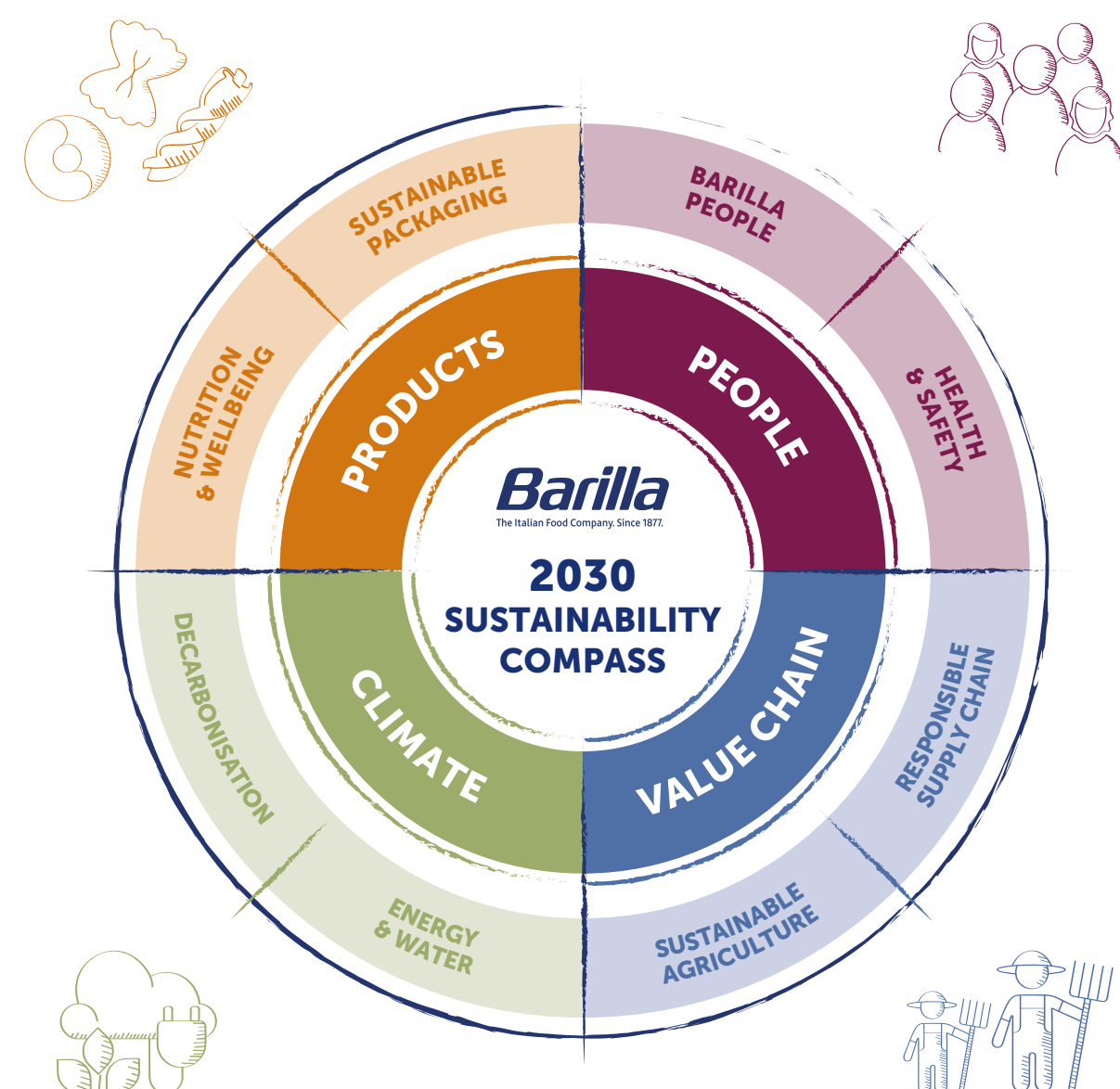




SUSTAINABILITY STRATEGY

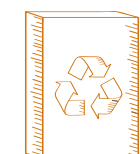
Barilla defines, governs and communicates its sustainability approach through the Sustainability Compass, the is the strategic framework that integrates

sustainability into the Group's long term business strategy, supporting value creation for people, communities and the planet.



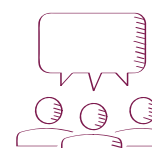
NUTRITION & WELLBEING

Barilla focuses on improving the taste and nutritional profile of products, to promote a healthy lifestyle and holistic well-being. Through product reformulation and innovation, this approach aims to make food tasty and healthy, the preferred choice for consumers, while helping to meet ever-changing regulatory requirements.



SUSTAINABLE PACKAGING

Through an innovative and responsible approach, the programme is aimed at reducing the environmental impact of packaging. Barilla works to minimise the quantity of packaging, increase its recyclability and promote solutions that support an increasingly circular economy. The commitment is to offer consumers products that respect the environment without compromising on quality.



BARILLA PEOPLE

Barilla aims to create an inclusive, innovative and sustainable work environment, where everyone can grow, express their talent and contribute to collective success, with the aim of becoming an international high-performance company that combines people's well-being and business growth.



HEALTH & SAFETY

For Barilla, health and safety are a priority (Safety First). With the "Barilla Zero Accidents Programme", active at all sites, the Group aims to achieve zero accidents through skills, dialogue and involvement, regularly investing in structures, prevention and continuous training for a shared safety culture.



RESPONSIBLE SUPPLY CHAIN

Barilla is committed to responsible sourcing, requiring suppliers to comply with its Code of Ethics and corporate values. It involves a growing number of partners in Sustainable Procurement Projects, with the aim of reducing environmental impact and promoting sustainable practices, selecting priorities based on impact and risk.



SUSTAINABLE AGRICULTURE

Barilla collaborates with the supply chain to ensure the long-term availability of strategic raw materials, to reduce environmental impacts, to preserve biodiversity and aiming to generate social benefits for farming communities.



ENERGY & WATER

With this programme, Barilla focuses on reducing energy consumption and increasing the self-production of energy, in particular from renewable sources. At the same time, it aims to improve water management, especially in areas with high water stress.



DECARBONISATION

Barilla's strategy to combat climate change involves reducing emissions, not only at its production sites but also throughout the supply chain. The Group is therefore investing more and more in renewable energy, energy efficiency, regenerative agriculture, the use of sustainable packaging and the optimisation of logistics flows.



PRODUCTS

Barilla is committed to offering consumers high-quality, safe, nutritionally balanced products, preferring the purchase of raw materials from supply chains that adopt sustainable practices.

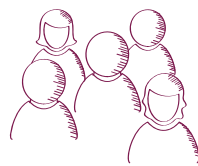
This commitment is reflected in Barilla's nutrition and wellbeing goals, which aim to reduce salt, sugar and energy density, while promoting higher fiber content, through continuous investment in research and innovation. In the past year alone, the company has developed projects focused on quality, food safety, nutrition & wellbeing and sustainable packaging.

Within this framework, Barilla promotes a new nutrition & wellbeing model designed to support informed food choices and healthy lifestyles, while celebrating the pleasure of food.

At the same time, the Group addresses the environmental impact of packaging, which plays a crucial role in the food industry, focusing on reducing material use, increasing recyclability and circularity, and expanding the use of recycled and lower-impact materials. Moreover, the Group collaborates with suppliers from all over the world, using more than 50 types of packaging materials, ensuring a uniform approach throughout the supply chain thanks to its Sustainable Packaging Principles.

Through these actions, Barilla helps to contribute to a more sustainable food system, while maintaining its core business objectives: enhance product quality, increase the value customers perceive and strengthen its environmental reputation.

SDGs



PEOPLE

Barilla People are our central resource for the development and success of business. That's why it is crucial to create a respectful environment where everyone feels valued, included and encouraged to be themselves, where no one discriminates or is discriminated against based on any aspect of diversity.

The choices adopted by the Group were developed in response to social and labor factors, including the need to ensure safe and decent working conditions, and to attract and retain talent in a competitive environment, while enhancing skills, productivity and organizational strength.

Within this framework, Barilla's goal is to develop an advanced human resources management system, which supports cultural transformation by aligning HR strategies with business needs and priorities. Within the People Agenda, diversity and inclusion (D&I) represents a strategic pillar translated into concrete actions based on a careful analysis of the impacts, risks and opportunities. Ensuring a safe working environment remains an integral part of Barilla's commitment to its people with the objective of preventing workplace accidents, pursued through proactive risk monitoring and prevention, targeted initiatives, training and investments in technology and plant engineering. Through these actions, Barilla reinforces its commitment to a safe, inclusive and people-centered working environment.

SDGs



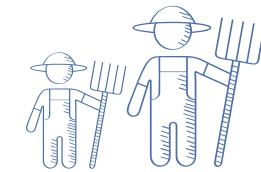
CLIMATE

Barilla considers climate change one of the most urgent challenges globally and has defined a science-based strategy, integrating monitoring tools, impact analysis and forecasting models. The approach is based on two complementary guidelines: adaptation and mitigation. On one side, adaptation aims to strengthen operational resilience in the face of extreme events, water stress and energy instability, through a multi-year investment plan focused on improving water efficiency, through recovery and reuse, enhancing energy performance, using advanced technological solutions, and promoting circular waste management.

On the other side, mitigation aims to reduce emissions along the entire value chain (Scope 1, 2 and 3), through a decarbonization strategy structured according to two levels: reduction of direct emissions and mitigation of indirect emissions along the supply chain. By promoting renewable energy, sustainable agricultural practices, eco-designed packaging and collaboration with suppliers, the company aligns its actions with Paris Agreement Goals and the Science Based Targets initiative, presenting new emission reduction targets for 2030.

Through the integration of adaptation and mitigation, Barilla promotes a sustainable and resilient development model, actively involving suppliers, partners and stakeholders.

SDGs



VALUE CHAIN

The Value Chain pillar represents Barilla's aspiration to build responsible, resilient and long-term oriented supply chains, with the primary goal of ensuring the quality of raw materials through sustainable agricultural practices and sourcing methods that respect the environment, people, and animal welfare.

The Group's approach is designed to strengthen supply chain resilience for specific raw materials, anticipate and mitigate climate related risks, and integrate sustainability considerations into procurement and decision-making processes, adapting procurement strategies, diversify sources, and invest in sustainable agronomic practices. Within this framework, the Responsible Supply Chain and Sustainable Agriculture programs represent two strategic levers. The Responsible Supply Chain program sets out Barilla's commitment to sustainable and integrated management of its supply chains, with particular attention to agriculture and animal welfare. Through the Sustainable Agriculture Code (SAC) and a risk assessment and mitigation process along the supply chain and operations, the Group aims to implement a due diligence system aligned with European regulations. At the same time, the Group fosters sustainable and regenerative agronomic practices to protect biodiversity, reduce emissions, improve soil-health and supports farmers' socio-economic conditions. The 'Barilla Sustainable Farming Model', developed over decades for strategic supply chains, integrates varietal development, the definition of specific rules for raw materials and the use of decision-making tools to optimize agricultural practices. Moreover, Barilla is testing regenerative agricultural practices to improve soil health, CO₂ sequestration and emissions reduction.

SDGs

