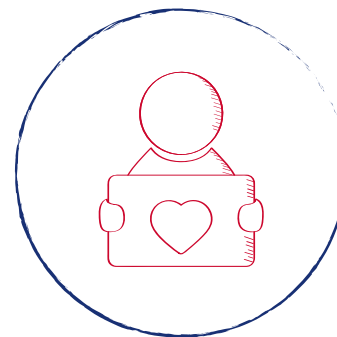
**NO UNJUSTIFIED
PAY GAP** FOR ALL BARILLA
PEOPLE AROUND THE WORLD



160,000+
HOURS OF TRAINING
PROVIDED

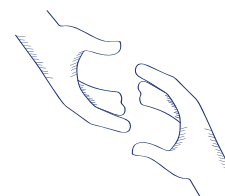
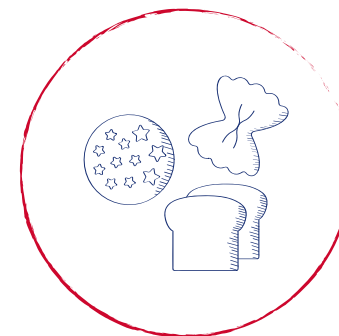
18 EMPLOYEE
RESOURCE GROUPS (ERGs)
FORMED BY EMPLOYEES TO CREATE
AN EVER-INCLUSIVE CULTURE

We nurture a **quality
future**



3+ MILLION
EUROS DONATED
TO CHARITY

3,200+
TONNES OF
PRODUCTS DONATED



1,000+
HOURS OF CORPORATE
VOLUNTEERING IN 2023



GENDER BALANCE, DIVERSITY AND INCLUSION

- New policy on parental leave
- Promote the inclusion of people with disabilities by publishing a new recruitment policy in the coming months

- Global Diversity & Inclusion Board
- Employee Resource Groups (ERGs)
- Supplier Diversity Program

- To date, **over 38%** of Barilla executives and managers are **women**
- **100%** in the Human Rights Campaign (HRC) Corporate Equality Index (CEI),

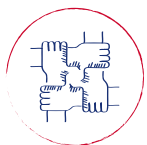


TALENT ATTRACTION AND DEVELOPMENT

- Recruit and retain top talent by ensuring continuous professional development and an open, inclusive and flexible working environment

- Barilla learning & development programme
- Internal communication via B Together event and OneBarilla portal

- **3,206** Barilla people included in the annual performance and talent management system (**42%** of whom are **women**)
- **>160,000** training hours delivered



INDUSTRIAL RELATIONS

- Working on a constructive and open dialogue with trade unions

- Subscription of the corporate supplementary agreement with the Italian trade unions (July 18, 2023) valid for all sites on the national territory

- In 2023, of the total number of hours worked, only **0.1%** were affected by strikes



HEALTH AND SAFETY

- Working towards a target of **zero injuries**
- Adoption of an HSEE global policy

- Safety culture project
- Virtual safety game

- In 2023, a total of **111** injuries were recorded among Barilla employees, a **decrease of 58%** compared to 2010*.
- **92%** of employees work in uni iso 45001:2018 certified production facilities
- **80,000** hours of Barilla workforce training on these topics

* Barilla began monitoring this indicator in 2010, and therefore, it is used as the base year



COMMUNITIES

- Working with communities where we operate to facilitate access to food for populations in need, promote nutrition education, social inclusion and local economic development

- Co-design approach with communities, from needs analysis to implementation and verification of results

- **>3€** million in philanthropic donations
- **>3,200** tonnes of products donated
- Over **1,000** hours of corporate volunteering in 2023

BARILLA PEOPLE

—
“People are our most important resources”

In line with the commitments we have made to people over the years, Barilla has defined its strategic priorities by focusing its efforts on three main areas: **Diversity & Inclusion (D&I)**; **Flexibility & Well-being**; **Training & Leadership Development**.



In terms of **Diversity and Inclusion (D&I)**, the Group recently approved its new Parental Policies to ensure equal parental opportunities and is committed to increasing the percentage of women in management positions from one year to the next. It is also committed to promoting the inclusion of people with disabilities, by publishing a new recruitment policy in the coming months.

With regard to **Flexibility & Well-being**, Barilla recently completed the two-year “Work@Barilla” programme, with the aim of enabling hybrid working at all sites, setting clear guidelines on issue resolution in the workplace and ensuring a positive and productive work experience for all.

For **Training & Leadership Development**, Barilla invests in continuous employee training and development programmes, through partnerships (e.g. “GoodHabit”) and the “Starters” company portal for new hires. In addition, Barilla places a high priority on **health and safety** within its operations.

Finally, Barilla’s commitment extends to **communities** in order to make a positive impact, actively support those in need, such as refugees and communities affected by extreme natural events, support people with disabilities, protect the environment and promote a sense of proximity to the local community.

More than 9,000 people create and maintain corporate value, day in, day out. For and with them, Barilla is committed to creating a safe, stimulating and inclusive workplace. In Italy, the Group also employs 465 non-employees (including 229 women), categorised as temporary workers and staff leasing.

**BARILLA PEOPLE WITH PERMANENT CONTRACTS
BY GEOGRAPHICAL AREA AND GENDER**

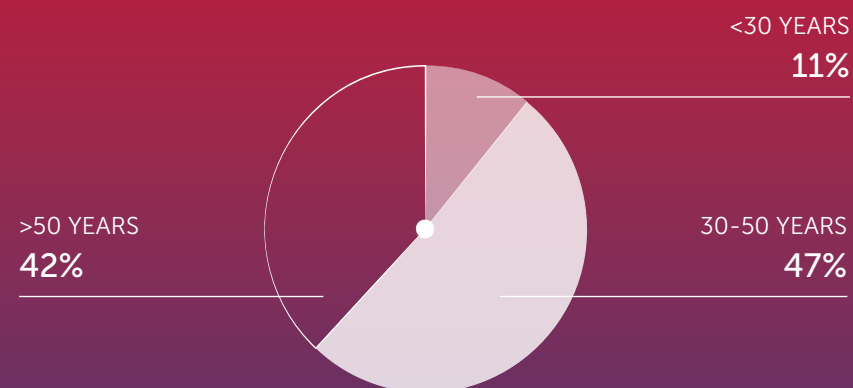
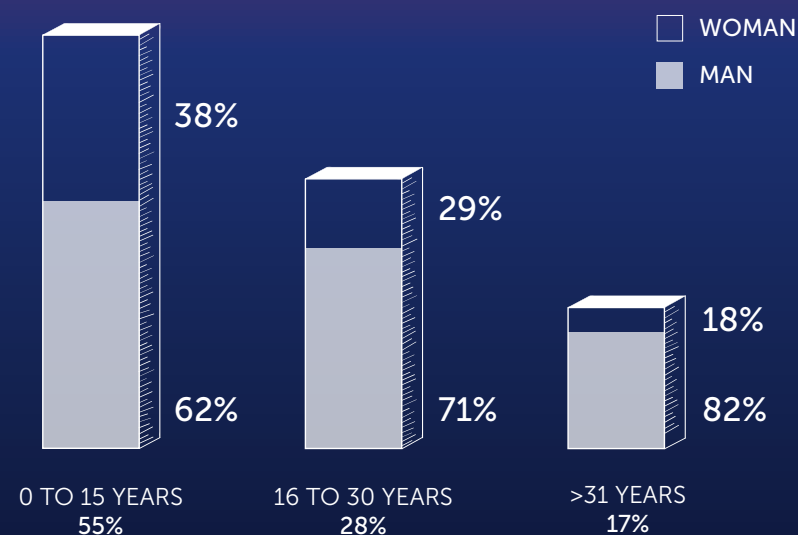
	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	2,847	1,213	4,060	2,910	1,192	4,102	2,989	1,175	4,164
Rest of Europe	1,842	953	2,795	1,871	952	2,823	1,852	957	2,809
Americas	431	214	645	432	197	629	434	190	624
AAA	157	75	232	153	86	239	155	79	234
Rest of the world	230	139	369	206	138	344	70	91	161
Total	5,507	2,594	8,101	5,572	2,565	8,137	5,500	2,492	7,992

NB: The figures above refer to Barilla Group excluding Mexico, where 251 people (including 161 women) were employed on permanent contracts in 2023, 257 people (including 173 women) in 2022 and 261 people (including 171 women) in 2021

**BARILLA PEOPLE WITH FIXED-TERM CONTRACTS
BY GEOGRAPHICAL AREA AND GENDER**

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	33	32	65	39	48	87	43	47	90
Rest of Europe	71	36	107	79	58	137	74	39	113
Americas	0	0	0	-	-	-	-	-	-
AAA	4	3	7	3	1	4	2	-	2
Rest of the world	1	1	2	1	6	7	1	2	3
Total	109	72	181	122	113	235	120	88	208

NB: The figures above refer to Barilla Group excluding Mexico, where 107 people (including 75 women) were employed on fixed-term contracts in 2023, 41 people (including 28 women) in 2022 and 23 people (including 18 women) in 2021. Under current domestic law in the US, the distinction between permanent and fixed-term contracts does not apply: the employment relationship can be terminated at any time by either party without liability. Barilla people in the United States, for the purposes of this document, are considered to be employed on permanent contracts.

**EMPLOYEES
BY AGE BRACKET**

**BARILLA PEOPLE
BY COMPANY SENIORITY**


GENDER BALANCE

As part of our **commitment to gender equality**, we have worked for years to eliminate any unjustifiable gender pay gap globally, **breaking down barriers and ensuring equality**.

Barilla has provided, in line with current regulations and local legislation, the option for **all employees, regardless of gender, to take parental leave**.

TO DATE, **38.5%**
OF BARILLA EXECUTIVES AND
MANAGERS ARE WOMEN

BARILLA PEOPLE BY PROFESSIONAL CATEGORY

	2023		2022		2021	
	Total	Of whom women	Total	Of whom women	Total	Of whom women
Executives	163	51	164	48	166	44
Managers	714	287	694	282	663	266
White-collar workers	2,081	977	2,073	973	1,970	905
Blue-collar workers	4,892	1,220	5,002	1,240	4,971	1,233
Salesforce	432	131	439	135	430	132
Total	8,282	2,666	8,372	2,678	8,200	2,580

NB: In 2023, 64% of the Executives category were aged over 50 and 36% between 30 and 50; 62% of the Managers category were aged between 30 and 50, 37% were over 50 and 1% under 30; 49% of the Office Staff category were aged between 30 and 50, 35% over 50 and 16% under 30; 44% of the Blue-collar workers category were between 30 and 50, 46% over 50 and 10% under 30. Finally, 55% of the salesforce were aged between 30 and 50, 30% over 50 and 15% under 30.

PARENTAL LEAVE IN ITALY¹

No.	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees entitled to and having taken parental leave	71	66	137	2	45	47	-	41	41
Employees who returned to the company after parental leave	69	62	131	-	33	33	-	28	28
Employees who returned to the company after parental leave and were still employed 12 months after their return	0	33	33	-	30	30	-	15	15

RETURN TO WORK AND RETENTION INDICES IN ITALY²

%	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Return to work index by gender	97%	94%	96%	-	70%	70%	-	68%	68%
Retention index by gender	-	100%	100%	-	107%	107%	-	79%	79%

1. Within the Barilla Group (excluding Italy), the number of employees who were entitled to and took parental leave was 137 (46% of whom were women), the number of employees who returned to the Company after parental leave was 130 (43% of whom were women) and the number of employees who returned to the Company after parental leave and were still employed twelve months after their return was 100 (39% of whom were women).

2. Within the Barilla Group (excluding Italy), the return-to-work rate is 95% and the retention rate is 77%.

NEW GLOBAL POLICY ON PARENTAL LEAVE

For the Barilla Group, **valuing and supporting its employees in their role as new parents** means above all providing adequate support so that every family can experience this important time of life to the full.

This new company policy, effective from 1 January 2024, offers a minimum of 12 weeks paid parental leave for every parent worldwide, regardless of gender, marital status, sexual orientation and whether or not they are adoptive. In countries where parental leave is equal to or greater than that established for the community, local laws remain in force.

The new Policy is based on the basic concept of sharing the burden of care, which means that we put both parents on the same level and consider them equally important. Only by committing not to distinguish between parents is it possible to create a truly inclusive working environment that respects the needs of all employees and recognises the value of care in both the family and professional context.

"Studies show that gender equality cannot be achieved in the workplace if the same equality is not found at home", explains Floriana Notarangelo, Group Chief Diversity & Inclusion Officer, "and that a birth or adoption can have a great impact on the advancement of gender equality".

In the words of Maurizio Cannavacciuolo, Total Rewards & Organization VP: *"Our Group has embarked on a long-term journey to provide its employees with a better work-life balance. We want to ensure they have the time they need to be with their children, but also the well-being that allows them to return to work with peace of mind".*

DIVERSITY & INCLUSION: OUR JOURNEY

**PROMOTING DIVERSITY AND INCLUSION
MEANS CELEBRATING DIFFERENCES
AND SUPPORTING COMPANY GROWTH.**

Barilla not only appreciates differences, but is committed to celebrating them. Each perspective, experience and personal background is unique, and contributes to improving our community and consolidating our culture of inclusion. Diversity is also a key asset to promote the growth and profitability of our company. Over the years, Barilla has received various awards in this regard, as tangible recognitions of commitment and competence, but not only: they are a constant stimulus, pushing the company to go beyond its limits and pursue new goals. In addition, they provide a solid methodological basis on which to base actions, making it possible to identify best practices, evaluate progress and compare with the experiences of other companies.

D&I MASTER

In conjunction with other companies in the field, Barilla has confirmed its intention to support the **level I university master's degree course in Sport and Inclusion – Management and Innovation in Disability** in the academic year 2023-24. This course trains professionals focused on an inclusive approach to disability in educational, sporting and working contexts. The direct involvement of the **Italian Paralympic Committee (CIP)**, **CUS Parma a.s.d.** on behalf of Alleanza Educativa Giocampus and Special Olympics is particularly relevant. In previous academic years, this commitment made it possible to fund all scholarships for the most deserving participants.

THE VALUABLE 500



The **Valuable 500** is a global movement that has engaged more than 500 multinational companies in a public commitment to promote the inclusion of people with disabilities in the workplace since 2019. The project aims to raise awareness of the challenges and opportunities of employing people with disabilities, promoting diversity and inclusion as drivers of growth in business strategies.

In the context of the Diversity & Inclusion Roadmap, 2023 marks the progress of the Disability Inclusion Roadmap: the CEO, Gianluca Di Tondo, publicly renewed his commitment to **innovation through the inclusion of different abilities and skills**.

Recognising the importance of adopting a reasonable accommodation process as a minimum global requirement to ensure equality of opportunity for people with disabilities, the D&I Operational Committee, together with Human Resources, led the advancement of work with the goal of **developing a standardised policy for handling workplace accommodation requests by 2024**.

The cross-functional collaboration of Barilla's D&I Committee and the RDQ team led to the design of the new **research and development** centre in Parma, intended as a model of inclusion and accessibility. The buildings will use sustainable materials and improve inclusivity for people with disabilities through **flexible furniture, routes for the visually impaired and tactile maps**.

OPENLY

Barilla continues its sponsorship of Openly, the global digital platform developed by the Thomson Reuters Foundation for the **dissemination of fair, accurate and unbiased news affecting the LGBTQ+ community**.

SUPPLIER DIVERSITY PROGRAM

The **Global Supplier Diversity** programme aims to drive cultural change in Barilla's supply chain by directly involving all suppliers. It is a **proactive programme that aims to provide equal opportunities for minorities, women, LGBTQ+ and people with disabilities**.



Each year, the dedicated Barilla Team organises a virtual event involving all Barilla suppliers worldwide and presents D&I issues with the aim of developing the same programme within their organisations.

WeConnect International, a global non-profit organisation that connects female-led companies with motivated buyers, large corporations, multilateral and governmental systems, in partnership with Disability:IN and the National LGBT Chamber of Commerce (NGLCC), **recognised Barilla as one of the Global Silver Champions for Supplier Diversity & Inclusion for 2023**, an improvement on the Bronze achieved the previous year. The Silver level represents a commendable commitment to global supplier diversity and inclusion in terms of increased investment, inclusive policies and procedures.

BEST PLACES TO WORK FOR LGBTQ+ EQUALITY 2023



Since 2013, for 10 years running Barilla has scored **100%** on the **Human Rights Campaign (HRC)**'s **Corporate Equality Index (CEI)**, which annually ranks major companies based on their **support for LGBTQ+ employees**.

The CEI is a national benchmarking tool on company policies and practices related to LGBTQ+ (lesbian, gay, bisexual, transgender and queer) employees and the Human Rights Campaign is the largest civil rights organisation in the US working to achieve LGBTQ+ equality.



OUR MAIN NEWS...

BARILLA ENTERS THE LATINO EQUITY 100 LIST



Latino Magazine included **Barilla America** in its **Latino Equity 100** list, recognising it as one of the best places to work for people of Hispanic/Latino descent. This acknowledgement is down to the everyday commitment of Barilla's employees and Employee Resource Groups (ERGs), who constantly strive to improve diversity and inclusion in the company, making it an increasingly enjoyable place to work. In addition, Erin DeChiara, Customer & Trade Marketing Director at Barilla Americas, was recognised as one of the three winners of the Brava Award. The Brava Award recognises Latina leaders for their role in achieving business results, valuing diversity and inclusion in the workplace, and improving the communities in which Barilla operates."

BARILLA WINS ARETÉ AWARD

Barilla received the **Areté award**, for the effectiveness of communication in compliance with the rules of responsibility, in the **Internal Communications** category, for the **"ThisAbility"** project, launched to raise awareness of inclusion in the world of work and make it a more reassuring and socially cooperative place.

Barilla's commitment to the activities that have marked the **journey from 'disability to possibility'** since 2018 has been recognised.

ACHIEVEMENTS OF THE GLOBAL DIVERSITY & INCLUSION BOARD

In 2013, Barilla established a Global Diversity & Inclusion Board, consisting of Barilla employees from around the world and external consultants. The role of Chief Diversity Officer was also introduced; since 2020 Floriana Notarangelo holds this position reporting directly to the CEO.

The Board is composed of an **Advisory Committee**, with external experts offering **advice and suggestions on equality and inclusion**, and an **Operational Committee** of Barilla employees, who identify objectives and initiatives to **promote equality** and monitor the Group's progress.

In conjunction with the Internal Audit team, Barilla has developed a **comprehensive overview of the Diversity & Inclusion area**, focusing mainly on the structure and activities of the D&I Board and the D&I Committee.

Initially, the **areas of D&I protection**, outlined in the Code of Ethics and Code of Conduct, and the **activities reported in the 2022 Sustainability Report** were identified. The legal and regulatory D&I requirements for all legal entities in the group were then examined. The focus was on various topics such as **family conditions**, **multiculturalism**, **sexual orientation**, **generational differences**, **gender balance** and **physical abilities**.



ERGs

The important work of the **Employee Resource Groups (ERGs)**, voluntary groups consisting of, led and trained by Barilla people, continues unabated. The ERGs aim to promote an increasingly inclusive corporate culture and stimulate cultural change within the company, addressing issues ranging from disability to LGBTQ+ rights. There are currently **18 Barilla ERGs** worldwide, actively involving almost 2,000 people in various D&I initiatives.

The latest is **BeKindToNature**, the aim of which is to promote awareness and inspire individuals and organisations towards sustainability through eco-conscious initiatives that can generate positive effects on our working environment, community and planet.

In line with the active listening approach among employees, focus groups have been organised on the topics of flexibility and personal autonomy. These topics were crucial for the employees and the intention is to explore them further in order to gather useful ideas for further opportunities and improvements.



TALENT ATTRACTION & DEVELOPMENT

RETENTION & ATTRACTION

Barilla searches for potential candidates through various channels, including **university collaborations**, **recruitment events**, **job advertisements** and **social media platforms**.

Using data analytics, Barilla proactively interacts with potential candidates who mirror the company culture. Barilla's commitment to creating an **attractive brand** in which to work reflects its dedication to **sustainability**, **diversity** and **innovation**, succeeding in attracting candidates with similar interests.

Barilla offers a variety of **benefits and growth opportunities**, including training programmes, mentoring and career advancement pathways. For a comprehensive assessment of candidates, Barilla uses various techniques, including behavioural and competency-based interviews and other tools such as assessments and simulations.

These methods enable Barilla to assess the skills, experience and potential fit of candidates within the organisation.

TALENT MANAGEMENT

Barilla has adopted an effective Talent Management system to ensure **continuous professional development for its employees**.

By means of annual evaluations, each staff member is examined and placed in a specific category, to suggest **possible professional development and career advancement**. In addition, the talent management approach makes it possible to recognise and develop individuals with promising performance and potential, designating them as junior or global talent. These people follow targeted development pathways, which prepare them to assume **leadership roles** in the Group over the next five to ten years.

In summary, Barilla's talent management strategy focuses on **fostering a culture of learning and development** in order to attract and retain the best talent, offering them **opportunities for growth and advancement**.

3,206 BARILLA PEOPLE
INCLUDED IN THE ANNUAL
PERFORMANCE AND **TALENT**
MANAGEMENT SYSTEM
(42% OF WHOM WERE **WOMEN**)



HIRES BY GEOGRAPHICAL AREA AND GENDER

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	113	70	183	106	76	182	114	87	201
Rest of Europe	144	86	230	211	101	312	170	69	239
Americas	107	58	165	105	55	160	76	39	115
AAA	34	12	46	9	22	31	12	11	23
Rest of the world	60	22	82	45	30	75	13	33	46
Total	458	248	706	476	284	760	385	239	624

TERMINATIONS BY GEOGRAPHICAL AREA AND GENDER

	2023			2022			2021		
	Uomo	Donna	Totale	Uomo	Donna	Totale	Uomo	Donna	Totale
Italy	186	54	240	189	61	250	158	45	203
Rest of Europe	174	99	273	165	108	273	154	57	211
Americas	103	38	141	100	50	150	70	39	109
AAA	30	22	52	10	15	25	15	10	25
Rest of the world	37	23	60	34	25	59	13	8	21
Total	530	236	766	498	259	757	410	159	569

HIRES BY GEOGRAPHICAL AREA AND AGE BRACKET

	2023			2022			2021		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	85	94	4	84	93	5	121	77	3
Rest of Europe	94	119	17	118	179	15	90	129	20
Americas	64	82	19	62	75	23	48	48	19
AAA	22	23	1	18	13	0	8	15	0
Rest of the world	26	51	5	21	51	3	18	27	1
Total	291	369	46	303	411	46	285	296	43

TERMINATIONS BY GEOGRAPHICAL AREA AND AGE BRACKET

	2023			2022			2021		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	17	59	164	22	64	164	19	29	155
Rest of Europe	61	136	76	51	151	71	46	88	77
Americas	50	66	25	46	74	30	30	48	31
AAA	8	33	11	9	16	-	5	16	4
Rest of the world	10	34	16	8	31	20	1	19	1
Total	146	328	292	136	336	285	101	200	268

TURNOVER RATE BY GENDER³

POSITIVE STAFF TURNOVER RATE

2023			2022			2021		
Male	Female	Total	Male	Female	Total	Male	Female	Total
8.3%	9.6%	8.7%	8.5%	11.1%	9.3%	6.9%	9.3%	7.6%

NB: Data on the positive staff turnover rate refer to Barilla Group employees on permanent contracts.

NEGATIVE STAFF TURNOVER RATE

2023			2022			2021		
Male	Female	Total	Male	Female	Total	Male	Female	Total
9.6%	9.1%	9.5%	8.9%	10.1%	9.3%	7.3%	6.2%	6.9%

NB: The figures concerning the negative staff turnover rate refer to Barilla Group employees on permanent contracts.

TURNOVER RATES BY AGE BRACKET

POSITIVE STAFF TURNOVER RATE

2023			2022			2021		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
32,4%	9,5%	3,1	33,0%	15,4%	3,1%	32,8%	7,2%	1,3%

NEGATIVE STAFF TURNOVER RATE

2023			2022			2021		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
16.3%	8.4%	8.4%	14.8%	12.6%	19.0%	11.6%	4.8%	8.4%

Further elements aimed at enhancing Barilla's people retention are the focus on resource growth, promoted by training programmes, employee engagement, fostered and strengthened by internal communications, and work flexibility, facilitated by the introduction of smart working.

3. In the calculation of new hires and the turnover rate (GRI indicator 401-1), employees on a permanent contract type were considered; employees with a fixed-term contract were excluded

BARILLA LEARNING & DEVELOPMENT

At Barilla, **training pathways** have been defined to **foster the professional growth of its People**, expanding their knowledge and skills and investing in each person's potential. In 2023 alone, this commitment resulted in **166,395 hours of training** delivered, with an investment of **over 4€ million**.



The Group uses the **Barilla Learning & Development** programme, designed to adapt to different learning needs. It constitutes an eco-system that integrates interactive classrooms, e-learning modules and webinars, thus creating engaging and varied learning paths.

Within the learning platform, Barilla offers additional resources to explore content further and tools to monitor progress and identify areas for improvement. The Group does not limit itself to the traditional approach: the programme also includes coaching and mentoring to foster individual growth, focusing not only on technical skills, but also stimulating critical thinking, adaptability and leadership skills, which are necessary in today's professional landscape.

In summary, the Barilla Group offers flexible and customisable learning modules aimed at promoting comprehensive professional growth.

AVERAGE TRAINING HOURS BY CATEGORY AND GENDER (ITALY)

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executives	9.93	16.33	11.73	16.86	17.14	16.94	6.88	5.20	6.46
Managers	18.16	17.89	18.06	24.84	18.58	22.31	15.04	18.53	16.39
White-collar workers	22.11	20.47	21.41	22.89	19.32	21.39	23.37	24.72	23.91
Blue-collar workers	15.70	8.50	13.90	13.50	7.81	12.12	12.75	6.41	11.23
Salesforce	10.60	19.11	12.72	13.02	17.64	14.20	14.98	18.91	15.92

AVERAGE TRAINING HOURS BY CATEGORY AND GENDER (GROUP)

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executives	13.51	16.67	14.50	22.45	29.54	24.50	9.13	17.32	11.30
Managers	14.15	15.14	14.55	19.54	20.92	20.13	15.77	17.84	16.60
White-collar workers	20.97	14.98	18.15	25.87	14.63	20.32	21.38	18.43	20.02
Blue-collar workers	23.98	18.72	22.67	16.75	11.91	15.54	14.25	10.66	13.36
Salesforce	10.17	14.43	11.46	10.11	10.77	10.32	10.85	10.96	10.88

INTERNAL COMMUNICATIONS

Since 2020, internal communications have gained strategic importance within Barilla, keeping employees up to date on key events and issues. In line with this objective, the introduction of a new strategy and the arrival of the new CEO in 2023 were announced through various internal channels: videos distributed globally, two **B Together** events, newsletters and news published on Barilla's internal portal, known as OneBarilla. In 2023, this portal recorded the figures below:



To engage all Barilla people in the company's strategies and initiatives, the following internal events were planned for 2023:

- **Two Global Town Halls** in April and October, where results on the company's performance and major initiatives were shared.
- **Two B Together 2023** events in June and December, with a specific focus on the new strategy and business model. Over **100 global newsletters** on specific topics, such as the launch of the Sustainability Report, D&I initiatives, the work@Barilla programme.

B TOGETHER 2023 KPI'S



SMART WORKING

Since 2013, Barilla has been implementing hybrid working methods via smart working, which has been gradually **extended** over the years **to the entire company population**.

Smart working means giving our people the choice of where and how they work. With the **Work@Barilla** project, people have the option to determine their own way of working according to personal and business needs.

The project is based on **three integrated pillars**:

TECHNOLOGY

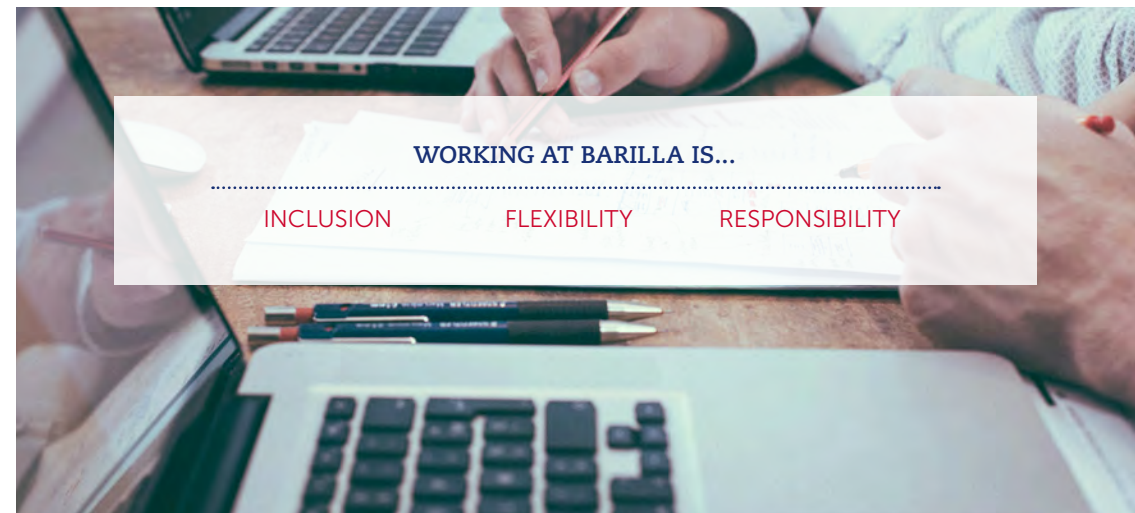
the most advanced tools enabling **mobility and virtual collaboration**, making work more **efficient and faster**

WORKSPACES

the **design of workspaces** that foster interaction, flexibility and well-being

NEW PRACTICES

new **practices and behaviours** that enable employees to work towards **higher performance more flexibly**, depending on business needs.



INDUSTRIAL RELATIONS

Barilla works with the relevant **trade union organisations** to create a constructive and effective dialogue based on fairness and openness. Trade union interaction is handled on a range of levels:

○ **EUROPEAN WORKS COUNCIL (EWC)**: a trade union body that facilitates dialogue between the company and trade unions through a process of information and consultation. Its operations are governed by a trade union agreement between the central management and representatives of the European countries in which the company operates. The EWC representatives are appointed by the trade unions in the countries involved and are supported by the European Trade Union Federation.

○ **NATIONAL TRADE UNION COORDINATION OF THE R.S.U. (UNITARY WORKPLACE UNION STRUCTURES)**: the trade union representative body at national level (Italy) covering the general issues affecting the Group's activities, especially the economic and organisational dynamics at sites in Italy. It discusses and signs agreements of national importance. Its representatives are chosen by the national trade unions from among United Trade Union Representatives and are supported by Territorial Trade Union Secretariats.

○ **UNITED UNION TRADE UNION REPRESENTATIVES (R.S.U.)**: they represent individual sites or organisational areas and are present in all Italian units (factories, mills, headquarters, sales area), dealing with local issues relating to safety, work organisation, production, employment, training and contracts. The trade union representatives are elected periodically through procedures organised by the trade unions and are supported by the territorial trade union secretariats.

In **2023**, of the total number of hours worked, **only 0.1% were affected by strikes**, partly as a result of a well-established system of constructive and fruitful industrial relations.

On **18 July 2023**, an agreement was signed between Barilla and the food industry unions to renew the supplementary labour contract (2023-2025), providing for an increase in the bonus for objectives of up to €260 per month. The agreement also includes the creation of an hours fund to support workers with specific personal or family needs, with the company contributing 24 hours per case. In addition, 16 paid annual hours were added for the care of young children and elderly parents.



HEALTH & SAFETY

“Putting Barilla people's Health & Safety first”

Aspects and issues relating to **people's health and safety** are **prioritised in determining** the company's **organisational choices and culture**.

The main objective is to achieve **zero accidents** by defining a set of guidelines and actions to co-ordinate initiatives and actions, as well as by fostering a proactive attitude towards safety and an open and constructive dialogue between management and workers at all company sites.

The main activities implemented to mitigate accident risks include continuous training and information, supervision and control activities to ensure compliance with company directives, delivery and use of personal protective equipment (PPE), and maintenance of machinery and equipment.

To this end, the **Culture on Safety project** was launched at Italian sites in 2021, with the aim of a further extension to overseas sites, to raise awareness of health and safety issues in the workplace, and to change behaviour and corporate culture.

In addition, a **“Safety Virtual Game”** has been implemented at all Italian plants, with the intention of promoting training on the occupational health and safety of workers.

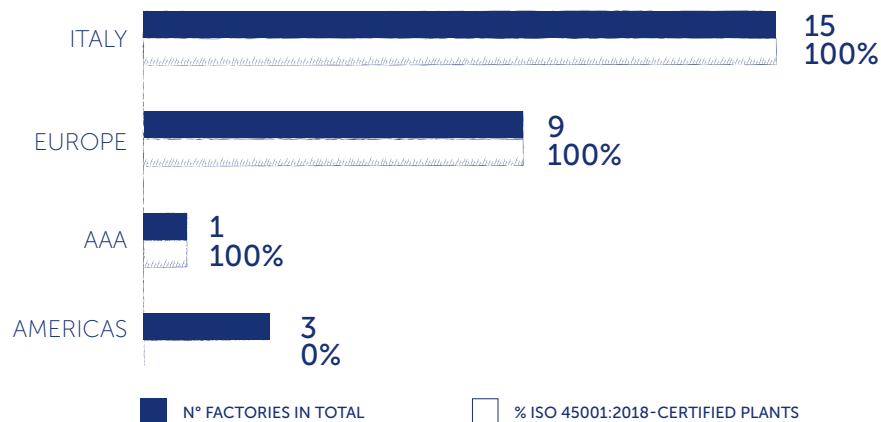
In addition to the measures mentioned above, the Group has adopted a specific **Corporate HSEE Policy** to protect health and safety in the workplace. At Group level, the HSEE Unit is responsible for drawing up guidelines on specific health and safety issues, which are implemented by the HSEE managers and professionals at the production sites, and in turn provides specific operational instructions on the management of health and safety risks in the plants.



The main documents in the field include the **Barilla Fire Safety Manual**, the first company guidelines drawn up over 15 years ago, which set out all the company's best practices for fire and explosion prevention. In addition, Barilla has introduced Integrated Management Systems in its production plants, in line with UNI ISO 45001 on health and safety issues, and with UNI EN ISO 50001 and UNI EN ISO 14001 for the management of environmental and energy impacts.

**92% OF EMPLOYEES WORK
IN UNI ISO 45001:2018-CERTIFIED
PRODUCTION FACILITIES**

ISO 45001:2018-CERTIFIED FACTORIES WORLDWIDE



For over a decade, the Group has been working on certifying its occupational health and safety management systems, covering more than 90% of its plants with external certification by an independent third party.

At Barilla, **audits** of various kinds (third-party verification, internal and departmental audits) are conducted to verify compliance with laws, local regulations and international standards on health and safety, fire prevention, the environment and energy.

On an annual basis, the HSEE team conducts audits⁴ of all production facilities, which generally include document checks, site visits and employee interviews.

Specific audit activities are also carried out on contractors operating at Barilla's factories, to verify their compliance with applicable laws and local regulations. All contractor activities are monitored locally by the HSEE Plant Manager/Professional.

The Group constantly monitors the company's healthcare via supervision by the Occupational Physician, as the competent entity. Once hired, all Barilla employees must undergo a medical examination by the **Occupational Physician** at the relevant plant. The frequency of these examinations is determined by the competent doctor, based on the risk assessment corresponding to each employee's role.

To promote the health of its employees, Barilla runs annual flu vaccination campaigns in all Italian factories and offices and, when possible, also abroad, together with regular awareness campaigns on health and prevention issues (e.g. postural training for offices). To strengthen and disseminate a shared and integrated health and safety at all company levels, the Group emphasises the need and importance of promoting dialogue and discussion, specific communication plans and training. Barilla is committed to implementing a participatory system through shared reporting platforms and through the **Workers' Safety Representatives** (WSR). Specifically, they represent and safeguard workers' rights in the area of safety in the workplace by guaranteeing the improvement of its quality and psychological/physical working conditions, by fostering dialogue between the company and its workers.

4. In 2023, over 110 audits were conducted at plants to verify compliance with local occupational health and safety rules and regulations and alignment with applicable regulations and certification standards.

In addition, Barilla considers the role of training for workers to be fundamental, to enable them, in the performance of their duties and tasks, to adopt the utmost care and diligence in aspects related to their own health and safety and that of others. The Group provides **ad-hoc training to all new recruits**, and when changing roles, with a specific focus on the main risk areas related to the job. In addition, emergency teams attend specific courses on fire and explosion prevention and first aid.

In 2023, training courses on safety culture were developed, to increase people's awareness of these issues. In total, some 80,000 **hours of training** were delivered to the Barilla workforce on these topics in 2023 (including training activities carried out in the factories by temporary workers and practical tests).

Since 2020, Barilla has been using the **CSR Tool** to monitor trends in accidents and the nature of occupational diseases, both for its own employees and for non-employees⁵. In addition, accident reduction targets are set every year for each Barilla factory. These data are monitored monthly through an internal tool known as the Supply Chain Scorecard, which allows analyses and comparisons to be made between the various plants on the basis of specific predefined KPIs (on issues related to health and safety, environment, energy, production, complaints, etc.).

In 2023, the total number of hours worked by Barilla employees was 12,643,516⁶, during which 111 accidents were recorded, a decrease of 58% compared to 2010. Of these, five were classified as serious⁷. There was also one fatal accident in AAA in 2023.

Injuries are mainly due to slips and falls, bruises or crushing, impacts against work equipment, human-machine interaction (blows or cuts), etc.

5. The figures for non-employee workers (mainly temporary and agency workers) are indicative and, due to difficulties in finding information, do not include all operational sites. Accidents (among both employees and non-employees) are mainly due to slips and falls, bruises or crushing, impacts against work equipment, accidents due to human-machine interaction (blows or cuts) and unco-ordinated movements.

6. The total number of hours worked by Barilla employees has been calculated by considering 1,800 hours per capita per year for offices abroad.

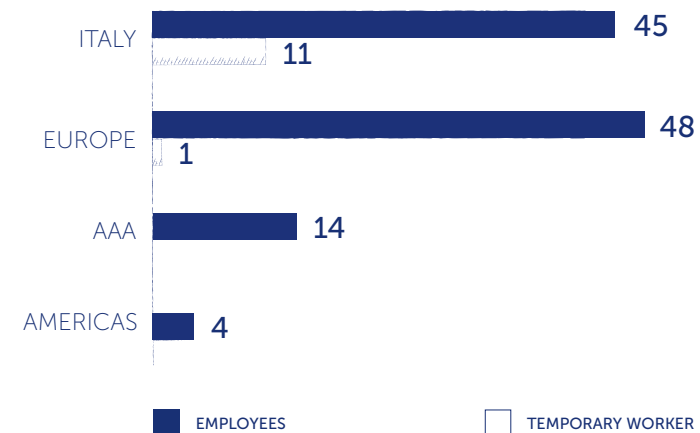
7. An accident is classified as serious if it causes an absence from work of more than 180 days.

With regard to occupational diseases, 10 cases occurred (2 in Italy, 5 in the Rest of Europe and 3 in America).

There were 12,173 reports and near-misses (662 in Italy, 11,260 in Rest of Europe, 3 in AAA and 249 in America), approximately 29% more than in 2022.

With regard to non-employed workers, 12 accidents were recorded, none classified as 'serious' and no cases of occupational diseases.

ACCIDENTS BY GEOGRAPHICAL AREA



OCCUPATIONAL HEALTH & SAFETY INDICATORS FOR EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2023	2022	2021
8.78	6.68	6.13

Rate of recordable accidents at work calculated as follows: (total number of recordable accidents/total number of hours worked)*1,000,000.

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATHS)		
2023	2022	2021
0.40	0.57	0.22

Rate of accidents at work with serious consequences calculated as follows: (total number of accidents at work with serious consequences/total number of employees) *1,000,000.

RATE OF DEATHS DUE TO ACCIDENTS AT WORK		
2023	2022	2021
0.08	0	0

Mortality rate due to accidents at work: (no. of deaths due to accidents at work/no. of hours worked) * 1,000,000.

ACCIDENT SEVERITY RATE		
2023	2022	2021
0.29	0.25	0.21

Severity rate calculated as: (total number of days of absence due to accident/total number of hours worked) *1,000

ACCIDENT INCIDENCE RATE		
2023	2022	2021
1.34	1.11	1.00

Incidence rate calculated as: (total number of accidents/total number of employees) *100.

OCCUPATIONAL HEALTH & SAFETY INDICATORS FOR NON-EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2023	2022	2021
12.75	16.66	15.76

Rate of recordable accidents at work calculated as follows: (total number of recordable accidents/total number of hours worked)*1,000,000.

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATHS)		
2023	2022	2021
0	3.20	-

Rate of accidents at work with serious consequences calculated as follows: (total number of accidents at work with serious consequences/total number of hours worked) *1,000,000.

POSTURAL/FUNCTIONAL GYMNASTICS & HATHA YOGA PROGRAMMES

To improve its people's psychological and physical well-being, Barilla has launched a postural/functional gymnastics programme in 2022 and a Hatha Yoga programme, also confirmed for 2023.

The aim of such a programme is to improve psychological and physical well-being by correcting bad postural habits due to excessive activity, sedentary living or work involving incorrect posture.



COMMUNITY RELATIONS

—

“Supporting non-profit organisations that support communities in need is a concrete commitment Barilla has made for years”

Barilla has always emphasised a **deep-rooted connection with local communities**, demonstrating not only a profound connection with the city of Parma, but also attention to the needs of the various communities in which it operates. Forming meaningful relationships and fostering values that generate community benefits are fundamental aspects of the Group's work.

Barilla has long been involved in numerous actions and projects aimed at **facilitating access to food for communities in need, promoting nutrition education, social inclusion and local economic development**. In parallel, Barilla has built and strengthened a tight-knit network of partnerships with local authorities, charities, local companies and non-profit associations, through sponsorships and donations of both money and products.

Barilla's work has long been characterised by the adoption of a **systemic co-planning approach**. This process begins with the identification of community needs and priorities, moves on to co-design

**Over €3 million
donated in 2023**

with the relevant local authorities and implementation, and ends with the verification of results with a view to continuous improvement.

Over 3,200 tonnes of food products donated in 2023

Barilla ensures that all activities are carried out in compliance with the law and with transparency, and to this end has drawn up a specific policy, "Non-Profit and Charitable Contributions", setting out the roles, responsibilities and operational arrangements for managing charity and donation activities.

Throughout its history, Barilla has contributed to complex situations. Specifically in the last three years, it has worked to tackle the flooding emergency in Emilia-Romagna and support communities affected by natural disasters, actively supporting international organisations, institutes, associations and NGOs (such as the Red Cross, UNHCR, UNICEF and Caritas International).

Over 1,000 hours of corporate volunteering in 2023



DONATIONS

The following non-profit organisations accounted for 85% of the total donations:

- Worldwide: Food banks network
- Europe: European Food Banks Federation
- Banque Alimentaire and Restos du Cœur in France
- Food Bank in Germany
- Sam-help, Gnosjohelper, OSS-help in Sweden
- America/United States: Feeding America, Food Bank in New York, Bancos de Alimentos in Brazil
- Italy: Banco Alimentare, Caritas, Emergency, Community of Sant'Egidio, Community of San Patrignano, Network of Solidarity Stores, Daily Bread, Apostolic Electorate, Red Cross/Civil Defence
- AA&A: Food Bank Australia, TIDER Food Bank in Turkey



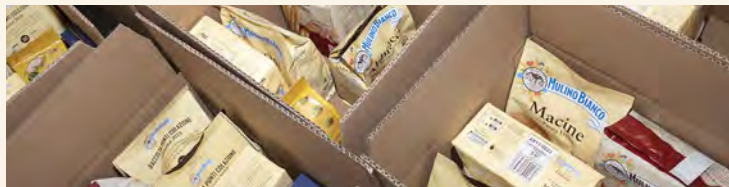
OUR SUPPORT FOR PEOPLE AFFECTED BY NATURAL DISASTERS



Barilla has played a significant role in supporting local populations affected by natural disasters, by implementing initiatives aimed at affected communities.

One of the best known examples of this commitment is the **donation of €1 million to the Civil Defence to support victims of the floods in Emilia-Romagna**. The support was not limited to the economic aspect: Barilla worked closely with the Civil Defence to identify the worst affected communities and their main needs, and involved its engineers and technicians in the identification and implementation of reconstruction projects.

Following the same approach, after the terrible earthquake in L'Aquila, Barilla contributed to the reconstruction by donating a gymnasium to the village of San Demetrio. These initiatives show Barilla's active approach to supporting communities during crises, offering not only economic support, but also services and infrastructure.

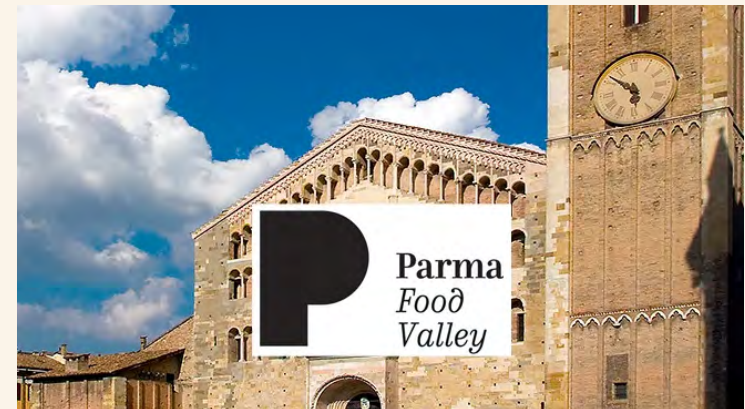


SOCIAL COMMITMENT & RESPONSIBILITY: BARILLA'S ROOTS IN PARMA

Rooted in the heart of Parma, a city declared a **Unesco heritage site for gastronomic creativity**, Barilla's activities emphasises the unbreakable bond between the company and the local area.

In this context, the **Food Valley** is a hub to recognised and leverage Parma's culinary wealth, combining **prosciutto, pasta, Parmesan cheese and fish**. The area has therefore become a true epicentre of quality food production.

Barilla, in particular, has become its beating heart, embodying the legacy and future of Parma gastronomy. To confirm its commitment to the community, the company **annually donates medical equipment to the Pietro Barilla Children's Hospital**. This gesture demonstrates not only Barilla's great attention to the health and well-being of local children, but also its long-term commitment for its resources to serve the community.



DYNAMO CAMP



Dynamo Camp is the **first recreational therapy camp in Italy**, which for years has offered a safe and fun refuge for children and young people suffering from serious or chronic illnesses, as well as their families, free of charge.

Not just a holiday resort, it is also opportunity to receive qualified assistance. Dynamo Camp aims to help young guests rediscover peace of mind, a carefree attitude and above all self-confidence.

Always keen to support charities, Barilla gave its employees the opportunity to **apply to become corporate volunteers at Dynamo Camp** during the year.



BARILLA OPEN DOORS 2023

To bring people closer to its values and products, Barilla has successfully developed an experiential route for external guests at the Pedrignano factory near Parma.

237 free guided tours were held from June to November with 4,033 people (both private individuals and students and members of associations, organisations and institutions); modular **storytelling tours** included **elements of the Barilla Collection of Modern Art**, the **Barilla Historical Archive** and the **Barilla Pasta Factory in Pedrignano**, with excellent feedback from participants (satisfaction index 97/100).



Barilla agriBosco

On 21 November 2021, to coincide with **National Tree Day**, “**agriBosco**” was unveiled, in a joint initiative involving Barilla, Legambiente and AzzerOCO2.

The project site is located in Parma, near Barilla's pasta-making plant, and covers **23 hectares of land**.

During **Cibus 2022**, Barilla opened the agriBosco to employees and local communities, offering the possibility to walk through sunflower fields and sustainably cultivated fields of common and durum wheat. Visitors can also explore a forest of almost **3,000 trees of native species**, selected in conjunction with the **KilometroVerdeParma Forestry Consortium**.

The agriBosco also features **themed trails focusing on sustainable agriculture, beekeeping, biodiversity conservation and water saving**. The areas are also available for **recreational and social activities**, such as sharing vegetable gardens and farm orchards, for children, schools, associations and adults.

According to **AzzeroCO2** estimates, Barilla's agriBosco, which covers more than 54,000 m², will contribute by **absorbing 13,000 kgCO_{2eq} per year for the next 100 years**.



agriBosco



LEGAMBIENTE



Legambiente, an Italian environmental association, **supports companies in their corporate volunteering activities** by organising ad-hoc days for employees.

The activity proposed to Barilla **concerned the cleaning of the Falcone Borsellino Park and the I Maggio (former Eridania) Park**, located in Parma. Specifically, the brand's employees were invited to take to the field to participate in a half-day corporate volunteering activity to clean the two aforementioned parks. Participants were responsible for collecting waste in the areas entrusted to them by "plogging", a new eco-friendly trend that consists of picking up waste the person sees while jogging or engaging in another outdoor sport.



**CORPORATE VOLUNTEERING:
BARILLA – BANCO ALIMENTARE INITIATIVE**

The mission at **Banco Alimentare**, an umbrella body that works with 7,600 charities, is to **raise awareness in society about the importance of food, the need for sharing and the issue of food waste**.

Barilla has long been a strategic partner in terms of the quantity and variety of products donated, and indeed is the **leading donor of surplus food in terms of quantity**. The sensitivity of Barilla's people, together with the Banco Alimentare network in support of the most vulnerable, is a fundamental element in giving others a small moment of happiness and joy, especially in times of difficulty.

As such, in March 2023, the **"International Day of Happiness"** was organised, as an event promoted by Mulino Bianco and Banco Alimentare. During this day, 160 Barilla employees engaged in voluntary work in 10 Italian regions, preparing food parcels for families in need. It resulted in the **donation of approximately 16 tonnes of food products**.





GOVERNANCE

WE LOOK AHEAD
TO THE FUTURE
WITH PASSION
AND
RESPONSIBILITY

CORPORATE GOVERNANCE

The Barilla Group has adopted an **administration and control system** based on the **traditional model**, which includes:

BOARD OF DIRECTORS¹

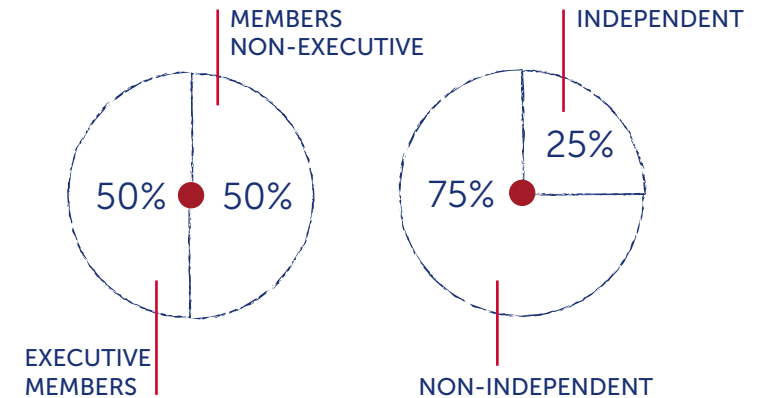
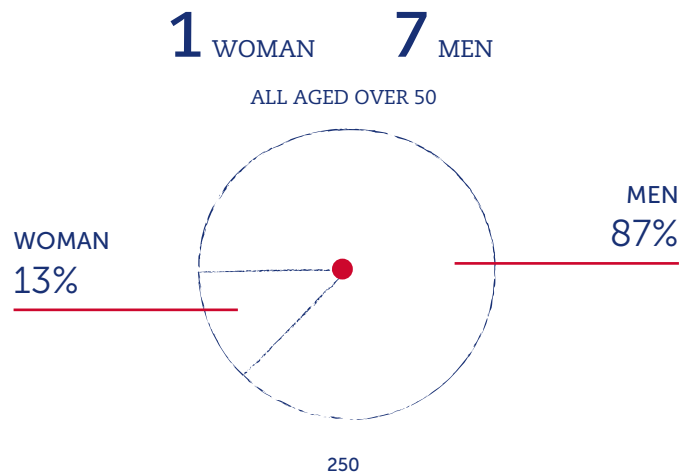
It consists of eight directors: four executive and four non-executive (including two non-independent). The Board is responsible for the ordinary and extraordinary management of the Company, assesses the adequacy of the organisational, administrative and accounting structure, and is responsible for the broader evaluation of management performance. Barilla has appointed a Remuneration Committee, a Strategy Committee and an Ethics and Compliance Committee, in addition to the Supervisory Board, in accordance with Legislative Decree 231/2001

BOARD OF STATUTORY AUDITORS

Consisting of five auditors appointed for three financial years, it monitors compliance with the law, the Articles of Association and compliance with the principles of proper administration.

SHAREHOLDERS' MEETING

Appoints the members of the Board of Directors and Board of Statutory Auditors, and approves the financial statements



¹ The current members of the Board have been in office for one year. As set out in the Articles of Association, the duration of their term of office is one to three years and is established from time to time by the Shareholders' Meeting upon their appointment. Members are evaluated and appointed in accordance with the Italian civil law system, taking into account possible causes of ineligibility (and disqualification), as well as on the basis of shareholders' agreements and whether they possess specific skills. Members are eligible for re-election and, in the current formation, there are no members representing vulnerable or under-represented social groups.

In addition, again under the Articles of Association, the Board elects a Chairman if the Shareholders' Meeting has not done so, and one or more Vice-Chairmen, who remain in office for the entire duration of their term as Directors. In the event of the Chairman's absence or impediment, the Vice-Chairman and the oldest Director will take his/her place, in order. Specific functions are reserved for the current Chairman of the Board, including: the appointment and dismissal of Executives; the approval of Budgets and Business Plans (jointly with the General Manager); the approval of resolutions to be adopted by subsidiaries, with the exception of specific matters (for which the Board of Directors' approval is required under the Articles of Association); as well as the legal representation of the Company. The positions of Chief Executive Officer and General Manager were reconfirmed on 10 May 2023, as being held by another director.

To mitigate potential situations of conflict of interest, the Group has adopted a Code of Ethics. In addition, all Board members, upon appointment, are required to make a declaration stating that no conflict of interest applies (for further information, see the "Code of Ethics" section of this document).

Finally, it should be noted that two committees were established in 2022 with advisory functions – the Remuneration Committee, on 1 January 2022, and the Strategy Committee, on 27 October 2022 – to support the Board of Directors on specific matters. The Strategy Committee consists of four members, all men, three of whom are executive and non-independent and one of whom is non-executive and independent. The Remuneration Committee consists of four members, all men, two of whom are executive and non-independent and two of whom are non-executive and independent. The members of this committee also include an external consultant with expertise in remuneration matters.

REMUNERATION POLICIES

The process relating to remuneration policies, with reference to the members of the administration and management bodies, is entrusted to the Remuneration Committee, which is advisory in nature for the benefit of the Barilla Board of Directors and, considering that the Company has a managerial and operational remit in remuneration matters, also for the other Group companies.

The tasks assigned to the Committee include:

- **formulating opinions on the remuneration of Executives** (or similar managers) in terms of the fixed component (base salary and insurance benefits of other kinds) and/or in the variable component in whatever form expressed (short-term and/or long-term incentives and/or stock options and/or other bonuses in correlation with the targets set and company objectives);
- **formulating opinions and proposals on the remuneration of Executives with strategic responsibilities and the levels reporting to them** including the setting and reporting of targets against which performance is measured;
- **formulating opinions and proposals on the remuneration of Directors** (including those with proxies) to be submitted to the Ordinary Shareholders' Meeting and the Board of Directors respectively;
- **periodically assessing the adequacy and overall consistency of the remuneration systems** in place, including on the basis of comparisons with labour market practices and information drawn from available benchmarks, if necessary also with the assistance of external consultants;
- **monitoring the development and implementation of remuneration policies and practices**, proposed by the said Committee and approved by the Board of Directors, making recommendations where necessary.

SUSTAINABILITY GOVERNANCE

The changing legislative environment and increasing focus on sustainability require companies to reconsider how this is integrated into business strategies, reporting processes and governance models. Barilla has been voluntarily working on this integration for the past 15 years and has recently embarked on a process to redefine its **Environmental, Social and Governance (ESG) strategy** for 2024, in line with the company's broader strategic decisions. The intention is to make **ESG a catalyst for differentiation in the business**, to gain a competitive advantage and lay the foundations for compliance with existing and pending regulations.

To meet these challenges, Barilla has decided on new sustainability governance (**Barilla ESG Governance Ecosystem**), consisting of **three main working groups**: ESG Board, ESG Core Team and ESG Leaders.



A NEW SUSTAINABILITY GOVERNANCE

FROM STRATEGY

TO ROADMAPS AND ACTIONS

TO IMPACTS

BOARD OF DIRECTORS

ESG Board

ESG Core Team

ESG Leaders

ESG Leaders

ESG Leaders

Mirror groups

Mirror groups

Mirror groups

Mirror groups

ESG GOVERNANCE ECOSYSTEM

ESG BOARD

The **ESG Board**, made up of senior Company managers, provides strategic indications to contribute to formulating a long-term vision, to set short-term priorities for the company and to ensure the proper involvement of ESG leaders and teams. It is also responsible for sharing the Agenda with Barilla's Executive Committee and the Board of Directors for their final approval.

ESG CORE TEAM

The **ESG Core Team** supports the **ESG Board** in defining the **sustainability strategy** and its subsequent transposition into a roadmap and implementation plan, for which it is responsible for co-ordinating the various initiatives and for involving internal and external stakeholders. It also monitors and manages the overall performance of the ESG portfolio, ensuring consistency with the corporate strategy. Finally, the ESG Core Team provides intelligence by identifying the main emerging trends, benchmarking the main market players and related best practices, to contribute to the dissemination and awareness of ESG issues together with ESG leaders.

ESG LEADER

ESG Leaders – representatives of individual areas of the company (Processes and Business Units) contribute to the development of the **ESG plan**, by identifying significant initiatives and involving key figures in their implementation. Once the plan has been decided on, Leaders are responsible for the initiation and execution of activities within the different business units, and for the evaluation of the ESG KPIs related to these initiatives. They play a crucial role in promoting an ESG culture within the company, acting as ambassadors and experts on sustainability issues in their respective areas. In addition, ESG Leaders have the task of forming "Mirror Groups", i.e. teams of people to become points of reference, who will be crucial for the success of ESG initiatives.

CODE OF ETHICS

Barilla's Code of Ethics is the document that sets out the corporate culture and formalises the values the Company recognises in itself and on which it bases its way of doing business, by respecting and protecting the interests of all individuals and the planet on which we live.

The Code of Ethics² hereinafter "the Code"), is at the apex of the Group's internal management policies and procedures, is approved by the Parent Company's Board of Directors, and forms an integral part of the **Organisation, Management and Control Model** (hereinafter "the Organisational Model" or "OM"). It is also adopted by the Group in accordance with Legislative Decree 231/2001, and sets out the values, guidelines and ethical principles to which those working for the Company (Barilla People and stakeholders) must adhere in their everyday work. Both the Code and the OM are published on the website (www.barillagroup.com.it) >



² The Code of Ethics was approved by the Company's Board of Directors on 27 February 2019. The latest version was approved on 31 January 2024.

"About Us" > "Code of Ethics" > "OM – Barilla Iniziative S.p.A.") and on the whistleblowing platform, both of which are public, as well as on the company intranet.

In defining its values, the Code draws inspiration from some of the main international benchmarks on rights: the UN Universal Declaration of Human Rights, the International Labour Conventions and Recommendations issued by the International Labour Organisation (ILO), the Earth Charter drawn up by the Earth Council and the principles set out in the Global Compact proposed by the UN. The Code expressly provides for a commitment to pursue a production model that respects human rights, the regenerative capacity of the Earth and the wellbeing of the community, promoting human development in an equitable and sustainable manner, in the knowledge that social and ethical responsibility also extends to communities, especially in developing countries that produce raw materials used for certain products. In addition, the Document considers the **"Precautionary Principle"**, i.e. the principle that, in the event of doubt as to the harmlessness to the environment or health of a product or production method, the burden of proof that it is not harmful must be borne by the manufacturer.

The Code is shared with all Barilla People upon employment (in the form of a clause included in employment contracts, according to which each employee undertakes to comply) and through specific training plans and awareness-raising and communication activities; it is also shared with business partners at the beginning of each relationship (in the form of a clause included in contracts, according to which each third party undertakes to comply).

The control of compliance with the Code of Ethics, on a global level, is entrusted to the Group **Compliance and Audit Committee**, which, together with the Supervisory Board referred to below, provides indispensable structured and systematic oversight of the governance, risk management and internal control practices of the corporate organisation. This Committee is also tasked with overseeing internal and external audit activities, thus ensuring that Barilla constantly continues to operate in accordance with the highest level of integrity and ethical standards.

Adherence to the Code and to the Organisational Model is further guaranteed in Italy by the **Supervisory Board**, made up of two external members and one internal member, selected in such a way as to guarantee the autonomy, independence, professionalism and continuity of the Board's work, as further structured and systematic oversight of the governance, risk management and internal control practices of the corporate organisation, including by ensuring and promoting compliance with applicable regulations and the Barilla Code, policies and procedures. This Committee is also tasked with overseeing internal and external audit activities, thus ensuring that Barilla continues to operate in accordance with the highest level of integrity and ethical standards.

For all Barilla People and the Company's stakeholders to report, in good faith, conduct not in line with the Code of Ethics, Policies and Procedures or applicable regulations, the Group has set up a **whistleblowing system**, consisting of a multi-language online platform, accessible through the corporate intranet (OneBarilla > Ethics & Compliance > Whistleblowing), the Group's institutional website (barillagroup.com > "About Us" > Whistleblowing), a dedicated telephone line, again multilingual, the contact details of which can also be found on the aforementioned platform, and specific e-mail addresses for that purpose. These channels, and the activities resulting from the receipt of any reports, are managed in compliance with current whistleblowing legislation.

Barilla also provides the option for the whistleblower to approach the Group Compliance and Audit Committee directly, instead of the Local Whistleblowing Committees, where applicable. The methods and operating instructions on the use of whistleblowing channels are duly set out in the Corporate Policy on Whistleblowing, supplemented on the basis of applicable national regulations by specific local Policies, available to Barilla People and to the Company's stakeholders on the aforementioned online platform and, for Barilla People, on the corporate intranet. The Company is committed to ensuring the utmost confidentiality in the handling of reports and will not tolerate any form of retaliation that may result from the report. Eight reports were received via the whistleblowing system in

2023 (14 in 2022), which were followed up on a case-by-case basis with preliminary investigations which, in some cases, were followed by corrective action and, in some cases, were closed if the reported conduct was found to be unfounded after adequate investigation.

The Code also governs **conflicts of interest**; to this end, Barilla and its people undertake not to engage in any conflict of interest, potential or otherwise. Any company representative who considers themselves to be affected by a conflict between their personal interest, on their own behalf or on behalf of third parties, and the interests of the Company, must immediately inform their line manager, the Board of Directors, the Board of Statutory Auditors and/or the Supervisory Board/Global Ethics and Compliance Committee, as appropriate, while the specific rules laid down in the Civil Code remain valid. In addition, members of the Board of Directors are required to disclose any interests they may have in the Company's operations, in accordance with the Italian Civil Code and the Company's Code of Ethics³.

³ Specifically, Board members, upon appointment, are required to make a declaration stating that no conflict of interest applies. In the event that they have an interest in a certain transaction submitted to the Board of Directors for approval, they must inform the other members of the Board, the auditors and also the shareholders in advance if such a transaction is submitted to them for approval. This prior information, always in writing, must also be addressed to the Chief Legal, Communication and Compliance Officer, as well as to the competent geographically based Regional Legal Counsel. This obligation must be fulfilled orally if a member of the Board of Directors identifies the existence of an interest in a certain transaction only upon the adoption thereof. The responsibility and duty of disclosure also stand if the Board member leaves the meeting s/he should have attended when the resolution is on the agenda of the Board of Directors. In accordance with the specific policy on the disclosure of conflicts of interest (Corporate Policy on "Obligations to disclose the interests of directors and proxies"), which came into force on 1 January 2018, the above provisions apply to individuals in a representative role, who are required to disclose the occurrence of such situations.

ANTI-CORRUPTION

In line with its “Zero Tolerance” approach, the **Barilla Group is constantly committed to implementing all measures necessary to avoid episodes of active and/or passive corruption and bribery.**

Specifically, to complement the governance tools used to identify, prevent and control corruption-related risks (such as the 231 Organisational Model and the Code of Ethics), Barilla has established specific Policies:

ANTI-CORRUPTION POLICY

It establishes behavioural guidelines for all Barilla People. To support this policy, an IT tool has been integrated into the purchasing processes to detect whether suppliers have been involved in corruption.

ANTI-FRAUD POLICY

Aimed at enhancing internal awareness of the risk of fraud and strengthening the internal control system for management and prevention. The document also sets out the roles and responsibilities of each corporate function in identifying and handling possible incidents of fraud.

POLICY ON HANDLING GIFTS AND ENTERTAINING

Sets out specific guidelines for the handling of gifts offered and received, specifically indicating a maximum value above which gifts, both received and offered, are not permitted.

POLICIES ON NON-PROFIT AND CHARITABLE CONTRIBUTIONS

They identify the requirements that non-profit and charitable organisations must meet in order to receive products and donations from Barilla. Any initiative involving a contribution exceeding €10,000 must be notified to the relevant contact persons in the Human Resources & Communication and External Relations functions for approval.

Potential risks or cases of corruption **must also be reported through the whistleblowing channels provided by the Company.** For corruption cases relating to French territory, in accordance with the provisions of Law 2016-1691 (“Sapin II”), the Group has set up a specific e-mail address (alerte.ethique@barilla.com).

A further measure to prevent the risk of the offence of bribery being committed is staff awareness-raising and training in this field. In 2023, training courses for new recruits on anti-corruption were planned at Group level.

As proof of the effectiveness and efficiency of the Group’s controls in this respect, in 2023, the Group recorded no incidents of corruption relating to either employees or business partners.

EVALUATION OF PROCESSES AT RISK OF CORRUPTION

In Italy, as part of the risk mapping related to Legislative Decree 231, Barilla has evaluated:

- **37 corporate processes** (in line with the previous year), approximately 82% of the total mapped processes, as those with **the highest exposure to the potential risk of corruption vis-à-vis the Italian Government;**
- **32 corporate processes** (in line with the previous year), approximately 71% of the total mapped processes, as those with **the highest exposure to the potential risk of bribery among private individuals.**

The percentage of transactions assessed for corruption-related risks was 36% of the total number.

To verify the adequacy of the internal control system, for the purposes of mitigating the risk of “231” offences being committed, specific control activities were carried out in 2023 on the following processes:

- Direct purchase of goods;
- Indirect purchase of goods and services;
- Capital expenditure (purchase of capital assets);

- Purchase of consulting;
- Financial accounting;
- Management accounting;
- Financial statements;
- Staff administration;
- Charitable and non-profit contributions;
- Contracts with clients;
- Sales orders and active invoicing;
- Discounts and contributions for promotional activities;
- Distributions;
- Incoming payments;
- Credit management.

ANTI-COMPETITIVE BEHAVIOUR

Barilla firmly believes that a market characterised by free competition provides important benefits for consumers and drives companies towards new, innovative, sustainable and more efficient production methods. Barilla is therefore committed to working in full compliance with competition laws to protect market competitiveness.

For the proper management of this issue and its related impacts, Barilla has established specific **Anti-trust Guidelines**, in addition to the Code of Ethics and the Organisational Model. In particular, an **anti-trust compliance system** has been implemented, to prevent conduct detrimental to free competition, which includes both staff training and monitoring of the processes most at risk. The company also has specific support from the legal department regarding anti-trust issues. The effectiveness of the measures taken is continually evaluated, taking into account any critical issues encountered.



RISK MANAGEMENT

Barilla adopts an **Enterprise Risk Management (ERM)** model that ensures comprehensive and up-to-date mapping of all potential risks to which the Group is exposed.

In this regard, the ERM model sets out the roles and responsibilities of key stakeholders and the process whereby risks are identified, assessed, managed, prioritised and monitored according to their characteristics.



The Group's approach to risk management focuses on supporting decision-making and operational processes, especially with regard to emerging issues resulting from internal or external changes. More specifically, the following aspects have been developed in recent years:

- Regular and comprehensive risk assessment, including ESG risk mapping;
- Insights into key business risks to foster awareness and mitigation planning;
- Climate risk assessment process, further prioritised and strengthened in 2023, which aims to analyse the implications of physical and transitional risks relevant to the Group under various scenarios, shared and discussed with the governing bodies;
- Supply chain risk assessment, focusing on the main risk factors (climate, geopolitical, supplier-related risks, etc.);
- Continuous support to Risk Specialists who conduct risk assessments on specific categories (IT, Quality & Food Safety, HSE, etc.).

The *risk management* process includes the ERM model and common risk assessment criteria and mechanisms, including those relating to economic and financial implications. In addition, a risk register model is used for risk analysis.

The ERM function is also responsible for the insurance management and transfer of the main insurable operational risks at Group level.

The ERM model provides that a *Risk Owner* is associated to each corporate area exposed to risk; they are responsible for managing, monitoring and reporting on the risks identified within their remit.

Top Management is periodically updated by the *Risk Owners* on the Group's risk profile and discusses the most critical risk scenarios, as well as the effectiveness of the mitigation and containment measures taken.

The results of the annual *risk assessment* activities are brought to the attention of the Board of Directors and the Global Leadership Team. The latter play an active role in defining the risk control system, identifying and validating the main corporate risks, and defining and validating action plans to mitigate, manage, contain and minimise the mapped risks.

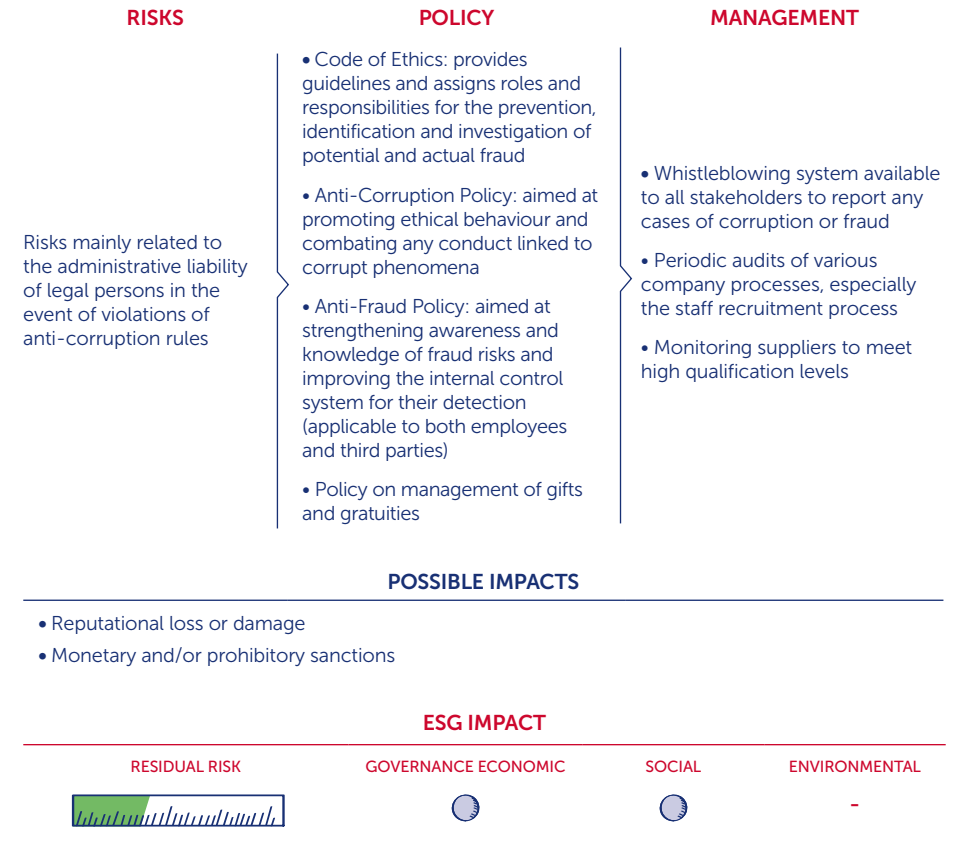
If it deems it necessary, the Board of Directors may request more frequent updates, as well as activities to improve the ERM process, including on the basis of emerging risks that may arise during the year.

All the risks identified take into account interactions with key external stakeholders (including customers, suppliers, consumers, competitors, the scientific community, international institutions, communities, trade associations and the media).

RISKS RELATED TO CORRUPTION AND FRAUD⁴



Barilla adopts a “**Zero Tolerance**” approach towards all unethical attitudes and breaches of regulations.



For further information on management in this field, see the “Anti-Corruption” section of this document.

⁴ Considering the business in which Barilla operates (the food industry), the Group is less exposed to corruption risk than other sectors. However, as Barilla is a multi-national Group that operates, directly or indirectly, globally in several countries, the perception and assessment of this risk may differ from country to country.



ENVIRONMENTAL RISKS⁵

Barilla is committed to **reducing the environmental impact** of its products on the planet.

RISKS

Risks mainly related to the use and consumption of energy and water resources in Barilla factories, waste disposal processes and the use of non-renewable raw materials (such as plastics) in product packaging

POLICY

- Code of Ethics: provides guidance on Barilla's commitment to the Earth. At every stage of its actions, the Group is obliged to apply the "precautionary principle" and a preventive approach to the environment and its biodiversity
- HSE Corporate Policy

MANAGEMENT

- Integrated Safety, Environment & Energy Management System
- Assessing and monitoring the environmental impact of products throughout their life cycle (Life Cycle Assessment)
- Development of solutions aimed at circularity and waste reduction
- Use of product packaging designed for recycling
- Dedicated actions to address the risk of water stress in plants (under evaluation)

POSSIBLE IMPACTS

- Reputational impact
- Environmental alterations (direct and/or indirect, positive and/or negative) with possible consequences on local communities
- Monetary and/or prohibitory sanctions

ESG IMPACT

RESIDUAL RISK



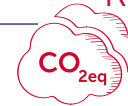
GOVERNANCE ECONOMIC

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SOCIAL

-

ENVIRONMENTAL



RISKS RELATED TO CLIMATE CHANGE⁶

Barilla closely monitors its activities and works to **reduce its impact in terms of CO_{2eq}**.

RISKS

During 2023, Barilla further structured the specific analysis of climate risks (transitional and physical) in various scenarios:

- Acute/chronic risks related to the increased frequency of extreme weather phenomena, structural temperature increases and changing precipitation patterns that may impact the supply of raw materials/business continuity of plants/continuity of other key supplies,
- Transition risks related to regulation, technology, market reputation (some of which, if properly managed, can be turned into opportunities).

POLICY

MANAGEMENT

- Signing up to the Science-Based Targets (currently under review for the Decarbonisation Plan)
- Ad hoc physical climate risk assessment on major plants
- Modernisation and maintenance of facilities to prevent/mitigate the impact of business interruptions
- Evaluation of new procurement strategies for the most critical raw materials (e.g. durum wheat, basil)
- Actions to reduce the environmental footprint of its logistics operations (*)
- Crop insights through the analysis of forecast climate indicators
- Ad hoc initiatives to address climate change and sustainable agriculture at Group and Category level

POSSIBLE IMPACTS

- Price volatility
- Shutdown of operations
- Drought and severe crop damage

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC

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SOCIAL

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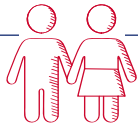
ENVIRONMENTAL



⁵ For further information on management in this field, see the "Environment" chapter of this document.

⁶ For further information on management in this field, see the "Environment" chapter of this document.

RISKS RELATED TO PERSONAL DATA PROTECTION⁷



Barilla believes that its **people are the greatest value to be preserved**, which is why it is committed to their safety, training and professional development.

RISKS

Risks mainly concern the protection of people's occupational health and safety, the attraction and retention of talent, the availability of workforce for the future (e.g. due to generational change) and the protection of diversity and inclusion.

POLICY

- "Zero Accidents" Plan
- Specific policies and procedures to ensure the safety of its employees
- Human resources management policies and procedures
- Career development plans
- Code of Ethics
- United Nations Code of Business Conduct against LGBTQ+ Discrimination

MANAGEMENT

- ISO 45001-certified production facilities
- International mobility support and travel warnings
- OHS training
- Monitoring satisfaction levels and promoting employer branding initiatives
- Encouraging remote working ("Work@Barilla" project)
- Global D&I Board
- Specific D&I initiatives

POSSIBLE IMPACTS

- Loss of key resources
- Ability to attract talent
- Health and safety disputes with employees
- Reputational loss or damage

ESG IMPACT



RISKS RELATED TO VIOLATION OF HUMAN RIGHTS⁸



Barilla is committed to **enforcing respect for the inalienable rights of every person** in the conduct of its business and throughout the supply chain.

RISKS

Risks related to violation of human rights

POLICY

- Code of Ethics: sets out Group values and principles on the basis of the UN Universal Declaration of Human Rights, the International Labour Conventions and Recommendations issued by the International Labour Organisation (ILO), the Earth Charter drawn up by the Earth Council and the principles set out in the Global Compact proposed by the UN

MANAGEMENT

- Barilla plans to implement a more structured audit process to verify and monitor suppliers' performance against 'social' sustainability principles, especially in countries deemed at higher risk of human rights violations

POSSIBLE IMPACTS

- Violation of human rights
- Monetary and/or prohibitory sanctions
- Reputational loss or damage

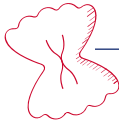
ESG IMPACT



⁷ For further information on management in this field, see the "People & Communities" chapter of this document.

⁸ For further information on management in this field, see the "People & Communities" and "Supply chains with potential critical issues" chapters of this document.

RISKS RELATED TO PRODUCTS – QUALITY & FOOD SAFETY⁹



Barilla is committed to continuously improving its control mechanisms to **prevent product quality and safety risks**.

RISKS

Risks arising from possible non-conformity of products, mainly related to changes in relevant regulations or causes attributable to employees, suppliers or co-packers.

The main risks that have emerged concern contamination by mineral oils, pesticides and furans

POLICY

- Monitoring plan for finished products and main raw materials used
- Roadmap for pesticide reduction in pesto
- Task force for pesticide reduction in durum wheat

MANAGEMENT

- Global Quality, Food Safety & Tech Regulatory function with the specific task of identifying and assessing the impact of product quality and safety risks, taking into account existing and emerging risks
- Specific Risk Assessment activities
- Training courses in the supply chain to avoid infestations
- Programming new analyses to minimise the possible presence of furans in certain products (e.g. Wasa and ragu)

POSSIBLE IMPACTS

- Consumer health and safety
- Consumer satisfaction
- Reputational loss or damage
- Monetary and/or prohibitory sanctions

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC

-

SOCIAL



ENVIRONMENTAL

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RISKS RELATED TO PRODUCTS – NUTRITION¹⁰



Barilla carefully **monitors** that the **nutritional profile** of products is **in line with the Group's "Genuine Products" strategic pillar**, as well as changes and **new trends** in consumer preferences.

RISKS

Risks stemming mainly from changing consumer preferences and new food trends (e.g. people's increased interest in the quality and nutritional characteristics of products and ingredients)

POLICY

Nutritional Guidelines: periodically reviewed by the Barilla Health and Wellbeing Advisory Board (group of external experts), to promote individual well-being through a healthy diet and lifestyle

MANAGEMENT

- Comprehensive and transparent nutritional information
- Setting goals to improve nutritional profile
- Process monitoring through specific KPIs, in line with the Nutritional Guidelines

POSSIBLE IMPACTS

- Consumer health and safety
- Consumer satisfaction
- Reputational loss or damage

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC

-

SOCIAL



ENVIRONMENTAL

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⁹ For further information on management in this field, see the "Quality & Safety" chapter of this document.

¹⁰ For further information on management in this field, see the "Nutrition" chapter of this document.

RISKS RELATED TO SUPPLIER MANAGEMENT¹¹



Barilla is constantly striving to promote **sustainable and respectful farming and animal husbandry practices**, by working with the entire supply chain.

RISKS

Risks mainly related to: i) unavailability/price volatility of high quality raw materials; ii) development of supply chains that do not comply with Barilla's sustainability requirements; iii) increased exposure to business interruptions due to "non-physical damage" (e.g. cyber threats); iv) interruption of storage and/or transport processes due to cyber security incidents occurring at logistics suppliers; v) dependence on critical suppliers and factors that may affect their business continuity

POLICY

- Supplier scouting, assessment, qualification and monitoring procedures
- Code of Sustainable Agriculture
- Carta del Mulino
- Harrys Charter
- Carta del Basilico
- Cultivation Specifications on sustainable cultivation practices and pesticide use
- Cyber Security Plan for plants

MANAGEMENT

- Periodic supply chain audits
- Fraud risk assessment campaigns to identify the most critical product risk categories and to implement prevention plans
- Procurement strategies for the most critical supplies, both products and packaging
- Improvement of the production and supply chain traceability system and transparency on agricultural practices, through the use of technological tools for farmers to keep track of their products (ongoing)
- Training and awareness-raising on cyber security
- Security by Design: definition of contractual responsibilities with partners, in-house team of engineers and cyber security experts

POSSIBLE IMPACTS

- Unavailability of critical supplies
- Lack of transparency on agricultural practices
- Shutdown of operations
- Reputational loss or damage

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC



SOCIAL



ENVIRONMENTAL



In recent years, supply chain management has been affected by multiple consecutive events. The main effects include shortages of raw materials and packaging due to demand shocks related to the pandemic and the subsequent Russian-Ukrainian and Israeli-Palestinian conflicts; increased shipping tariffs and trade disruptions caused by border blockades and closures, as well as shortages of transporters and logistics operators; and rising energy costs in the context of the energy crisis. To prevent and mitigate possible logistics and production disruptions, the Group maintained stocks of raw materials and packaging, resorted to alternative transport methods, increased its production capacity to cope with possible peaks in demand, and paid special attention to one-off supplies and dependencies.

When properly identified, assessed and managed, the risks detected can become a competitive advantage and can thus be considered real opportunities for development, growth and improvement. With this in mind, and with the continuous evolution of Enterprise Risk Management models, Barilla has plans to integrate its framework with the aim of addressing not only risks but also opportunities, focusing specifically on ESG issues.



¹¹ For further information on management in this field, see the "Supply Chains" chapter of this document.

FISCAL RESPONSIBILITY

The Tax Strategy document, formally approved by the Board of Directors, provides for the implementation of objectives related to the Company's tax management. The strategy is based on key principles such as a **focus on non-corporate values and the ability to transform stability and prior certainty of the correct taxation regime into improved business performance**. The content of the strategy is shared with the directors and employees.

The strategy also defines the Company's assumed tax risk appetite, based on the proactive pursuit of precautionary certainty and the "more likely than not" principle, based on the desire to prevent the initiation of tax disputes that are unnecessary or which, based on a prognostic assessment, could have an unfavourable outcome.

The development and continuous implementation of the strategy at Barilla are ensured by appropriate policies and procedures, suitable organisational solutions and structures, communication tools, and consistent and proportionate means, in accordance with the defined risk appetite.

To ensure tax management aligned with its risk appetite, the Group decided to adopt a Tax Control Framework (TCF), which contributes to risk control and inefficiency management.

The principles set out in the Tax Strategy relate to the following areas:

RISKS AND REPUTATION: control and management of risks, including to protect the reputation of the company and brands.

VIRTUOUS CORPORATE CULTURE: promotion at all levels of the company of the importance of transparency, honesty, fairness and compliance.

EFFICIENCY: efficient management of the tax cost related to business activities, optimising the tax variable in substantial and formal compliance with the laws, principles and purposes of the tax system.

COMPLIANCE: ensuring the integrity of tax compliance and the correct assessment of taxes, within the timeframe and associated requirements.

GOOD FAITH AND TRANSPARENCY IN RELATIONS WITH TAX AUTHORITIES: establishing relations with tax authorities based on good faith and transparency, including through constant dialogue, to be recognised as a reliable counterparty.

LEVERAGING INTERNAL RESOURCES: continuous development of sensitivity to tax issues of the people involved and in the management of associated risks.

In compliance with the above, Barilla is committed to pursuing prior certainty on tax positions and to preventing the initiation of unnecessary tax disputes. In addition, in line with the Strategy, Barilla is committed to disseminating and increasing the importance and relevance of tax issues within the Company, ensuring that the various corporate functions acquire an awareness of the need for constant involvement of the tax function. To this end, periodic update meetings are organised between the top management of corporate functions and the Tax function, aimed at sharing non-routine, operational and strategic plans and improving the tax awareness of individual corporate functions.

The **Tax Control Framework (TCF)** is the tool to achieve **prevention and mitigation of the consequences of tax risks**. To this end, the TCF is understood as the set of tools, organisational structures, standards and corporate rules aimed at enabling, through an effective process of identification, measurement, management and monitoring of the main tax risks, business conduct such as to minimise the risk of operating in breach of tax regulations, ensuring an approach of transparency and mutual co-operation in relations with the tax authorities. This tool is designed to intercept risks arising from changes affecting the company, regulatory changes and practices affecting the tax variable, including by taking into account established case law.

Where it is deemed that tax obligations, based on objective assessment by management, are subject to interpretation or, in any case, have margins of uncertainty, the Company seeks evidence through external, third-party and independent advice or confirmation to ensure that, having assessed the likelihood of the various scenarios, any dispute over the chosen position is resolved in its favour, consistent with the "more likely than not" principle and the objectives of efficiency and compliance, which govern the approach to the tax variable.

Tax Risk Management is the process of making the TCF 'effective', i.e. ensuring the proper management and control of tax risk. The process is broken down into sub-processes that ensure its continuous improvement and adaptability to major changes in the company's structure and business model (adaptability to the internal context) or changes in tax legislation (adaptability to the external context). Within the **internal control and tax risk management system**, roles and responsibilities have been assigned according to three levels of control:

- **level 1 control ("line control")**: individual operational lines that, as they perform their everyday duties, implement "line controls", as set out in the corporate policies and procedures;

- **level 2 control**: entrusted to the Tax Risk Management function, different from the line functions in compliance with the criterion of separation of duties, responsible for monitoring activities ("Tax Assessment"), to verify the effectiveness and efficiency of controls to guard against tax risks;
- **level 3 control**: entrusted to Group Internal Audit, aimed at assessing the functionality of the overall tax risk management and control system, as well as identifying anomalous trends, violations of procedures and regulations, in line with the activities carried out by this function on the Company's overall internal control and risk management system.

Barilla also has a **TCF Committee** with a proactive advisory and supervisory role concerning TCF activities and processes.

The Group maintains collaborative relations with the Tax Authorities, based on respect for the principles of good faith, legality and transparency, confirming the virtuous way of doing business that has always characterised Barilla and is applied to all its stakeholders. The consolidation of this relationship has allowed and will continue to allow for an adequate level of certainty on dealing with tax issues appropriately, through constant, transparent and preventive dialogue.

For further information, please see the 2023 Financial Statements.

12 The Tax Risk Management function draws up annual summary reports with the results of its activities, which are submitted to the CEO by the TCF Committee. After taking note of the results and making his own assessments of the adequacy of the TCF as a whole, the CEO shares these reports with the Board of Directors to fulfil its duties, including under the Tax Strategy.

APPENDIX



NOTE ON METHODOLOGY

The Sustainability Report is the Barilla Group's main tool for reporting on its environmental and social performance. Published on an annual basis since 2008, the report offers a complete picture of Barilla's commitment, the results achieved and the pathway set for future years.

Produced voluntarily, the Report is drafted in accordance with the GRI standards, the non-financial reporting standard set by the Global Reporting Initiative (GRI)¹. The GRI Standards are currently the most widely used and well-known non-financial reporting standards globally. The scope and quality of reporting reflect the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. Reporting is also based on the fundamental principle of materiality, i.e. it reflects the issues with respect to which Barilla generates or could generate the most significant impacts on the economy, environment and people, including human rights.

In this sense, in recent years, Barilla has focused on constantly strengthening and structuring its materiality analysis process. For further details on the methodology used, the procedure adopted and the results obtained, see the "Materiality Analysis" section.

The figures and information shown are for the financial year 1st January – 31st December 2023², in line with the period of the Consolidated Financial Statements, unless otherwise indicated. Where available, comparative data referring to the previous two financial years have been reported in order to present the Group's performance trend over a longer period. To provide a timely representation of performance, preference was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators, resorting to estimates only in limited cases, mentioned in each.

The reporting scope corresponds to that of the Consolidated Financial Statements for the year ended 31st December 2023.

1. Specifically, for the purposes of this report, the GRI Universal Standard version 2021 – for disclosures of a general nature, the GRI 13 Agriculture, Aquaculture and Fishing Sectors 2022 and the GRI-G4 Food Processing Disclosure (it should be noted that the GRI sector standard for food and beverages, presented in the updated list of the 40 sectors for which GRI is developing a work programme for the development of sector standards, is not yet available in its updated version) – for the specific disclosures associated with the identified material topics – as well as the GRI Topic Standards versions 2016 and later – for certain specific disclosures associated with the identified material topics not included in the sector standards.

Production figures refer to Group companies operating in Italy, Canada, France, Sweden, Germany, Greece, Turkey, the UK, Russia, the USA and Mexico. Data relating to the distribution and marketing of products include, in addition to the above, Austria, Belgium, Croatia, Denmark, Norway, the Netherlands, Poland, Slovenia, Spain, Switzerland, the United Arab Emirates, Brazil, Australia, China, Romania, Japan and Singapore.

In terms of staff figures, it should be noted that these do not include the employees of the companies in Mexico and Pasta Evangelists. The number of accidents, occupational diseases and the related safety indicators have been revised to include offices abroad and the salesforce in the scope of reference, in line with staff data. Information on the percentage and number of employees covered by an occupational health and safety system does not include non-employees. Finally, the data on parental leave and the average number of training hours at Group level do not include employees of group companies in Brazil, Poland, Mexico and the UK. Any further limitations are indicated within the document. Furthermore, it should be noted that the emission factors utilized for the reporting year and the preceding year have been revised. As a result, emissions for 2022 have shown a decrease.

For further information on this Report, please send a request to: mediarelations@barilla.com.

Finally, it should be noted that this Report also considers the disclosures required by Norway's Transparency Act (LOV-2021-06-18-99) – in force since 1st June 2022 – which requires companies with certain characteristics to ensure respect for human rights and decent working conditions. The related disclosures can be identified within the Report in the "Supply Chains" and "Risk Management" chapters.

2. In January 2023, an agreement was signed with the US company B&G Food, Inc. to acquire the "Back to Nature" business. This business, which will be included in the reporting scope as of the next Report, includes the brand of the same name founded in 1960, distributed mainly in America, which offers a portfolio of plant-based, non-GMO products, mainly in the categories of biscuits, crackers, nuts and granola. The Group has therefore bolstered its long-term strategy to build a strong multi-brand bakery platform in the US, where it is already the market leader in the crispbread category with the Wasa brand.

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
GOVERNANCE	Governance, Business Ethics & Integrity	Incidents of corruption, bribery and conflicts of interest with possible negative impacts (reputational and economic) on the stakeholders involved (e.g. suppliers, customers, partners, etc.).	Negative – Potential	<ul style="list-style-type: none"> Suppliers Transport from supplier to production site Production Distribution from production site to retailer Retailer Consumer
		Promotion of a culture based on communication, ethics, transparency and protection of possible whistleblowers, with positive impacts in terms of increasing the trust of employees and collaborators, as well as greater freedom of expression of employees and collaborators, including through whistleblowing reports.	Positive – Actual	
		Effectiveness of governance in disseminating corporate values and ethical principles, with positive impacts in terms of increasing the trust of internal and external stakeholders.	Positive – Actual	
		Collusion with potential competitors, abuse of market dominance or exclusion of potential competitors with possible negative impacts on market logic.	Negative – Potential	
		Management of employee personal data processing activities in compliance with the requirements of the applicable legislation, with positive impacts in terms of privacy protection.	Positive – Potential	
WHOLESOME PRODUCTS	Products	Contamination of food with harmful bacteria (e.g. salmonella, listeria, viruses and parasites), with possible negative impacts on consumer health.	Negative – Potential	<ul style="list-style-type: none"> Suppliers Transport from supplier to production site Production Distribution from production site to retailer Retailer Consumer
		Enabling physical and economic access to safe, nutritious and acceptable food within a given culture, with positive impacts on food security.	Positive – Actual	
	Innovation	Products that can respond to emerging trends in the food sector, with positive impacts in terms of meeting the needs of customers and end users.	Positive – Actual	<ul style="list-style-type: none"> Suppliers Production Retailer Consumer
	Packaging	Researching the best types of product packaging that guarantee maximum quality and safety with the lowest possible environmental impact.	Positive – Potential	<ul style="list-style-type: none"> Suppliers Production Retailer Consumer

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
SUSTAINABLE SUPPLY CHAINS	Raw materials	Continuity of supply chain relationships, including by means of increased supplier satisfaction, with positive impacts in terms of the ability to generate and secure timely cash flows; as well as increased welfare of local communities through the inclusion of locally based suppliers in their supply chain.	Positive – Actual	<ul style="list-style-type: none"> • Suppliers • Consumer
		Traceability in terms of identifying the origin of products and raw materials, the stakeholders involved and the supply chain as a whole, with positive impacts in terms of customer and end-user satisfaction, as well as facilitating the location and possible recall of non-compliant products.	Positive – Actual	
	Animal welfare	Promotion of practices and policies to ensure the protection and welfare of animal species by all suppliers of raw materials of animal origin, with positive impacts in terms of awareness, information and training on these issues for these suppliers and all employees involved in supply chain management.	Positive – Actual	<ul style="list-style-type: none"> • Suppliers • Consumer
	Traceability and transparency	Business practices aimed at ensuring easy and reliable access to product information and complaint handling, with positive impacts in terms of improving the customer experience.	Positive – Actual	<ul style="list-style-type: none"> • Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer • Consumer
		Business practices aimed at ensuring adequate quality of product information, with positive impacts in terms of informed and conscious choices by customers.	Positive – Actual	
		Increased involvement of consumers and end users, including by means of transparent and open dialogues on social media, with positive impacts in terms of ensuring stakeholders' freedom of expression.	Positive – Actual	
	Marketing and labelling	Improper marketing strategies/practices, with possible negative impacts in terms of loss of customer/consumer confidence.	Negative – Potential	<ul style="list-style-type: none"> • Retailer • Consumer

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
CLIMATE CHANGE	Climate change	Strengthening resilience and adaptation to climate change risks by taking appropriate measures to prevent or minimise the impacts generated by our supply chain and production activities and by contributing, in conjunction with other stakeholders, to the development of project proposals to be translated into climate change adaptation actions and initiatives.	Positive – Actual	<ul style="list-style-type: none"> Suppliers Transport from supplier to production site Production Distribution from production site to retailer Retailer Consumer
		Promoting energy efficiency, self-production of energy from renewable sources, the study of alternatives to the use of fossil fuels, resulting in improved energy performance and reduction of negative environmental impacts, such as generation of emissions into the atmosphere and contribution to climate change.	Positive – Actual	
	Consumption	Ensuring proper water resource management in the premises and throughout the network, promoting practices to ensure efficient use of water, containing consumption, limiting waste and ensuring constant attention to water-stressed areas. Resulting in a reduction of negative environmental impacts.	Positive – Actual	<ul style="list-style-type: none"> Suppliers Transport from supplier to production site Production Distribution from production site to retailer Retailer Consumer
		Continuous monitoring and control of water by engaging in continuous reduction of the discharge of harmful substances (nitrates, phosphates, pesticides etc.).	Positive – Actual	
	Biodiversity	Protecting the health of people and the environment by minimising the release and use of persistent organic pollutants (POPs), pesticides, nitrogen compounds, phosphorus, etc.	Positive – Potential	<ul style="list-style-type: none"> Suppliers Production
		Protecting fauna and flora species in the productive environment and promoting actions for the protection of biodiversity.	Positive – Potential	
	Circularity	Researching, integrating and fostering the principles of the circular economy in the business model, promoting practices aimed at the proper management of natural resources (e.g. reduction/simplification of packaging materials and launching experiments in recovery chains) and leveraging of waste, with benefits in terms of minimising its depletion.	Positive – Potential	<ul style="list-style-type: none"> Suppliers Production Retailer Consumer
		Researching, integrating and fostering circular economy principles in the business model, promoting practices aimed at proper waste management with benefits in terms of minimising waste production and commitment at the start of the recovery/recycling process.	Positive – Potential	

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
PEOPLE & COMMUNITIES	Education	Dissemination of sustainable and balanced lifestyles and appropriate eating habits (with extra attention paid to the youngest children), with positive impacts in terms of food education and information.	Positive – Potential	
	Community support	Employment generation and/or adoption of further practices aimed at supporting the community and local area (e.g. ensuring income, housing, food, water and sanitation, environmental and social protection, etc.), with positive impacts in terms of value creation for the local area and inclusion Economic.	Positive – Potential	<ul style="list-style-type: none"> • Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer • Consumer
		Exploitation of natural resources, impoverishment of land and/or lack of/insufficient listening to the needs/requests of local communities, with possible negative impacts in terms of their quality of life and the socio-economic development of their local areas.	Negative – Potential	
	Human rights	Dissemination of a corporate culture aimed at secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance and respect for working hours and overtime, with positive impacts in terms of workforce satisfaction in the value chain.	Positive – Potential	
		Occupational accidents, injuries and diseases, with possible negative impacts in terms of health and safety of the workforce in the value chain.	Negative – Potential	<ul style="list-style-type: none"> • Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer
		Protecting labour practices in the value chain (e.g. forced or compulsory labour, child labour) – with a focus on sugar and cocoa supply chains, as well as migrant and temporary workers – with possible positive impacts in terms of safeguarding human rights within the value chain, as well as people's psychological and physical health and child development.	Positive – Potential	

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
PEOPLE & COMMUNITIES	Human rights	Gender and pay equality for work of equal value, employment and inclusion of people with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with possible positive impacts on the motivation and satisfaction of the workforce in the value chain	Positive – Potential	
	Human resources	Secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance (including smart working) and adherence to working hours and any overtime, with positive impacts on workforce motivation, well-being and satisfaction.	Positive – Actual	<ul style="list-style-type: none"> • Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer
	Health and safety	Occupational accidents, injuries and diseases, with possible negative impacts in terms of health and safety of the workforce.	Negative – Potential	<ul style="list-style-type: none"> • Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer
	Diversity and inclusion	<p>Gender and pay equality for work of equal value, employment and inclusion of people with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with positive impacts on the motivation, well-being and satisfaction of the workforce.</p> <hr/> <p>Forced or child labour, with negative impacts in terms of violating the human rights of employees and co-workers</p>	<p>Positive – Actual</p> <hr/> <p>Negative – Potential</p>	<ul style="list-style-type: none"> • Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer

GRI INDEX



Statement of use		Barilla Group reporting in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023				
GRI 1 used		GRI 1: Foundation 2021				
Relevant Sector Standards		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022				
GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-1 Organizational details	About Us > Group profile				
	2-2 Entities included in the organization's sustainability reporting	Appendix > Note on methodology				
	2-3 Reporting period, frequency and contact point	Appendix > Note on methodology				
	2-4 Restatements of information	Appendix > Note on methodology No significant restatements were made of the information reported in previous years.				
	2-5 External assurance	This Report is not subject to external assurance				
	2-6 Activities, value chain and other business relationships	About Us > Group profile About Us > Our brands Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare Appendix > Note on methodology The Group's organisational structure identifies Barilla Iniziative S.p.A. and Barilla International Ltd as operating sub-holdings, focusing through their subsidiaries on to the production and marketing in Italy and abroad of pasta, sauces and genuine bakery products, as well as the companies IKRG LLC and IKRG LLC OC1, intended for the development and management of the Restaurants project.				

*(G4 Sector Disclosures Food processing)

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-7 Employees	About Us > Group profile People and communities > Barilla People The information relating to employees with non-guaranteed hours is only available for Italy.	Requirement b) III	Information not available	Currently, there is no process in place to track the number of employees with non-guaranteed hours at the Group's sites abroad. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	2-8 Workers who are not employees	People and communities > Barilla People The information is only available for Italy.	Requirements a), b) and c)	Information not available/ incomplete	Currently, there is no process in place to track the number of non-employee workers at the Group's sites abroad. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	2-9 Governance structure and composition	Governance > Corporate Governance	Requirement c) IV and VII	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	
	2-10 Nomination and selection of the highest governance body	Governance > Corporate Governance There are no other criteria for nomination and selection other than those mentioned in the section above.				
	2-11 Chair of the highest governance body	Governance > Corporate Governance				
	2-12 Role of the highest governance body in overseeing the management of impacts	Our way of doing business > Materiality analysis Governance > Sustainability Governance				
	2-13 Delegation of responsibility for managing impacts	Governance > Sustainability Governance				
	2-14 Role of the highest governance body in sustainability reporting	Our way of doing business > Materiality analysis Governance > Sustainability Governance				
	2-15 Conflicts of interest	Governance > Code of Ethics				
	2-16 Communication of critical concerns	The most critical matters and/or the most significant violations are always communicated to the Board of Directors either merely for their information or to request approval, when required by law or by the Company's bylaws.	Requirements a), b)	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Governance > Sustainability Governance				
	2-18 Evaluation of the performance of the highest governance body	In 2023, no assessment of BoD performance was conducted.	Requirements b), c)	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	
	2-19 Remuneration policies	Governance > Corporate Governance	Requirement a) II, III, IV and V	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	
	2-20 Process to determine remuneration	Governance > Corporate Governance				
	2-21 Annual total compensation ratio	Governance > Remuneration policies	Requirements a), b) and c)	Confidentiality obligations	The obligation is due to a change in top management and the resulting internal re-organisation. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	2-22 Statement on sustainable development strategy	Intro > The joy of food for a better life > Gianluca Di Tondo, CEO				
	2-23 Policy commitments	Governance > Code of Ethics				
	2-24 Embedding policy commitments	Governance > Code of Ethics				
	2-25 Processes to remediate negative impacts	Governance > Code of Ethics Governance > Risk management Our way of doing business > Stakeholders				
	2-26 Mechanisms for seeking advice and raising concerns	Governance > Code of Ethics Governance > Anti-corruption				
	2-27 Compliance with laws and regulations	No significant financial penalties were imposed in 2023.				
	2-28 Membership associations	Our way of doing business > Stakeholders				
	2-29 Approach to stakeholder engagement	Our way of doing business > Stakeholders				

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	100% of Barilla employees in Italy are covered by collective bargaining agreements. The information is only available for Italy. The Group undertakes to integrate this disclosure over the next few years.	Requirements a), b)	Information not available	Currently, there is no process in place to track the number of employees covered by collective bargaining agreements at the Group's sites abroad. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	3-1 Process to determine material topics	Our way of doing business > Materiality analysis				
	3-2 List of material topics	Our way of doing business > Materiality analysis				
MATERIAL TOPIC – ANIMAL WELFARE						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Animal welfare				13.11.1
	301-1 Materials used by weight or volume	Sustainable supply chains > Animal welfare				
			Requirement 13.11.2	Information not available	There is currently no process to set the percentage of the production volume broken down by origin between organisation sites certified according to third-party animal health and welfare standards. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	13.11.2 Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards.
			Requirement 13.11.3	Not relevant	The information required concerns organisations in the aquaculture sector.	13.11.3 Report the survival percentage of farmed aquatic animals and the main causes of mortality.

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – ANIMAL WELFARE						
GRI 3 – Material Topics 2021	G4 FP9* Percentage and total of animals raised and/ or processed, by species and breed type	Sustainable supply chains > Animal welfare				
	G4 FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Sustainable supply chains > Animal welfare				
	G4 FP12 Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	Sustainable supply chains > Animal welfare				
MATERIAL TOPIC – CLIMATE ACTION						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Climate change > Climate change				13.1.1
	305-1 Direct (Scope 1) GHG emissions	Climate change > Climate change				13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	Climate change > Climate change				13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	<i>The Group has set itself an objective of a 26% reduction in overall Scope 3 greenhouse gas emissions by 2030, per tonne of finished product (compared to 2017). For further details, go to https://sciencebasedtargets.org/companiestaking-action.</i>	<i>Requirement 13.1.4</i>	<i>Information not available/ incomplete</i>	<i>The calculation methodology for scope 3 emissions is currently being refined. Barilla undertakes to provide information on it over the next few financial years.</i>	13.1.4
	305-4 GHG emissions intensity	Climate change > Climate change				13.1.5
	305-5 Reduction of GHG emissions	Climate change > Climate change				13.1.6

*G4 Sector Disclosures Food processing

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – CLIMATE ACTION						
GRI 3 – Material Topics 2021	305-6 Emissions of ozone-depleting substances (ODS)		Requirement 13.1.7	Information not available/ incomplete	There is currently no process in place to assess emissions of ozone-depleting substan- ces (ODS). Barilla undertakes to explore this issue in order to evaluate the possibility of providing information over the next few financial years.	13.1.7
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	-	Requirement 13.1.8	Information not available/ incomplete	There is currently no process in place to assess nitrogen oxides (NO _x), sulphur oxides (SO _x) and other significant air emissions. Barilla undertakes to explore this issue in order to evaluate the possibility of providing information over the next few financial years.	13.1.8
	3-3 Management of material topics	Appendix > Note on methodology Climate change > Climate change				13.2.1
	201-2 Financial implications and other risks and opportunities due to climate change	Climate change > Climate change				13.2.2
MATERIAL TOPIC – CIRCULARITY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Packaging				13.8.1
	301-1 Materials used by weight or volume	Wholesome Products > Packaging				-
	301-2 Recycled input materials used	Wholesome Products > Packaging				
	301-3 Reclaimed products and their packaging materials	Wholesome Products > Packaging				
	306-1 Waste generation and significant waste-related impacts	Climate change > Production				13.8.2
	306-2 Management of significant waste-related impacts	Climate change > Production				13.8.3

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – CIRCULARITY						
GRI 3 – Material Topics 2021	306-3 Waste generated	Climate change > Production				13.8.4
	306-4 Waste diverted from disposal	Climate change > Production				13.8.5
	306-5 Waste directed to disposal	Climate change > Production				13.8.6
MATERIAL TOPIC – PACKAGING						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Packaging				13.8.1
	301-1 Materials used by weight or volume	Wholesome Products > Packaging				-
	301-2 Recycled input materials used	Wholesome Products > Packaging				-
	301-3 Reclaimed products and their packaging materials	Wholesome Products > Packaging				-
MATERIAL TOPIC – CONSUMPTION						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Climate change > Production				-
	302-1 Energy consumption within the organization	Climate change > Production				-
	302-3 Energy intensity	Climate change > Production				-
	302-4 Reduction of energy consumption	Climate change > Production				-
	3-3 Management of material topics	Climate change > Production				13.7.1
	303-1 Interactions with water as a shared resource	Climate change > Production				13.7.2
	303-2 Management of water discharge-related impacts	Climate change > Production				13.7.3
	303-3 Water withdrawal	Climate change > Production				13.7.4
	303-4 Water discharge	Climate change > Production				13.7.5
	303-5 Water consumption	Climate change > Production				13.7.6

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – DIVERSITY & INCLUSION						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Appendix > Note on methodology People and communities > Barilla People Governance > Corporate Governance For further details, see the Group’s Code of Ethics, available on the website				13.15.1
	405-1 Diversity of governance bodies and employees	People and communities > Barilla People Governance > Corporate Governance				13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	Since 2020, the Group has achieved gender pay parity, according to the principle of “Equal pay”. For further details, go to https:// www.barillagroup.com/it/impegno/diversita- inclusione/parita-di-genere/ .				13.15.3
	406-1 Incidents of discrimination and corrective actions taken	Over the year, the Barilla Group recorded no incidents of discrimination.				13.15.4
	-	Since 2020, the Group has achieved gender pay parity, according to the principle of “Equal pay”. For further details, go to https:// www.barillagroup.com/it/impegno/diversita- inclusione/parita-di-genere/ .				13.15.5 Describe any differences in employment terms and approach to compensation based on workers’ nationality or migrant status, by location of operations.
MATERIAL TOPIC – HEALTH & SAFETY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology People and communities > Health and safety				13.19.1
	403-1 Occupational health and safety management system	People and communities – Health and safety				13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	People and communities – Health and safety				13.19.3
	403-3 Occupational health services	People and communities – Health and safety				13.19.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – HEALTH & SAFETY						
GRI 3 – Material Topics 2021	403-4 Worker participation, consultation, and communication on occupational health and safety	People and communities – Health and safety				13.19.5
	403-5 Worker training on occupational health and safety	People and communities – Health and safety				13.19.6
	403-6 Promotion of worker health	People and communities – Health and safety				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People and communities – Health and safety				13.19.8
	403-8 Workers covered by an occupational health and safety management system	People and communities > Health and safety Hours worked were considered to calculate incident rates.				13.19.9
	403-9 Work-related injuries	People and communities > Healt and safety For the purpose of calculating accident rates, worked hours are taken into account.				13.19.10
	403-10 Work-related ill health	People and communities – Health and safety				13.19.11
MATERIAL TOPIC – HUMAN RIGHTS						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials				13.16.1
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainable supply chains > Raw materials The number of suppliers deemed to be at significant risk of incidents of forced or compulsory labour is 31 (8 cocoa producers, 1 cane sugar supplier and 22 promotional suppliers)				13.16.2
	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials				13.17.1
	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainable supply chains > Raw materials The number of suppliers deemed to be at significant risk of incidents of child labour is 31 (8 cocoa producers, 1 cane sugar supplier and 22 suppliers of promotional activities).				13.17.2

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – EDUCATION						
GRI 3 – Material Topics 2021	G4 FP4 Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	Wholesome Products > Nutrition education				
MATERIAL TOPIC – GOVERNANCE, BUSINESS ETHICS & INTEGRITY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Governance > Anti-competitive behaviour				13.25.1
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Over the year, the Barilla Group recorded no legal action related to anti-competitive behaviour, anti-trust and monopoly practices.				13.25.2
	3-3 Management of material topics	Appendix > Note on methodology Governance > Anti-corruption				13.26.1
	205-1 Operations assessed for risks related to corruption	Governance > Anti-corruption				13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	Governance > Anti-corruption				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	Over the year, the Barilla Group recorded no incidents of corruption.				13.26.4
	207-1 Approach to tax	Governance > Fiscal responsibility				-
	207-2 Tax governance, control, and risk management	Governance > Fiscal responsibility				-
	207-3 Stakeholder engagement and management of concerns related to tax	Governance > Fiscal responsibility				-
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data.	In 2023, the Barilla Group received no formal complaints.				-

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – MARKETING & LABELLING						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Food quality and safety				-
	417-1 Requirements for product and service information and labeling	Wholesome Products > Food quality and safety				-
	417-2 Incidents of non-compliance concerning product and service information and labeling	Over the year, the Barilla Group recorded no incidents of non-compliance concerning Genuine Product and service information and labelling.				-
	417-3 Incidents of non-compliance concerning marketing communications	Over the year, the Barilla Group recorded no incidents of non-compliance concerning marketing communications.				-
	G4 FP8 Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	Wholesome Products > Food quality and safety				-
MATERIAL TOPIC – RAW MATERIALS						
GRI 3 – Material Topics 2021	G4 FP1 Percentage of purchased volume from suppliers compliant with company’s sourcing policy	Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				-
	G4 FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Wholesome Products > Packaging				-
MATERIAL TOPIC – PRODUCTS						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Joy of food > Nutrition Wholesome Products > Food quality and safety				13.10.1
	Appendix > Note on methodology Joy of food > Nutrition Wholesome Products > Food quality and safety	Wholesome Products > Food quality and safety				13.10.2

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – PRODUCTS						
GRI 3 – Material Topics 2021	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Wholesome Products > Food quality and safety				13.10.3
	-	-	Requirement 13.10.5			13.10.5 Report the number of recalls issued for food safety reasons and the total volume of products recalled.
	G4 FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Wholesome Products > Nutrition				-
	G4 FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Wholesome Products > Nutrition				-
MATERIAL TOPIC – HUMAN RESOURCES						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology People and communities > Barilla People People and communities > Training and talent development People and communities > Community relations				13.20.1
	401-1 New employee hires and employee turnover	People and communities > Training and talent development				13.10.2
	401-3 Parental leave	People and communities > Barilla People				13.10.3
	404-1 Average hours of training per year per employee	People and communities > Training and talent development				10.10.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – HUMAN RESOURCES						
GRI 3 – Material Topics 2021	404-2 Programs for upgrading employee skills and transition assistance programs	People and communities > Training and talent development				
	G4 FP3 Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	People and communities > Community relations				
MATERIAL TOPIC – COMMUNITY SUPPORT						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Nutrition Wholesome Products > Food quality and safety				13.9.1
	-	The total weight of "food loss" is 90,000 (65% in the "bakery products" category; 30% for the "pasta" category and 5% for the "sauces" category). "Food loss" has been identified within the production lines and reported in the data collection system of the Pro.mo. (Production Monitoring) plants.				13.9.2 Report the total weight of food loss in metric tons and the food loss percentage, by the organization's main products or product category, and describe the methodology used for this calculation.
	3-3 Management of material topics	Appendix > Note on methodology Community > Community relations				13.12.1
	413-2 Operations with significant actual and potential negative impacts on local communities	As can be seen from Barilla's numerous activities every year, support and development of local communities are objectives of primary importance: as evidence of this commitment, it should be remembered that over the years the Group has always strived to limit the risk of generating actual or potential negative impacts on the community.				13.12.3
	3-3 Management of material topics	Appendix > Note on methodology People and communities > Community relations Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				13.22.1
	203-1 Infrastructure investments and services supported	People and communities > Community relations				13.22.3

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – COMMUNITY SUPPORT						
GRI 3 – Material Topics 2021	203-2 Significant indirect economic impacts	As an international Group, Barilla owns 30 production complexes (which include one or more production sites), 15 in Italy and 15 abroad, generating a positive impact in terms of employment				13.22.4
MATERIAL TOPIC – TRACEABILITY & TRANSPARENCY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				13.23.1
	-	Barilla has implemented a structured traceability system for its Wholesome Products, making it possible to reach the administrative site of its direct suppliers.				13.23.2 Describe the level of tra- ceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels).
	-	Sustainable supply chains > Raw materials Barilla is committed, including by means of its Codes and sets of Ten Commandments, to purchasing from suppliers certified according to internationally recognized standards.				13.23.3 Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards.
	-	Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				13.23.4 Describe improvement projects to get suppliers certified to international- ly recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – TRACEABILITY & TRANSPARENCY						
GRI 3 – Material Topics 2021	301-1 Materials used by weight or volume	Sustainable supply chains > Raw materials				-
	204-1 Proportion of spending on local suppliers	Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				-
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable supply chains > Raw materials Governance > Risk management				-
MATERIAL TOPIC – BIODIVERSITY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials				13.3.1
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	Requirement 13.3.2	Information not available/ incomplete	Currently, there is no process in place to track such a request. Barilla undertakes to explore the issue and to provide information on it over the next few financial years.	13.3.2
	304-2 Significant impacts of activities, products and services on biodiversity	Appendix > Note on methodology	-	-	-	13.3.3
	304-3 Habitats protected or restored	-	Requirement 13.3.4	Information not available/ incomplete	Currently, there is no process in place to track such a request. Barilla undertakes to explore the issue and to provide information on it over the next few financial years.	13.3.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
TOPICS IN RELEVANT GRI SECTOR STANDARDS ESTABLISHED AS NON-MATERIAL						
NATURAL ECOSYSTEM CONVERSION						
GRI 13 – Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.4.1
	-	-	-	Not applicable	-	13.4.2
	-	-	-	Not applicable	-	13.4.3
	-	-	-	Not applicable	-	13.4.4
	-	-	-	Not applicable	-	13.4.5
SOIL HEALTH						
GRI 13 – Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.5.1
		-	-	Not applicable	-	
PESTICIDES USE						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.6.1
		-	-	Not applicable	-	13.6.2
LAND AND RESOURCE RIGHTS						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.13.1
		-	-	Not applicable	-	13.13.2
		-	-	Not applicable		13.13.3
RIGHTS OF INDIGENOUS PEOPLES						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.14.1
	411-1 Incidents of violations involving rights of indigenous peoples	-	-	Not applicable	-	13.14.2
		-	-	Not applicable		13.14.3
		-		Not applicable		13.14.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
TOPICS IN RELEVANT GRI SECTOR STANDARDS ESTABLISHED AS NON-MATERIAL						
LIVING INCOME AND LIVING WAGE						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.21.1
		-	-	Not applicable	-	13.21.2
		-	-	Not applicable		13.21.3
PUBLIC POLICY						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.24.1
	415-1 Political contributions	-	-	Not applicable	-	13.24.2



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