THE JOY OF FOOD FOR A BETTER LIFE

SUSTAINABILITY REPORT

2025

Barilla
The Italian Food Company. Since 1877.

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SUSTAINABILITY REPORT
2025

ACCESSIBLE DOCUMENT, SUITABLE
FOR READING WITH ASSISTIVE TECHNOLOGIES.

The Italian Food Company. Since 1877.

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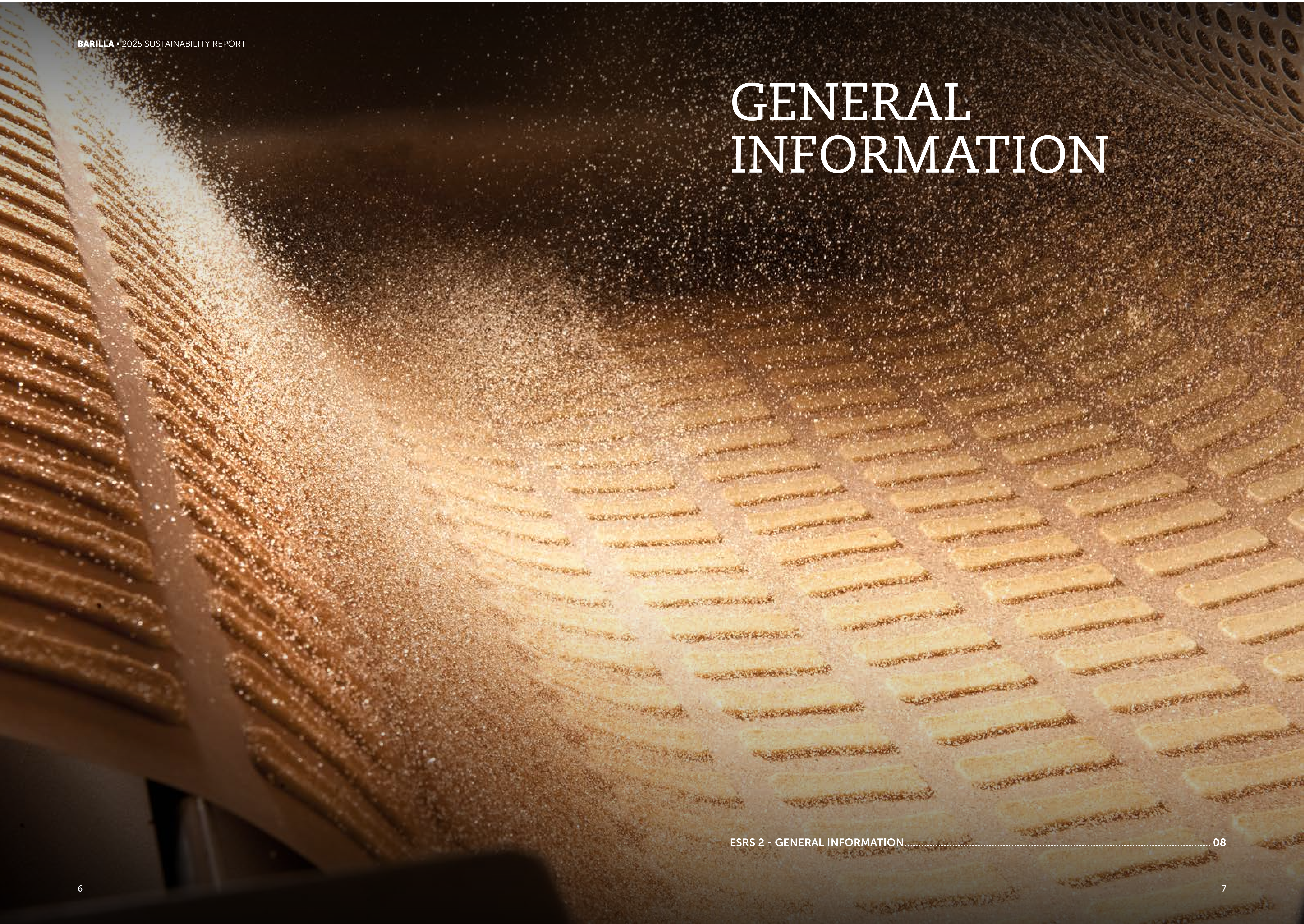


GENERAL INFORMATION

ESRS 2 GENERAL INFORMATION

GOV-1 The role of the administrative, management and supervisory bodies

***DATA POINTS ESRS 2 GOV-1** • 21a • 21b • 21c • 22a • 22b • 22c • 22d • 23 • 23a • 23b*

Barilla Holding S.r.l. has adopted the "traditional" type of administration and control system, so that the corporate governance structure is based on the following corporate bodies: the Board of Directors, the Board of Statutory Auditors and the Entity Appointed as the Statutory Auditor.

Board of directors[1]

Consisting of four executive members, the Board of Directors is responsible for the ordinary and extraordinary management of the company, as well as for assessing the adequacy of the organisational, administrative and accounting structure. In addition, it conducts an overall assessment of the company's activities. The mandate of the current Board will expire with the approval of the financial statements for the 2027 financial year. Considering the composition of the Board of Directors, the proportion of independent members is 0%.

Board of statutory auditors

The Board of Statutory Auditors, appointed by the Shareholders' Meeting, monitors compliance with the law, the Articles of Association and compliance with the principles of proper administration. The term of office of the Board of Statutory Auditors will end with the approval of the 2027 Financial Statements.

Shareholders' meeting

It is responsible for the appointment of the members of the Board of Directors and Board of Statutory Auditors, and approves the financial statements.

The members of the Board of Directors 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.

Gender diversity, calculated as the ratio between the number of women and men, is 25%. In the various countries, local Work Councils are involved, where required, in accordance with local laws and regulations.

1 In addition, all Board members, upon appointment, are required to make a declaration stating that no conflict of interest applies.

Committees

At Group level, three Committees with advisory functions have been set up, to support on specific matters the implementation of the Group policies. Specifically:

1. The Global Compliance and Audit Committee, a body consisting of compliance and audit experts with decades of experience in the sector, presided over by the Group's Vice-Chairman. This committee promotes the culture of compliance through the monitoring and co-ordination of the corporate compliance system. Its main responsibilities include:
   - monitoring of the whistleblowing system;
   - control of internal and external audit activities;
   - implementation of regular information flows to the Board of Directors and other relevant stakeholders;
   - evaluation of resources dedicated to Internal Audit and Compliance functions;
   - collaboration with the Risk Management function to ensure adequate management of risks and regulatory updates;
2. The Compensation and Talent Strategy Committee, composed of five members; this body is an advisory committee for the benefit of the Group companies. The Committee provides opinions and proposals on executive and director remuneration (fixed and variable components), sets and monitors performance targets, reviews the adequacy and consistency of remuneration systems against market benchmarks, oversees policy implementation, and recommends adjustments when necessary;
3. 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 allocation of DOP (Delegation of powers) is based on specific competencies and roles of individuals.

Organization, management and control model

In accordance with Legislative Decree 231/2001, the Group's Italian legal entities (Barilla G. e R. Fratelli – Società per Azioni, Barilla Iniziative S.p.A. and First S.p.A.) have adopted an Organisation, Management and Control Model (OMM), divided into a General Section and several Special Sections.

The Special Sections of the OMM detail the potential risks of committing crimes, the related prevention measures (procedures, controls and protocols), and reaffirm the principles and values shared by the Group companies. The OMM sets out the main business processes, the potentially applicable offences and their prerequisites, and includes the Group's Code of Ethics.

The document is regularly updated, through resolutions of the Board of Directors, to incorporate the introduction of new relevant offences. Compliance with these principles is required of all entities involved: Directors, Statutory Auditors, employees, external collaborators, suppliers and customers.

To ensure the effective implementation of the OMM, the Board of Directors appoints a collegial Supervisory Body (SB), the composition of which varies according to each company.

The SB reports to the Board of Directors every six months on the activities carried out. During 2025, it continued to carry out its prevention role, verifying the adequacy of the OMM and the Code of Ethics, as well as compliance with the provisions set out therein.

In 2025 the new Code of Conduct has been published, which represents the tangible implementation of the principles and values expressed in the Code of Ethics, and draws orientation from the main policies and company procedures.

The Code of Conduct is a benchmark for all Barilla people and for internal and external stakeholders, strengthening the culture of compliance as a lever of value for the Group.

GOV-2
Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

DATA POINTS ESRS 2 GOV-2 • 26a • 26b • 26c

Barilla has decided to adapt its corporate governance with the intention to make ESG a catalyst for differentiation in the business, to gain a competitive advantage and lay the foundations for compliance with current and future regulations. To face these challenges, Barilla has decided to adopt new sustainability governance (Barilla ESG Governance Ecosystem), consisting of three main working groups: ESG Board, Global Sustainability Team and ESG Leaders.

ESG Board

Consisting of senior company management, it provides strategic guidance for the formulation of the long-term vision and short-term priorities in the sustainability roadmap. It meets every two months, with agendas defined case by case depending on the specific needs, which may include decision-making moments, strategic updates, regulatory developments and other relevant ESG topics.

Global Sustainability Team

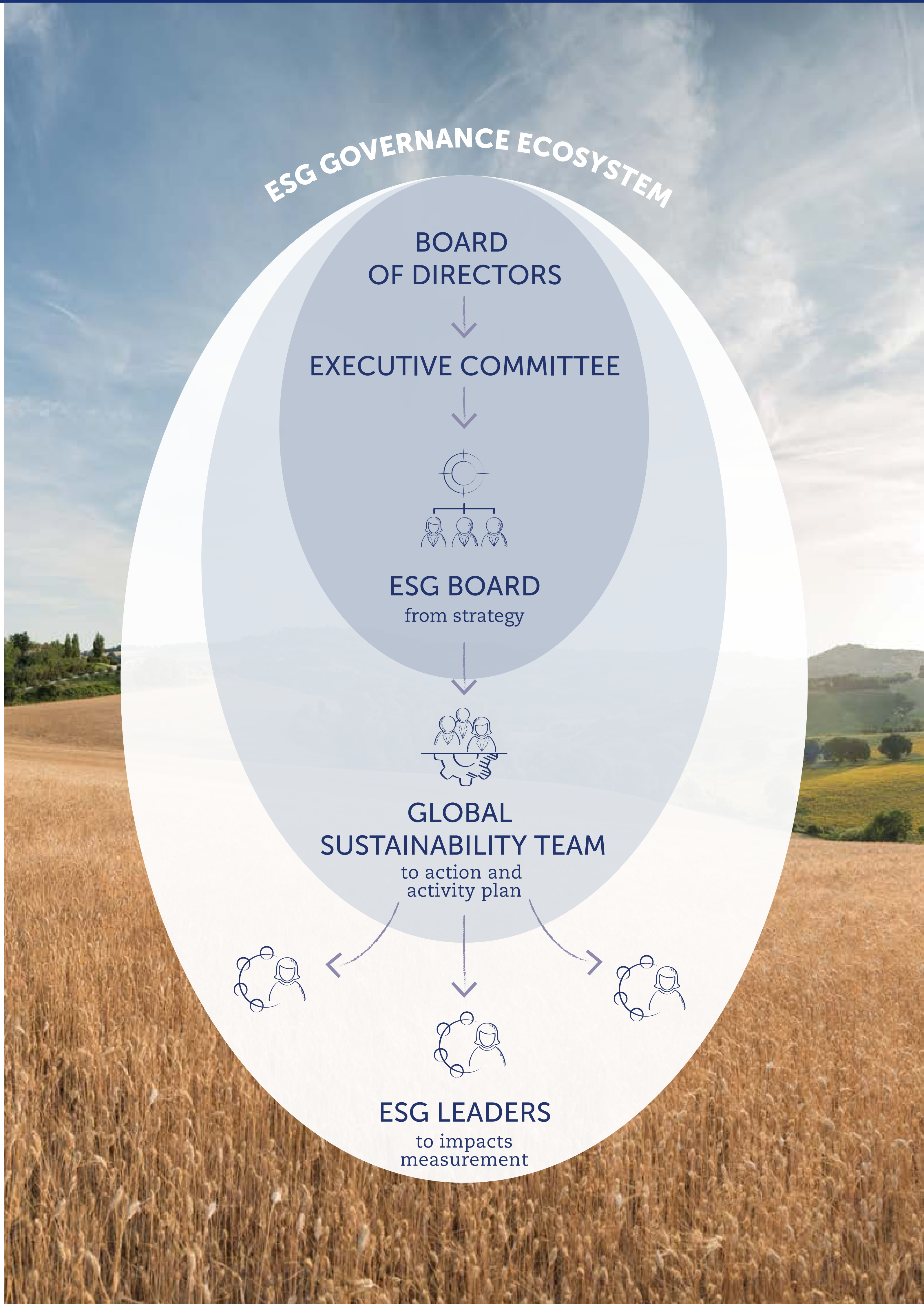
A central sustainability team, it supports the ESG Board in defining and implementing the sustainability strategy. It is responsible for coordinating the sustainability roadmap and ensuring its integration across all Group functions through a dedicated operating model. The team also oversees sustainability reporting obligations by coordinating the required initiatives, involving internal and external stakeholders and monitoring ESG performance.

ESG Leaders

Representatives of individual areas of the company, they contribute to the development of the ESG plan by identifying significant initiatives and involving key figures in their implementation. They are responsible for contributing their specific expertise to the sustainability journey and implementing the strategic projects identified within their respective units. One ESG Leader is a Board member of Barilla G. e R. Fratelli and Barilla Iniziative Board. The Business Risk and Resilience Unit is represented within the ESG Leaders group.

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 key performance indicators (KPIs) related to these initiatives. The new sustainability governance consisting of more than 150 people in all business units represents a tangible step towards the structured integration of the ESG strategy. The three bodies work together to define and present the strategy to the Executive Committee (ExCo), consisting of the CEO and members of the front line, and to the Board of Directors who are in charge of approval. ESG has been included in the 10 year strategic plan as key initiative, this witnesses a strong commitment and high relevance in the Company. Specific KPI's have been identified to monitor the progress of the initiatives related to ESG whose progress and achievement is constantly monitored by Business Integration Office that oversees the main strategic initiatives. ExCo is updated on a monthly basis to monitor the progress, be informed of issues and support the address to solutions. The Board is then aligned over the progression and achievement of the set targets periodically.

Starting from 2024, this structure has supported the start of the alignment process with the European Sustainability Reporting Standards (ESRS), in response to the requirements of the CSRD Directive, by strengthening internal oversight of reporting activities and consistency with the company's strategic objectives.



GOV-3
Integration of sustainability-related performance in incentive schemes

DATA POINTS ESRS 2 GOV-3 • *29a • 29b • 29c • 29e*

At Barilla, the process of sharing and assigning responsibilities is tied to the achievement of performance goals. These results are tracked through the internal Performance Development Process (PDP), which serves as the company's system for evaluating performance and determining potential financial incentives. The 30% of the annual salary bonus is linked to the achievement of agreed-upon targets.

All related KPIs must be measurable and subject to evaluation. ESG-related objectives have been distributed across various departments, following a cross-functional approach. The proper management of sustainability and environmental issues, specific to each role, is one of the key criteria used in employee evaluations. Monetary incentives are now more directly connected to sustainability-related goals, declined to their respective roles. This is relevant for middle management and cross-functional teams, such as Directors and Managers, who are evaluated based on all criteria.

At the Italian sites, the Company has implemented a Performance-Based Production Bonus (PPO) scheme under which a portion of variable remuneration is linked to the achievement of sustainability-related objectives. The scheme is designed to support the integration of environmental and social considerations into operational performance management, with specific targets defined in relation to relevant sustainability topics.

Further details on the nature of these objectives and related performance indicators are provided in the corresponding topical disclosures.

GOV-4
Statement on due diligence

DATA POINTS ESRS 2 GOV-4 • *30 • 32*

Barilla collaborates exclusively with partners who operate according to professional and ethical criteria. To ensure ongoing compliance with these principles, the Group performs in depth assessments at the outset of each business relationship and over time, based on a third party risk assessment. New suppliers are screened according to this procedure, in line with their risk profile, before being approved (see section "G1-2: Management of relationships with suppliers").

Compliance is monitored through regular checks aimed at ensuring a transparent, accountable supply chain that respects human rights, environment and animal welfare. Barilla has launched a new risk assessment and mitigation process along the supply chain and in its operating activities, with the aim of implementing a due diligence system aligned with emerging European regulatory requirements. The process entails early identification of risks, evaluation of supplier practices, targeted audits and corrective actions in response to environmental, social, biodiversity or animal welfare.

In accordance with European provisions, to mitigate the risks identified and ensure constant monitoring and updating, the Group will comply with the European CSDDD regulation by extending its involvement to suppliers along the value chain. This adaptation process will involve the gradual integration of the requirements provided for by the legislation into existing business processes, with the aim of strengthening the mechanisms for identifying, preventing, mitigating and managing current or potential negative impacts on human rights and the environment. By 2030, building on the principles set out in the CSDDD, Barilla aims at strengthening the due diligence approach along the value chain by leveraging existing tools and identifying areas where further actions or control mechanisms will need to be developed.

GOV-5
Risk management and internal controls over sustainability reporting

DATA POINTS ESRS 2 GOV 5 • *36a* • *36b* • *36c* • *36d* • *36e*

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 to achieving its business objectives. 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.

This approach supports decision-making and operational processes, with a focus on emerging issues arising from internal or external changes. In recent years, the Group has developed specific initiatives to improve risk management. This approach facilitates the prioritisation of key risks globally.

The Risk analysis includes 3 fundamental components:

- Regular, comprehensive risk assessment also including ESG risk mapping;
- Insights into key business risks aimed at fostering awareness and mitigation planning;
- Constant support for "Risk Matter Experts" professionals who carry out assessments on specific categories such as Treasury, Tax, Health, Safety and Environment, Compliance, Quality, Food Safety & Techregulatory, Scientific Relations, Sustainability, Digital & Business Technology.

The risk assessment approach follows a structured methodology based on the likelihood and impact of potential sustainability risks. Risks are identified through industry benchmarking and monitoring emerging sustainability trends.

Risks are then prioritized based on their materiality to the company, considering environmental, social, and governance (ESG) impacts, regulatory requirements, and potential reputational damage. In parallel with corporate risk management, the Group has strengthened its commitment to sustainability, consolidating the integration of ESG criteria into the risk management model.

Over the year, the Global Sustainability Team, in conjunction with Enterprise Risk Management, engaged internal stakeholders and conducted an in-depth analysis of ESG risks and opportunities, completing the Double Materiality Analysis. In addition, the assessment methodology has been refined so that the management of risks and opportunities, entrusted to the Business Risk & Resilience function, contributes effectively to the assessment of financial materiality.

A specific focus was dedicated to the assessment of supply chain risks, with particular regard to climate and supplier-related risks. The Group adopts a proactive approach to managing risks along the value chain, constantly monitoring critical factors and implementing strategies aimed at ensuring their continuity and sustainability in the long term.

In continuity with the activities launched in previous years, Barilla has explored in further depth the analysis of climate risks, assessing both transition and physical risks, with the aim of understanding the implications for the business model in different scenarios, in line with the publications of the IPCC (Intergovernmental Panel on Climate Change).

The analysis considered regulatory, technological, market and reputational risks, as well as acute and chronic physical risks that could affect both direct operations and the entire production chain. Specifically, the analysis of physical risks considers the impact of climate change on the following three strategic areas:

- **Raw Materials** - Impact on future yields of key commodities including durum wheat, soft wheat, rye, tomatoes and basil.
- **Supplier Manufacturing Sites** - Assessment of the impacts caused by extreme weather events on the production sites of tomato, basil, glass and cardboard suppliers.
- **Manufacturing Assets** - Development of a framework aimed at prioritising the exposure of its plants and identifying the most relevant hazards, assessing their vulnerability and defining a strategy for adapting to climate change.

Regular meeting with ESG Leaders include elements related to Risk Analysis. An internal control system analysis will be conducted in 2026 in order to design the full process and system.

SBM-1
Strategy, business model and value chain

***DATA POINTS ESRS 2 SBM-1** • 40a-i • 40a-ii • 40a-iii • 40b • 40c • 40d-i • 40d-ii • 40d-iii • 40d-iv • 40e • 40f • 40g • 42 • 42a • 42b • 42c*

Barilla Group is an Italian company with 8,823 employees and a worldwide presence with 30 production sites, 15 located in Italy and 15 abroad.

In 2025, the net revenue of the Group amounted to €4,837 million.
The strategic portfolio consists of three main product groups, consistently highlighted across ESG strategy documentation and the Sustainability Report:

- **Pasta**, for the manufacture and sale of pasta products mainly through the Barilla, Voiello, Misko, Filiz, Yemina, Catelli brands;
- **Bakery**, consisting in the manufacture and sale of bakery products principally through the Mulino Bianco, Pan di Stelle, Pavesi, Wasa and Harrys brands;
- **Condiments**, comprising the production and sale of Red Sauces and Pestos under the Barilla brand.

Barilla serves a diversified set of international markets and customer groups. The Group's most relevant geographical markets by revenue contribution are Italy, United States, France, Germany and Sweden.

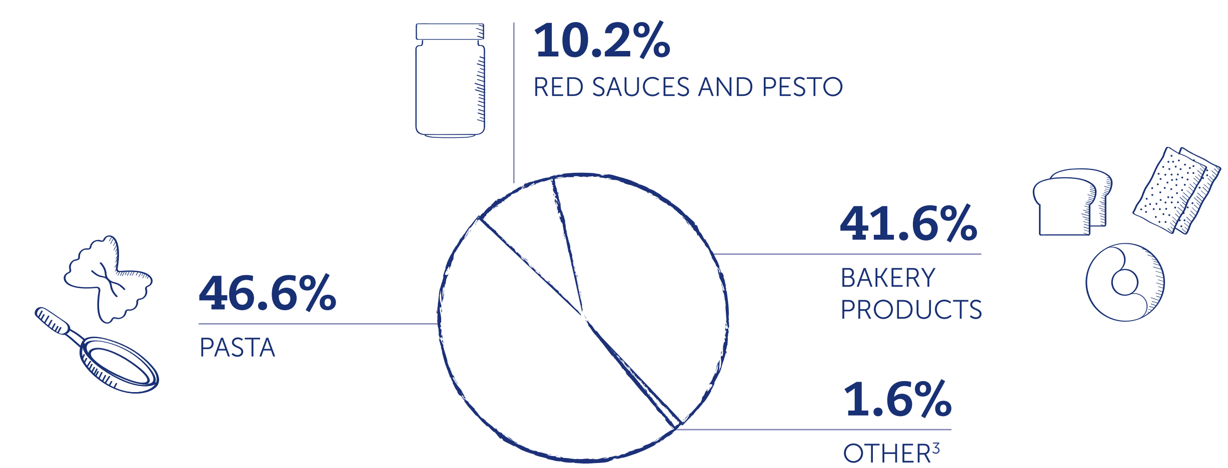
These markets collectively represent 75% of Barilla's total revenues, confirming their status as strategic priority regions. The Company customer base includes mainly retail customers, food service operators, and end consumers.

IN PARMA SINCE **1877**

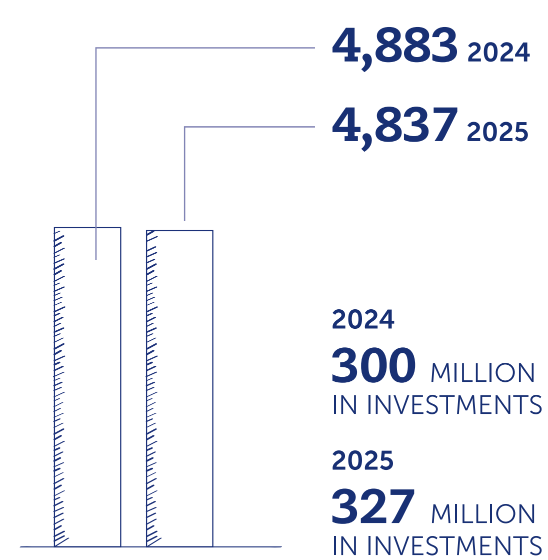
2,048,000 TONNES OF PRODUCTS[2]

20 BRANDS[2]

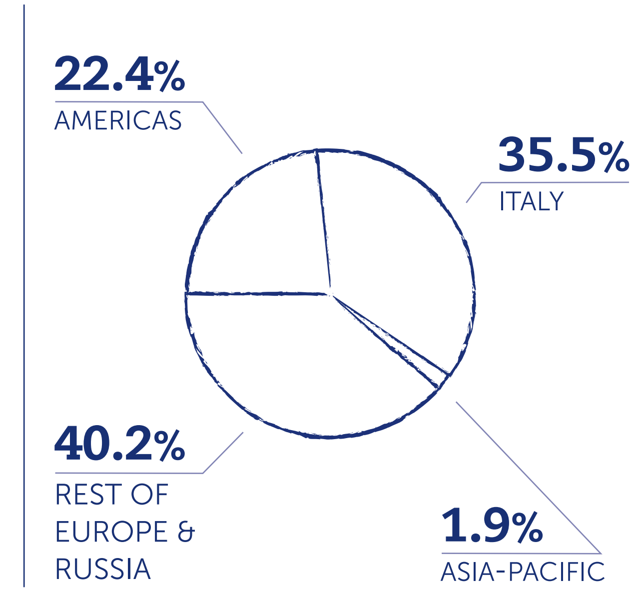
BUSINESS AREA (2025 turnover)



TURNOVER (€ m)



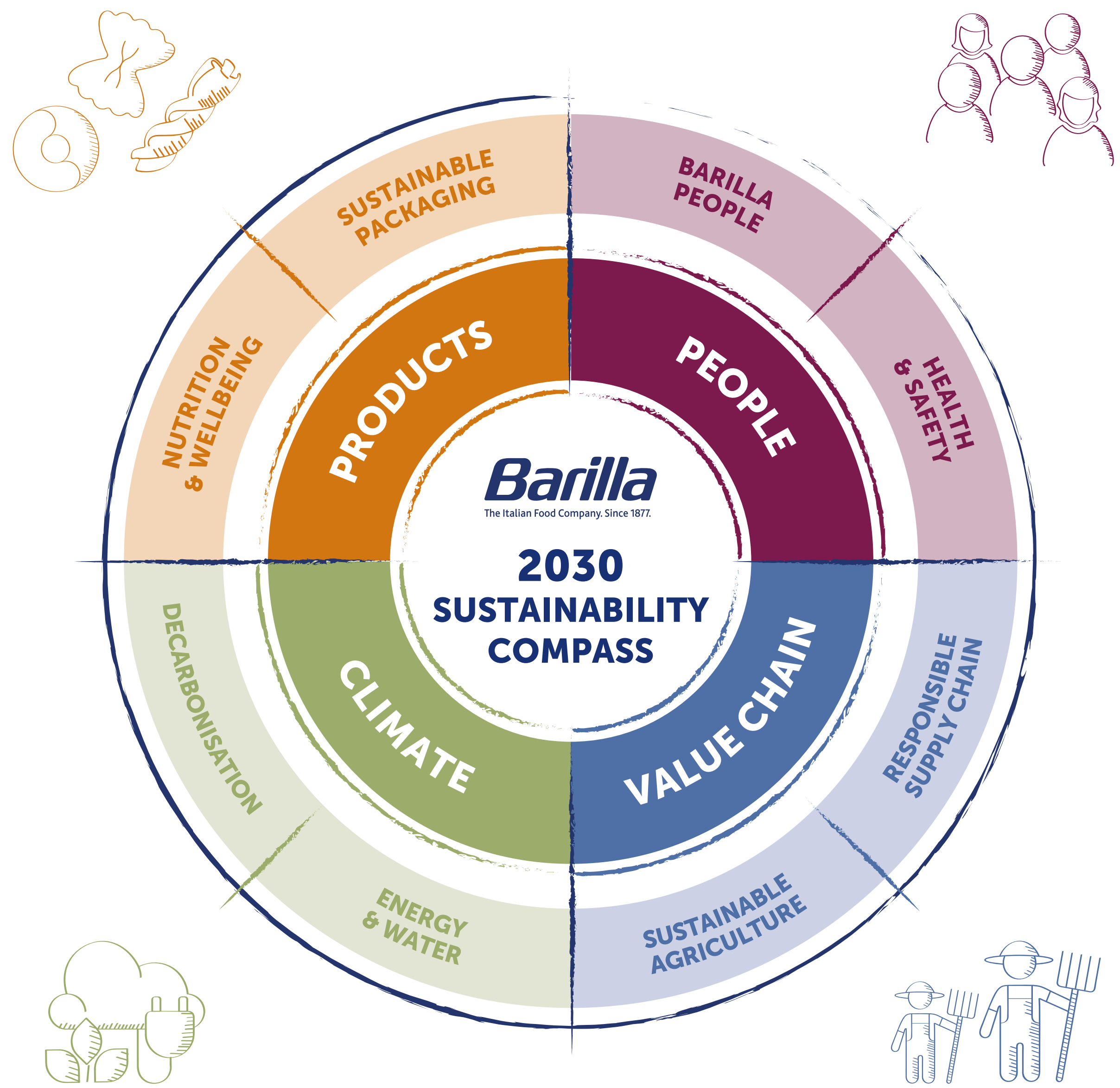
GEOGRAPHICAL AREAS (2025 turnover)



2 2025 data.
3 Includes fresh pasta business at Pasta Evangelists Ltd.

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

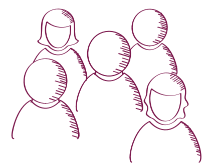
Barilla is committed to offering consumers high-quality, safe, nutritionally balanced products, preferring the purchase of raw materials from supply chains that adopt sustainable practices.

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

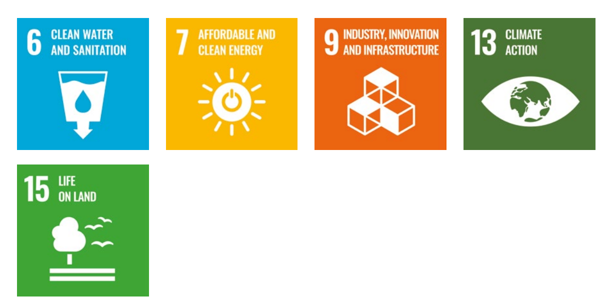
CLIMATE

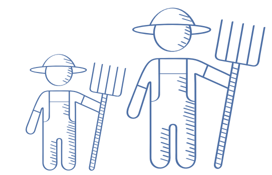
Barilla considers climate change one of the most urgent challenges globally and has defined a science-based strategy, integrating monitoring tools, impact analysis and forecasting models. The approach is based on two complementary guidelines: adaptation and mitigation.
On one side, adaptation aims to 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, CO_2 sequestration and emissions reduction.

SDGs

Business model and value chain

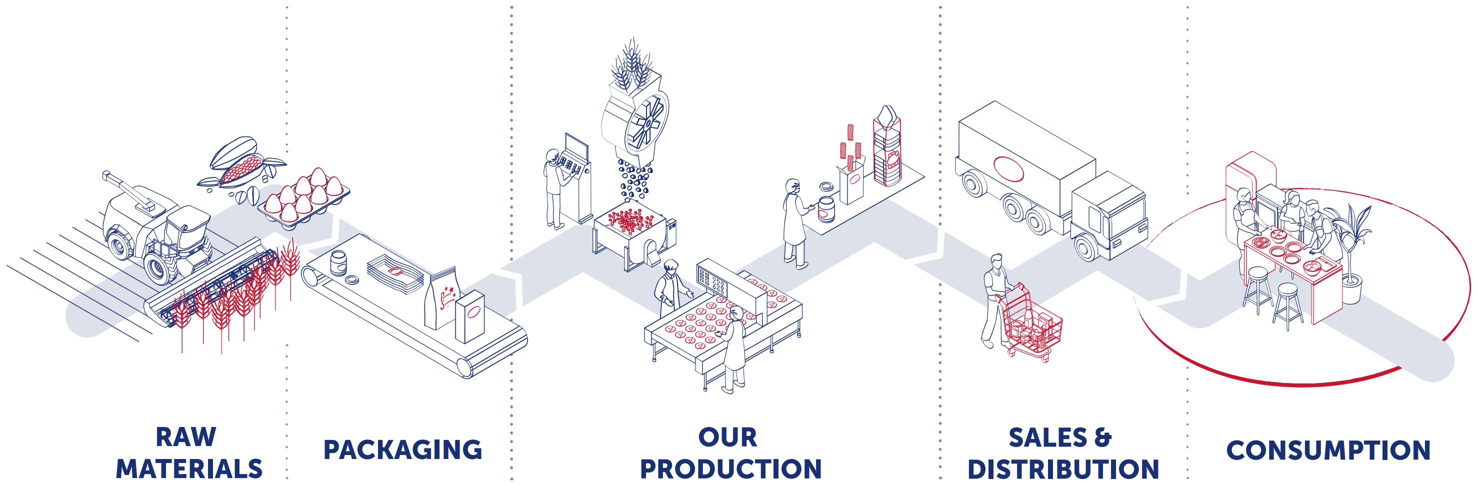
Barilla's business model relies on a broad set of inputs across agricultural commodities, packaging materials, energy, and operational capabilities. A core pillar of the business model is the Responsible Supply Chain and Sustainable Agriculture approach, which ensures the quality and resilience of raw material inputs, including durum wheat, soft wheat, rye, and basil.

In gathering and developing these inputs, Barilla adopts a systemic analysis of impacts, risks, and opportunities across the entire value chain, engaging suppliers, regional purchasing teams, farmers, and internal functions. This includes risk assessment, evaluation of suppliers' practices, targeted audits, and corrective actions in areas such as environmental, social, biodiversity, and animal welfare performance.

This approach is supported by long standing programs such as the Sustainable Agriculture Code (SAC) and the Sustainable Farming Rules, which outline principles for responsible sourcing. Moreover, to secure the availability and quality of agricultural inputs, Barilla strengthens supply chain resilience by leveraging analytical tools to anticipate climate related risks, diversify sources, and invest in sustainable agronomic practices. These insights feed into procurement strategies and decision-making processes.

This approach, leveraging risk monitoring and sustainable agricultural practices, generates outcomes viewed as beneficial by customers, investors, and other stakeholders. In specific, the Group's approach provides customers with safe, high quality food products produced with raw materials meeting strict sustainability criteria (e.g., 100% cage free eggs; regenerative agriculture sourcing; sustainable wheat programs); it ensures an improved resilience of supply chains, a reduced exposure to climate related risks, and a progress toward decarbonization targets strengthening long-term value for investors; and, lastly, it promotes responsible agricultural practices, animal welfare, farmer engagement and long term partnerships across strategic crop value chains (durum wheat, soft wheat, rye, basil) creating shared value for stakeholders.

Barilla transforms selected raw materials and packaging resources into branded food products, including pasta, bakery items, crispbread, sauces, and pesto, associated with quality, safety, transparent sourcing, and nutritional commitments. The Company upstream value chain starts with a selection of agricultural and packaging raw materials. As regards own operations, Barilla produces, within its global network of manufacturing sites, branded food products. Downstream, Barilla operates through global distribution networks and retail partners to reach end-consumers.



Operating a portfolio of both global brands – such as Barilla and Wasa brands – and locally-rooted brands tailored to specific markets – such as Mulino Bianco, Pavesi and Pan di Stelle in Italy, Harrys in France – the Group collaborates with retailers, distributors and customers worldwide.

This positioning as an integrated food manufacturer enables the Group to influence sustainability outcomes both upstream, through long-term responsible sourcing practices and downstream, through product quality, nutrition and sustainability positioning. Given the management of multiple strategic crop value chains, disclosures focus on those where Barilla has the greatest impact and dependency.

Communication and engagement initiatives, such as Barilla value chain videos and sustainability storytelling across digital and physical channels, support the Company in increasing transparency and demonstrate the company's commitments "from farm to fork".

As part of the assessment of the Group's activities for reporting purposes, Barilla, is not directly active in fossil fuels, controversial weapons, chemical manufacturing and tobacco production.

SBM-2
Interests and views of stakeholders

DATA POINTS ESRS 2 SBM-2 *• 45a • 45a-i • 45a-ii • 45a-iii • 45a-iv • 45a-v • 45b • 45c • 45c-i • 45c-ii • 45c-iii • 45d*

Barilla operates in a dynamic and international context, where transparent dialogue and active listening to stakeholders are strategic levers for generating shared value. Aware of the internal and external impacts along the entire value chain, the Group is working to define a structured and multi-year Stakeholder Engagement Plan, aimed at promoting personalised, constant and constructive interaction with the various stakeholders.

The stakeholder mapping was updated in 2024 and, in 2025, the Group carried out a validation review of such update, confirming the identification of the main categories and their relevance based on the nature of the relationships and their strategic role. The analysis identified three groups of stakeholders:

- Barilla Ecosystem, which includes all the players who contribute most directly to the responsible operation and management of the company, both with an internal and external role that reaches the communities where Barilla operates in the area.
- Business Partner, which includes business partners involved in collaboration for business development and growth.
- Civil society, which considers people and organisations that communicate the needs, values and concerns of the community, influencing the ethical, environmental and social orientation of the company. Taking these principles as a starting point, Barilla conducts various activities with key stakeholders, to strengthen collaboration and define value paths together.

These partnerships represent virtuous models of co-creation, ranging from environmental sustainability to food education, up to supply chain innovation, and which serve as a reference for the extension of the plan globally.

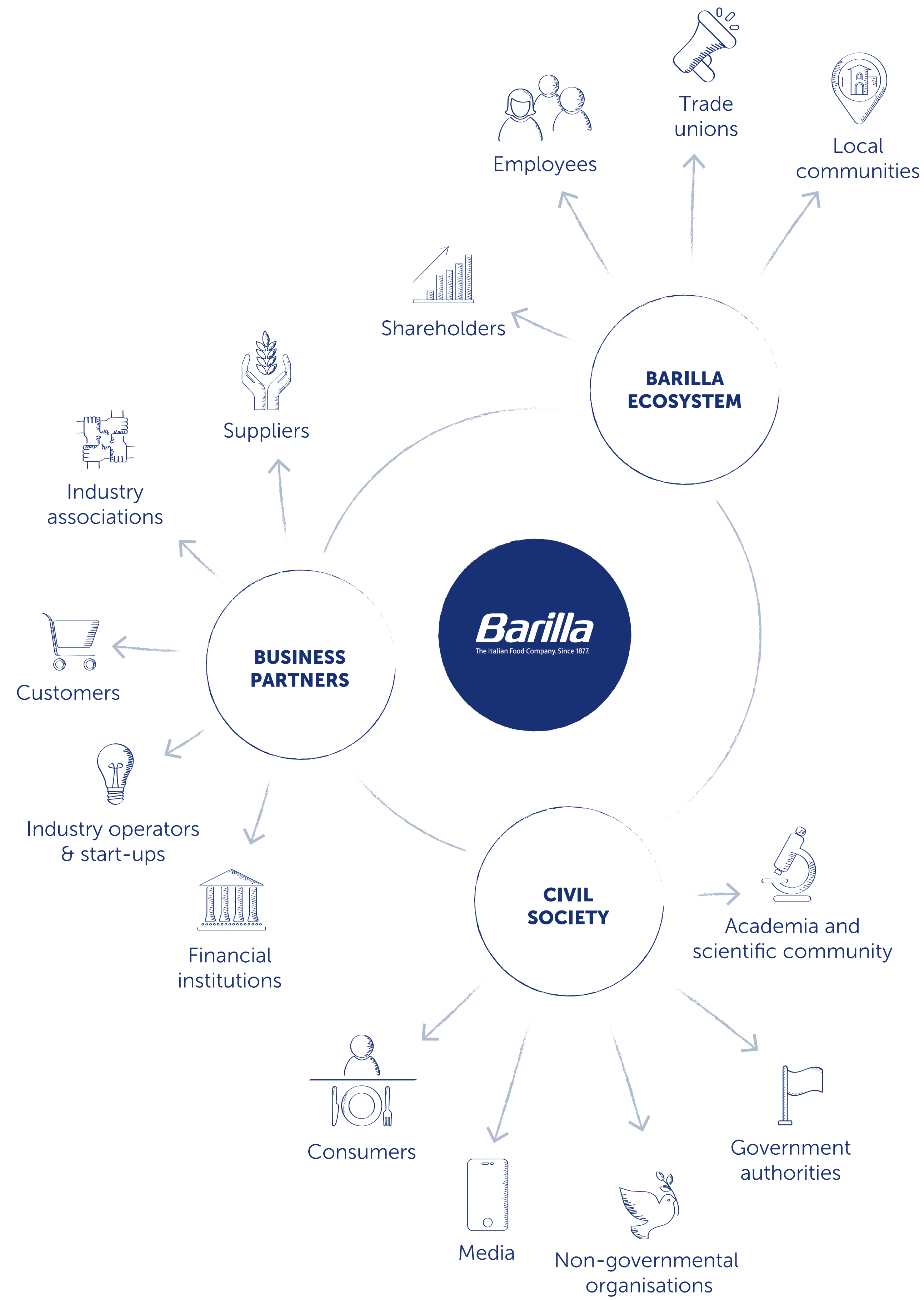
Specifically, each category includes the following stakeholders:

- Barilla Ecosystem: Shareholders, Employees, Trade Unions, Local Communities
- Barilla Business Partner: Suppliers, Industry associations, Customer, Industry Operators & Start-ups, Financial Institutions
- Civil Society: Consumers, Media, NGO's, Academia and Scientific Community, Government authorities

The Company has established a structured set of stakeholders listening and engagement channels aimed at gathering insights on sustainability-related topics across its value chain.

These mechanisms are designed to identify, monitor and periodically reassess material sustainability matters, as well as to inform strategic decision-making. Input collected through these channels contribute to the understanding of stakeholders' expectations, concerns and priorities and help Barilla to integrate their perspective in the evolution of Barilla's materiality assessment and sustainability strategy.

The table below outlines the specific engagement purposes, the channels used, and the key strategic ESG topics addressed with each stakeholder; in addition, a focus on the most significant stakeholder engagement activities carried out in 2025 has been developed.



	SHAREHOLDERS	EMPLOYEES
COMMUNICATION OBJECTIVE	Barilla engages shareholders to identify expectations and perceptions on Barilla's ESG practices, share updates on sustainability progress, and approve related investments, maintaining an open dialogue on future direction and initiatives	The aim is to share updates on Barilla's sustainability progress, understand interests and concerns to improve the quality of working life and be informed about Company's ESG journey and actions
FORM OF ENGAGEMENT	Shareholder board meetings, official communications	Newsletter, townhalls, intranet communication, dedicated internal meetings, trainings to employees
STRATEGIC TOPICS OF ENGAGEMENT	Governance (G1)	Barilla People (S1)

	INDUSTRY ASSOCIATIONS	CUSTOMERS
COMMUNICATION OBJECTIVE	Aimed at improving Barilla's ESG knowledge, gain insights on ESG best practices and continuous listening and consultation, with the final goal to harmonize ESG language and facilitate the satisfaction of compliance requirements	Customers are engaged to better understand their ESG priorities and strategies, gain insights on ESG initiatives, improve ESG knowledge thanks to data sharing and joint working groups, and collaborate to improve the use of ESG criteria in commercial practices with the aim to impact positively also consumers at the point of sale.
FORM OF ENGAGEMENT	Data exchange practices, tools and procedures with GS1 and active participations in associations' events and joint working groups (es. LEAD Network)	Joint working groups, certified channel for data sharing, ESG dialogue in commercial practices, dedicated partnerships and collaborations for ESG value creation
STRATEGIC TOPICS OF ENGAGEMENT	Barilla People (S1), Governance (G1)	Decarbonization (E1), Sustainable packaging (E5), Nutrition & Wellbeing (S4)

	TRADE UNIONS	SUPPLIERS
COMMUNICATION OBJECTIVE	Continuous open dialogue to understand interests and concerns regarding employees' rights and their quality of working life.	Barilla engages with suppliers to improve awareness on environmental & social aspects of its supply chain, train them on sustainable agricultural practices, improve suppliers data sharing and joint working groups, having a final goal to improve quality and resilience of its strategic ingredients
FORM OF ENGAGEMENT	Trade unions are part of the European Works Council with which the Company meets twice a year. Moreover, meetings are also conducted for specific purposes	Joint working groups, certified channel for data sharing, dedicated trainings, support in certification processes, carbon reduction communications
STRATEGIC TOPICS OF ENGAGEMENT	Barilla People & Health & Safety (S1)	Decarbonization (E1), Responsible Supply Chain (E5)

	FINANCIAL INSTITUTIONS	CONSUMERS
COMMUNICATION OBJECTIVE	Engagement with financial institutions aims to identify expectations and perceptions on ESG topics, share updates on sustainability progress, design ad hoc sustainable financial products based on the ESG journey	Engagement with consumers is finalized at gaining feedback on Barilla's products and insights on consumer maturity and perception of ESG themes and initiatives. In addition, Barilla shares its Sustainability Strategy and relative updates on progression
FORM OF ENGAGEMENT	Continuous communication towards financial institutions and dedicated meetings to share Barilla's Sustainability Strategy and relative progression	Consumer feedback programs, certified channels for complaint management, market research on sustainable behaviors and offering
STRATEGIC TOPICS OF ENGAGEMENT	Governance (G1)	Nutrition & Wellbeing (S4)

	MEDIA	NGOs
COMMUNICATION OBJECTIVE	Barilla engages media mainly to share its Sustainability Strategy and relative updates on progression	Engagement with NGOs aims at gather experts' insights ESG topics and collaborate with them to improve company's environmental and social impact
FORM OF ENGAGEMENT	Press releases and regular updates on Barilla ESG commitment, ongoing sharing of company news and initiatives, open dialogue to ensure accurate and easy to understand information	Ongoing listening and consultation and insight gaining, engaged in external communication activities, active participation in supply chain programs
STRATEGIC TOPICS OF ENGAGEMENT	Governance (G1)	Decarbonization (E1), Nutrition and wellbeing (S4)

	GOVERNMENT AUTHORITIES	ACADEMIA AND SCIENCE COMMUNITY
COMMUNICATION OBJECTIVE	Barilla monitors authorities communications to understand priorities and regulatory requirements on ESG topics	Barilla collaborates with academic institutions and science communities to gain science-based insights on environmental and social topics and to boost knowledge-sharing
FORM OF ENGAGEMENT	Ongoing listening to integrate regulatory requirements with active monitoring of evolving norms	Topical discussions, bilateral collaborations with universities: Barilla supports universities in research studies and universities supported Barilla in suppliers' ESG training design
STRATEGIC TOPICS OF ENGAGEMENT	Governance (G1)	Responsible Supply Chain (E5), Nutrition and wellbeing (S4)

Focus on Stakeholder Engagement

ESG KPIs Embedded into Sustainability Linked Credit Facilities

Driven by an in-depth transformation, Barilla has developed a Sustainability-Linked Financing Framework, audited by Sustainable Fitch, which allows the Group to align its sustainability objectives with its financing strategy.

The company has structured a sustainability linked credit facility coordinated by Crédit Agricole CIB and subscribed by around ten financial institutions, linking financial conditions to the achievement of specific **Sustainability Performance Target (SPT)**:

- **KPI 1**: Absolute Scope 1 & 2 Barilla Group GHG Emissions
  SPT: -8% by 2028 vs 2022 & -42% by 2030 vs 2022

- **KPI 2**: Absolute scope 3 FLAG and industrial GHG Emissions
  SPT: -8% by 2028 vs 2022 & -27% by 2030 vs 2022

- **KPI 3**: Volume of raw materials purchased from regenerative agriculture practices
  SPT: 155K tonnes in 2028 & 250k tonnes in 2030

- **KPI 4**: volumes of products sold to be a source of fibre
  SPT: 93% in 2028 & 95% in 2030

The proceeds of the financing will be used for general corporate purposes but the financial characteristics of the instruments are linked to the achievement or non-achievement of the selected KPIs and applicable SPTs at the Target Observation dates. If targets are met the company receives a financial benefit, while if they are not met a penalty is applied.

On an annual basis Barilla will publish a dedicated report with the progression vs the SPTs providing investors and other stakeholders with up-to-date information.

ECOGENTRA and GS1 working groups

GS1 is an organization dedicated to developing and managing global standards for identification, data exchange, and supply chain interoperability. Barilla is a long standing member of GS1 Italy, alongside other food manufacturers, major retail operators and suppliers, with the shared objective of facilitating structured information exchange across the entire value chain.

As part of this effort, GS1 has developed Ecogentra, a digital platform designed to support the standardized sharing of environmental data between suppliers and customers, and that offers simplified tools for emissions calculation, supporting smaller suppliers. Before the launch of Ecogentra, Barilla took part in multiple multi stakeholder working groups promoted by GS1 Italy to co design and improve the platform.

The platform enables large companies to access environmental data from SMEs in their supply chain, even if they fall outside CSRD obligations, through a set of standardized reporting questionnaires designed to ensure consistency and comparability.

Nielsen, University of Parma and retailers working groups

As part of its commitment to strengthening transparency in environmental communication, Barilla joined a broad multi stakeholder working group convened by Nielsen, the University of Parma, and distribution retailers.

The initiative created an open dialogue on green claims, with the shared ambition of improving how environmental information is communicated to consumers. Participants explored both the regulatory landscape and emerging consumer expectations, while also analysing the real world impact of sustainability claims on product performance, examining, for example, how different types of environmental messages correlate with sales metrics across selected product references.

By contributing data, insights and practical experience, Barilla supported the creation of more consistent, comprehensible and reliable communication practices, toward accurate and verifiable green claims.

Together at MIMIT with WWF

Barilla has collaborated with WWF since 2018 through the development of the Carta del Mulino. On the occasion of Mulino Bianco's 50th anniversary, Barilla took part in an institutional exhibition at the Italian Ministry of Enterprises and Made in Italy (MIMIT), in partnership with WWF.

The initiative showcased the brand's journey in sustainable and regenerative agriculture, including technical support and outreach activities focused on the agricultural models adopted across the soft wheat supply chain. Buongrano, the first Mulino Bianco product compliant with the Carta del Mulino, is now the first biscuit made with 100% soft wheat flour from regenerative agriculture and represents a tangible outcome of the brand's commitment. The product anticipates the goal of progressively extending this model across all Mulino Bianco product ranges by 2030.

Global Child Forum working group

Barilla collaborates with Global Child Forum by participating in working groups and dialogue initiatives focused on responsible supply chains. The Global Child Forum Impact Network is a unique community of companies and sustainability professionals committed to placing children's rights at the centre of their ESG strategies. Members benefit from digital tools and services designed to help close reporting gaps, manage sector specific risks, and demonstrate meaningful leadership on responsible supply chain practices. Since 2013, Global Child Forum has benchmarked corporate performance to guide companies in strengthening their social impact. The assessment generates an overall score derived from four key dimensions: Governance & Collaboration, Workplace, Marketplace, and Community & Environment—providing a comprehensive view of how effectively companies integrate children's rights across their operations and value chains. In the latest assessment cycle, Barilla recorded a significant improvement in its overall rating respect to the previous year and a higher score in each key dimension respect to the average of the sector, industry and region[4].

Partnership with LEAD Network

Barilla is a sponsor and partner of LEAD Network, actively contributing to the discussion on diversity, equity, and inclusion within the consumer goods sector. During the annual conference in Milan, Barilla participated to public sessions and dialogues with the aim of sharing best practices and concrete initiatives on DE&I themes, fostering the exchange of experiences with international companies and stakeholders.

Consumer Goods Forum

The Consumer Goods Forum (CGF), a global organization that brings together manufacturers, retailers and stakeholders in the consumer goods industry, with the aim of promoting more efficient and sustainable business practices that benefit both companies and consumers, without compromising competition, supports companies through thematic action coalitions, offering expertise, tools, and guidance to drive positive change at scale. The Forum currently has around 400 members from over 70 countries. At the helm of the organization is a Board of Directors consisting of CEOs of major companies in the sector, including Gianluca Di Tondo, CEO of Barilla.

Collaboration with CONAD

From 2022, Barilla collaborates with Conad on sustainability issues through Mulino Bianco, one of the most active brands on the subject. Key initiatives include a digital game, designed to raise consumer awareness of environmental issues, rewarding participation with coupons and educational content. The educational commitment has been further strengthened with the installation of three educational apiaries near Conad stores and will continue with thematic workshops open to schools and the community. In parallel, Barilla supported Conad's reforestation project as main sponsor within a collaboration linked to the Carta del Mulino, complemented by in-store initiatives and joint promotional activities. The partnership positions Conad as an active partner in advancing sustainable actions, while Barilla, through Mulino Bianco, acts as a promoter and facilitator of shared value, strengthening consumer engagement and collaboration across the value chain.

Collaboration with Carrefour

Launched in 2017, the partnership between Barilla and Carrefour is a structured stakeholder engagement built on shared sustainability goals. Initially focused on food waste, it evolved into the Food Transition Pact, with Barilla as co-leader, addressing climate action, nutrition, and sustainable packaging. The collaboration has expanded globally since 2019 and was further strengthened in 2023 through Barilla's participation in the Consumer Goods Forum's Coalition for Healthier Lives. The partnership highlights the value of co-creation, multi-level governance, and continuous dialogue in delivering tangible sustainability outcomes.

4 https://globalchildforum.org/company-score/barilla/.

IRO-1
Description of the process to identify and assess material impacts, risks and opportunities

***DATA POINTS ESRS 2 IRO-1** • 53a • 53b-i • 53b-ii • 53b-iii • 53b-iv • 53c-i • 53c-ii • 53c-iii • 53d • 53e • 53f • 53g • 53h*

The process to identify, assess and manage sustainability related impacts, risks and opportunities (IRO) is an integral component of Barilla's overall risk management system and is systematically used to evaluate the Group's overall risk profile and the effectiveness of its risk management processes.

Through the Enterprise Risk Management (ERM) framework, the outcomes of the sustainability related IRO assessment, are incorporated into the enterprise wide risk universe and contribute to the identification and prioritization of key risks at Group level and to strengthen the analysis of ESG impacts along the entire value chain, with particular attention to product quality and safety, workforce conditions and environmental factors.

The Risk analysis includes 3 fundamental components:

- regular, comprehensive risk assessment also including ESG risk mapping;
- insights into key business risks aimed at fostering awareness and mitigation planning;
- constant support for "Risk Matter Experts" professionals who carry out assessments on specific categories such as Treasury, Tax, Health, Safety and Environment, Compliance, Quality, Food Safety & Tech regulatory, Scientific Relations, Sustainability, Digital & Business Technology.

The Double Materiality Analysis, in compliance with the European Commission Delegated Regulation (2023/2772) and the CSRD Directive (2022/2464), identifies as relevant those sustainability issues that involve negative or positive, actual or potential impacts on people and the environment in the short, medium and long term. The Double Materiality Analysis requires Barilla to consider two perspectives:

- impact materiality takes an inside-out approach, assessing the effects that the organization generates on the external environment. These impacts extend from the Group's direct operations to the value chain, including the products and services offered and commercial relationships;
- financial materiality follows an approach defined as outside-in, valuing the environmental and social issues that can have a financial impact on the organization.

Risk and opportunity identification is conducted through interviews with selected stakeholders within the Group, specifically risk owners belonging to the first and/or second line of management. The information collected is documented in the Risk Register, managed by the Risk Manager. In the assessment of the materiality of risks and opportunities, their contribution to potential financial effects in the short, medium and long term is considered. This assessment is based on:

- scenarios and forecasts considered reasonably likely;
- potential financial effects related to sustainability related matters or to assets and liabilities that are not recognised, or not yet recognised, in the financial statements.

The connections between impacts and dependencies and the related risks and opportunities have been considered by analysing how the Group's activities and value chain dependencies, particularly on agricultural raw materials, natural resources and suppliers, may generate sustainability related impacts that, in turn, give rise to risks or opportunities affecting the business. This approach enables the identification of cause effect relationships between impacts on people and the environment and the associated financial and strategic risks and opportunities.

Dedicated assessments are conducted for specific sustainability-related risks such as Product Quality &

Food Safety risks, which are treated as a vertical assessment and are valued within the Group Risk Register, thereby playing a significant role in Double Materiality analysis. Additionally, for climate-related risks, a more structured and quantitative evaluation is performed to identify and quantify necessary mitigation actions (see section "E1 IRO-1: Description of the processes to identify and assess material climate-related impacts, risks and opportunities").

The Process to identify and assess sustainability related impacts, risks and opportunities (IROs) is based on a set of qualitative and quantitative input parameters derived from internationally recognized sustainability reporting standards, including the ESRS, GRI Standards, SASB Standards (as maintained by the ISSB) and IFRS Sustainability Disclosure Standards, as well as external sources like regulatory developments, peer analysis and recognized sustainability frameworks.

Key input parameters include:

- the nature of the Group's activities, business model and value chain, including upstream and downstream business relationships;
- sector specific sustainability topics and risk drivers, as identified by GRI Sector Standards and SASB industry based standards;
- the severity, scale, scope and likelihood of actual and potential impacts on people and the environment, in line with GRI and ESRS impact materiality principles;
- the likelihood and potential financial effects of sustainability related risks and opportunities over the short, medium and long term, in line with IFRS S1 and S2;
- internal risk assessments, ESG risk mapping and inputs from subject matter experts.

The process is described below:

- **Understanding the context** The process begins with an analysis of the sustainability context in which Barilla Group operates, including its activities, business relationships and operating environment. Sustainability related risks and opportunities are assessed by considering their likelihood of occurrence and their potential financial effects in the short, medium and long term.

  Key stakeholder groups are identified as part of this phase, in order to ensure that relevant perspectives are appropriately considered. This contextual analysis provides the basis for the identification of relevant IROs. Identification of current and potential impacts, risks and opportunities. Impacts, risks and opportunities are identified and mapped across the entire value chain, covering upstream, own operations and downstream activities.

  The identification is conducted in line with the ten thematic standards of the ESRS and structured according to the three pillars of Environment, Social and Governance. Both current and potential impacts, risks and opportunities are considered.

  The update on the identification of risks and opportunities is conducted via the annual Risk Assessment campaign, which is also relevant for Double Materiality purposes. Risk identification is carried out through interviews with Risk Owners. The information collected is documented in the Risk Register, managed by the Risk Manager.

- **Assessment methodology** Each identified impact is assessed to determine whether it is positive or negative and whether it is actual or potential. The assessment gives a materiality score to each impact identified which reflects a combined assessment of the severity and likelihood of impacts on stakeholders. Severity captures the significance of the impact and is assessed through three dimensions: scale, which refers to the intensity or magnitude of the positive or negative consequences generated; scope, which reflects the extent of stakeholders or ecosystems affected; and, for negative impacts only, irremediability, which represents the degree to which the impact can be reversed or remedied. Probability refers to the likelihood that a potential impact will occur. For actual impacts, probability is not applied, as the impact has already materialized. The evaluation of risks and opportunities is made from an inherent impact and likelihood perspective (i.e., inherent risk), considering either financial or reputational impact levels.

- **Consolidation and determination of material topics** The results of the assessment are consolidated through the application of a materiality threshold, leading to the definition of the list of material sustainability topics. In specific, a materiality threshold of 3,0 was defined. Impacts with an average materiality score equal to or greater than 3 are considered material and therefore relevant for reporting and management purposes.

  This approach supports a focused prioritization of topics that are most relevant to stakeholders and most significant in terms of environmental, social, and governance impacts. The Double Materiality Analysis determined as material the topics specified in section "IRO-2: Disclosure requirements in ESRS covered by the undertaking's sustainability statement".

Moreover, the Process is designed to focus on those activities, business relationships, geographies and contextual factors that are most likely to give rise to heightened risks of adverse environmental, social and governance impacts, based on Barilla Group's operating model and value chain structure.

Focus on specific activities and value chain stages

The process starts from a systematic identification of impacts across own operations and the entire value chain, explicitly distinguishing between upstream, own operations and downstream activities.

Particular attention is paid to activities that are structurally associated with higher risk profiles, including:

- **Agricultural production and raw material sourcing**, due to their links with climate change, biodiversity loss, water use, pollution, labour conditions and human rights risks.
- **Manufacturing, milling and logistics operations**, given their relevance for energy consumption,

greenhouse gas emissions, occupational health and safety and waste generation.

- **Downstream activities**, such as product distribution, packaging and food waste management, which are associated with impacts on climate change, circular economy and local communities.
- This granular value chain approach allows the identification of impacts that are more likely to be severe, widespread or difficult to remediate, and therefore more likely to exceed the materiality threshold.

Focus on business relationships

The assessment explicitly considers business relationships that may amplify adverse impacts, in particular:

- Suppliers of agricultural raw materials and other strategic inputs, where risks related to labour practices (e.g. child labour, forced labour, inadequate wages, health and safety), environmental degradation (e.g. deforestation, soil degradation, water pollution) and biodiversity loss are more pronounced.
- Logistics and service providers, where occupational health and safety and environmental impacts may arise.
- The process links each identified impact to the relevant stakeholder groups, enabling a clearer understanding of how specific business relationships contribute to heightened adverse impact risks.

Focus on geographies and operating contexts

The process integrates a geographical dimension by assessing impacts across Barilla Group's main regions (including Europe, Americas, Africa, Middle East and Asia-Pacific) and by differentiating between plants, offices and mills where applicable.

Higher risk scores are assigned where impacts occur in:

- Regions with higher environmental vulnerability, such as water-stressed areas or regions exposed to climate-related extreme events.
- Countries or contexts with weaker regulatory frameworks, limited enforcement of labour rights or higher exposure to human rights risks in agricultural supply chains.

This approach ensures that the assessment reflects not only the type of activity, but also the contextual risk factors linked to where the activity takes place.

Focus on nature of impacts and risk drivers

The process places particular emphasis on impacts characterised by:

- High severity, assessed through scale, scope and irremediability (for negative impacts).
- Higher probability for potential impacts that are more likely to occur given the operating and value chain context.
- Structural risk drivers, such as reliance on natural resources, exposure to climate change, labor-intensive activities, or complex multi-tier supply chains.

These criteria ensure that the assessment prioritizes impacts where adverse outcomes for the environment, people or communities are more likely or more difficult to mitigate.

During the current financial year, the Double Materiality will be reviewed, and an Internal Control System will be identified.

SBM-3
Material impacts, risks and opportunities and their interaction with strategy and business model

***DATA POINTS ESRS 2 SBM-3** • 48a • 48b • 48c-i • 48c-ii • 48c-iii • 48c-iv • 48d • 48e • 48f • 48g*

Based on double materiality assessment, Barilla evaluates the current and anticipated effects of material impacts, risks and opportunities on its business model, value chain and strategy (for more details on the assessment see "IRO-1: Description of the process to identify and assess material impacts, risks and opportunities").

These considerations are already reflected in strategic programmes and investment plans, including the integration of ESG criteria into Enterprise Risk Management, the Climate Risk Analysis, and the definition of multi year action plans on decarbonization, sustainable agriculture, responsible supply chains and resource efficiency, which guide decision making and future strategic adjustments.

Moreover, the undertaking has assessed the anticipated financial effects of material sustainability related risks and opportunities on its financial position, financial performance and cash flows over the short, medium and long term through topic specific analyses. These assessments consider potential impacts on operating costs, capital expenditure, asset values, supply chain continuity and cash flow volatility, taking into account different time horizons aligned with the Group's strategic planning and risk management processes.

Given the nature and relevance of these risks and opportunities, both the analysis of current and anticipated financial effect and the resilience analysis have been conducted at thematic level, with dedicated analyses for Climate change (see section "E1 IRO-1: Description of the processes to identify and assess material climate-related impacts, risks and opportunities"), Water and Marine Resources (see section "E3 IRO-1: Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities") and Resource Use and Circular Economy (see section "E5 IRO-1: Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities"). These disclosures describe the potential financial implications, the underlying assumptions and methodologies applied, as well as the current level of quantification and associated uncertainties.

The table below shows the sustainability-related material positive and negative impacts, risks and opportunities defined and the affected steps of the value chain.

The material negative and positive impacts identified through the double materiality analysis affect, or are likely to affect, people and the environment across Barilla's own operations and value chain. These impacts relate in particular to workforce well-being and safety, consumers safety, climate change and water resources, and are addressed through the Group's sustainability strategy, structured around strategic pillars and operational programmes covering products, people, value chain and climate.

The description of nature of activities or business relationships involved with material impacts are described in "ESRS 2 SBM 1: Strategy, business model and value chain".

Generally, no changes have occurred compared to previous reporting year.

IMPACT, RISKS AND OPPORTUNITIES – E1

CATEGORY	DESCRIPTION	STAGE IN VALUE CHAIN	TIME HORIZON
NEGATIVE IMPACT	The consumption of energy and fossil fuels in the food and beverage industry can contribute to climate change and pollution.	Direct operations	Medium-Term
	Land and sea transportation operations generate direct greenhouse gas (GHG) emissions, contributing to climate change.	Upstream value chain	Medium-Term
POSITIVE IMPACT	Use of renewable energy to reduce the use of fossil-fuel raw materials and CO_2 emissions.	Direct operations	Long-Term
	Via the implementation of adaptation strategies such as post-crop land use planning, ensuring the availability of natural resources for agriculture, promoting climate-resilient economic growth, and long-term contingency planning, the organisation can positively improve the resilience of local communities to climate change-related impacts.	Upstream value chain	Medium-Term
RISK	Increased risk of operational disruptions due to extreme weather events.	Direct operations	Medium-Term
OPPORTUNITY	Investments in energy efficiency and thermal and electrical energy plans to reduce carbon footprint and optimise operating costs.	Direct operations	Long-Term
	Establishing stable relationships with suppliers to ensure a more sustainable supply chain with less climate impact.	Upstream value chain	Medium-Term

IMPACT, RISKS AND OPPORTUNITIES – E3

CATEGORY	DESCRIPTION	STAGE IN VALUE CHAIN	TIME HORIZON
NEGATIVE IMPACT	High water consumption in production processes and quality of discharges that can compromise local water resources and ecosystems.	Direct operations / Upstream value chain	Medium-Term
	Intensive use of water in agriculture, contributing to water scarcity with impacts on the environment and local communities.	Upstream value chain	Short-Term
RISK	High water consumption in the Group's activities, with a negative environmental footprint.	Direct operations / Upstream value chain	Medium-Term
	Risk of water stress at production sites in France during the summer, with possible impacts on production.	Direct operations	Medium-Term
	Negative environmental impacts from waste generated by operations.	Direct operations	Medium-Term
OPPORTUNITY	Improve business resilience to water stress by reducing financial risks and ensuring business continuity.	Direct operations / Upstream value chain	Medium-Term
	Adoption of measures to increase process efficiency and reduce water consumption.	Direct operations	Medium-Term

IMPACT, RISKS AND OPPORTUNITIES – E5

CATEGORY	DESCRIPTION	STAGE IN VALUE CHAIN	TIME HORIZON
NEGATIVE IMPACT	Inadequate waste management can have negative impacts on the environment and human health, even extending beyond the sites of generation and disposal.	Direct operations	Long-Term
	Incineration of byproduct without energy recovery or their disposal in landfills generates waste, causing negative environmental impacts such as greenhouse gas emissions and water pollution.	Direct operations	Medium-Term
	Food loss not only leads to a waste of resources such as water, land, energy, labour and capital but also contributes to increased greenhouse gas emissions, with negative impacts on the environment.	Direct operations	Medium-Term
POSITIVE IMPACT	Proactive management of foods traditionally considered waste (e.g. products with cosmetic defects or close to expiry) can promote food security by more efficiently redirecting food resources to beneficial purposes. Collaboration with other stakeholders dedicated to this goal can amplify the positive effects.	Direct operations / Upstream value chain	Medium-Term
RISK	High environmental footprint of Barilla product packaging due to intensive use of plastic.	Direct operations / Downstream value chain	Short-Term
	Failure to integrate guidelines on packaging and recycled materials.	Internal operations	Short-Term
	Europe-wide concern about daily exposure to low doses of different pesticides ('pesticide cocktail'). Negative perception by stakeholders and consumers, despite EFSA concluding in preliminary studies that there are no health risks. Focus of the EU Farm to Fork strategy on pesticide reduction. A theme frequently criticised by consumer magazines (e.g. Salvagente, Okotest).	Upstream value chain	Medium-Term

IMPACT, RISKS AND OPPORTUNITIES – S1

CATEGORY	DESCRIPTION	STAGE IN VALUE CHAIN	TIME HORIZON
NEGATIVE IMPACT	Incidents of direct or indirect discrimination based on gender, race, ethnic origin, language, religion, disability, age or sexual orientation.	Direct operations	Short-Term
	Corruption practices such as bribery, fraud, and money laundering can negatively affect workers and communities.	Direct operations	Medium-Term
	Industrial processes used in the industry can cause falls, transportation accidents, equipment-related accidents and heat illnesses or injuries, negatively impacting employees.	Direct operations	Short-Term
POSITIVE IMPACT	Wage policies for a decent income, reducing inequalities and in-work poverty	Direct operations	Medium-Term
	Promoting a satisfactory work-life balance for employees	Direct operations	Short-Term
RISK	Difficulty in recruiting and retaining talent in a competitive market.	Direct operations	Medium-Term
OPPORTUNITY	Development of training and professional growth programs to increase engagement and attract new talent.	Direct operations	Medium-Term

IMPACT, RISKS AND OPPORTUNITIES – S4

CATEGORY	DESCRIPTION	STAGE IN VALUE CHAIN	TIME HORIZON
POSITIVE IMPACT	Education-Dissemination of sustainable and balanced lifestyles and appropriate eating habits (with extra attention paid to the youngest children), with positive impacts in terms food education and information. With the use of safe and controlled products, the attention to hygiene throughout the whole production process, the company shall guarantee the security for children.	Downstream value chain	Short-Term
	Inaccurate or insufficient product labeling, and misleading marketing communication with consumers (including information regarding to their ingredients), may harm the health of specific group of consumer (e.g. children).	Downstream value chain	Short-Term
NEGATIVE IMPACT	The intensive use of antimicrobials, such as antibiotics or chemicals, in intensive land and aquatic livestock farming can promote the development of resistant bacteria, with potential threats to public health.	Upstream value chain	Medium-Term
	The use of antibiotics, anti-inflammatories and hormones in animal products can leave unwanted residues, compromising food safety and public health.	Upstream value chain	Short-Term
	Inadequate animal health and welfare management practices can promote the spread of zoonoses such as salmonellosis, swine flu and avian flu, with impacts on public health, productivity and food safety.	Upstream value chain	Short-Term
	In the absence of safe and controlled products and adequate hygiene throughout the production process, the company is unable to guarantee the health and safety of consumers.	Upstream value chain / Operations	Short-Term

IMPACT, RISKS AND OPPORTUNITIES – G1

CATEGORY	DESCRIPTION	STAGE IN VALUE CHAIN	TIME HORIZON
NEGATIVE IMPACT	Anti-competitive practices can prevent small-scale producers from covering costs or paying wages, causing economic exclusion and threatening livelihoods.	Upstream value chain	Short-Term
	Non-payment or wage delays, restrictions on freedom of movement, violence, threats, human trafficking and forms of modern slavery in the supply chain compromise society and stakeholders.	Upstream value chain	Short-Term
	Corruption (bribery, fraud, money laundering) can cause misallocation of resources, reduce public revenues, and harm workers and communities.	Upstream value chain / Operations	Medium-Term
POSITIVE IMPACT	Activities aimed at promoting transparency and trust with suppliers, including ESG assessments, can generate positive impacts	Upstream value chain / Operations	Medium-Term
	A wage policy that guarantees a decent income can help reduce inequalities and in-work poverty.	Direct operations	Medium-Term
	Whistleblower protection strengthens the ability to report ethical violations without fear of retaliation.	Direct operations	Short-Term
	The promotion of a responsible corporate culture (absence of corruption, compliance with regulations) generates widespread benefits for the community.	Direct operations	Long-Term

ENVIRONMENTAL INFORMATION

ESRS E1 CLIMATE CHANGE

DECARBONISATION ENERGY & WATER SUSTAINABLE AGRICULTURE

This chapter outlines Barilla's approach to climate change, describing governance, strategy, risks, targets and actions implemented to mitigate emissions and adapt to climate-related impacts.

ESRS 2 GOV-3 E1 Integration of sustainability-related performance in incentive schemes

***DATA POINTS E1 GOV-3** • 13*

The Group has adopted a Short-Term Incentive Plan (STIP) designed to link variable remuneration to the achievement of predefined economic, financial and competitive objectives, as well as to individual performance assessed through the Performance & Development Process (PDP). The STIP applies to eligible employees across the Group and is defined annually by the Chief Executive Officer, the Chief Financial, Information & Sustainability Officer, and the Chief Human Resources Officer. Based on the provisions of the Corporate Short-Term Incentive Plan Annual Policy, the incentive scheme does not explicitly include sustainability specific performance indicators (such as environmental, climate, social or governance targets) as standalone metrics within the bonus calculation framework. The performance indicators used for the determination of variable remuneration are limited to:

- economic and financial indicators (e.g. Net Sales, EBITDA, Local Operating Margin, Business Margin, Net Monetary Flow);
- competitiveness indicators (Barilla Value Market Share);
- individual performance assessed through the Overall Performance Rating, which combines business objectives and behavioral aspects, defined with reference to the Barilla Behaviors.

However, while sustainability objectives are not explicitly formalized within the STIP quantitative scorecard, the Policy provides that individual objectives are defined annually within the PDP. In this context, projects or initiatives that are linked to the Group's material sustainability topics, such as climate change, responsible water use, waste reduction or circular economy initiatives, may be included within individual PDP objectives, depending on the employee's role and responsibilities. These objectives, where assigned, can reach 30% of variable remuneration and contribute to the qualitative assessment of individual performance under the Overall Performance Rating, without constituting a separately measured sustainability incentive under the STIP.
The company also has an incentive scheme in place for its Italian sites, known as PPO (Performance Based Production Bonus), under which part of the variable remuneration is linked to the achievement of specific environmental and social objectives. The scheme includes climate change–related targets, such as improvements in production process efficiency, as well as health and safety objectives, including the reduction in workplace accidents and the promotion of compliance with mandatory rest periods.

E1-1 Transition plan for climate change mitigation

***DATA POINTS E1-1** • 14 • 16a • 16b • 16c • 16d • 16e • 16g • 16h • 16i • 16j*

Barilla's climate change mitigation strategy and business model are compatible with limiting global warming to 1.5°C, as its decarbonization plan focuses on structural decarbonization levers and has been developed according to SBTi validated Science Based Targets, providing assurance that the company is following a scientifically robust decarbonization pathway.

The strategy focuses on the emission categories that contribute most significantly to the Group's overall carbon footprint:

- **Scope 1 and Scope 2 emissions from direct operations**, where the company is implementing energy efficiency measures and increasing the share of renewable electricity.
- **Scope 3 – Category 1** (Purchased Goods and Services), with particular attention to key agricultural raw materials such as cereals, eggs and cocoa, as well as packaging materials, which together represent the majority of upstream emissions.
- **Scope 3 – Category 3** (Fuel- and Energy Related Activities), addressing emissions associated with the production and distribution of the energy consumed across operations.
- **Scope 3 – Category 4** (Upstream Transportation and Distribution), covering logistics for inbound and outbound freight, where the company is progressing through intermodal solutions and lower emission transport options.
- **Scope 3 – Category 12** (End of Life Treatment of Sold Products), reflecting Barilla's commitment to reduce downstream impacts through packaging design, recyclability, and circularity initiatives.

Focusing on the above-mentioned emission categories, in 2025 the Group achieved a 142 ktCO_2e reduction compared with 2022 for Scope 1+2+3 emissions on SBTi perimeter, representing a 4.8% reduction compared with 2022. For further details on decarbonization targets and levers and related financing see section "E 1-3: Actions and resources in relation to climate change policies" and "E 1-4: Targets related to climate change mitigation and adaptation".

The actions outlined in the Decarbonization Plan, already approved by the competent bodies, are aligned to the overall business strategy and financial planning. They are designed not only to reduce greenhouse gas emissions, but also to mitigate climate related risks and to strengthen the company's resilience. By proactively addressing these risks, the Plan contributes to business continuity, operational stability, and the protection of the company's financial performance and value creation over the medium to long term.

At the same time, it is important to highlight that the current Decarbonization Plan is deliberately focused on the 2030 time horizon, in line with the company's commitment under the Science Based Targets initiative (SBTi). The plan is therefore primarily designed to deliver tangible emissions reductions within this decade, ensuring consistency with the targets formally validated and publicly communicated. While some elements typically associated with a fully comprehensive climate transition plan, such as explicit long-term targets beyond 2030, a formal structuring based on climate scenario analysis, and a complete coverage of long-term investment needs, are still being progressively structured, the underlying analyses on climate risks and opportunities are already developed internally.

Overall, the plan reflects a strong and credible commitment to near- and medium-term climate action, anchored in the company's SBTi-aligned objectives, with further integration of transition planning elements expected over time. Regarding the integration of the decarbonization plan in the corporate financial planning there is a specific Energy & Water Plan, which foresees total committed resources of €168 million CapEx over a five year period (2025-2030).

It is managed in a fully integrated way with the overall CapEx plan of the Group through periodic review of the identified projects and consequent alignment with financial forecasts during the year.

ESRS 2 SBM-3 E1
Material impacts, risks and opportunities and their interaction with strategy and business model

DATA POINTS E1 SBM-3 *• 18 • 19a • 19b • 19c • AR7b • AR8b*

In 2024, the Group conducted an in-depth analysis of the risks and opportunities related to climate change. In continuity with the activities launched in previous years, Barilla has explored with more granularity the analysis of climate risks, assessing both transition and physical risks.

The Group has developed an ad hoc end-to-end climate risk and resilience analysis framework, covering the entire value chain from crop cultivation to production sites, to assess how climate-related impacts, risks and opportunities may affect its strategy and business model (see section "IRO-1: Description of the processes to identify and assess material climate-related impacts, risks and opportunities for more information on the analysis").

The resilience analysis framework is applied on a recurring basis; however, the depth and granularity of the resulting outputs are still evolving, and the analysis is not yet fully finalized for all asset classes and value-chain segments. As of the reporting date, Barilla has therefore not yet drawn definitive conclusions on the resilience of specific parts of its strategy or business model with regard to certain physical climate risks. Similarly, for transition risks, it is not yet possible to fully quantify or allocate potential effects to specific business activities, assets or value-chain segments. These aspects will be progressively refined as scenarios, assumptions and data inputs continue to be enhanced. Despite the current level of maturity of the analysis, Barilla's strategy and business model already incorporate mechanisms to enable adjustment and adaptation to climate change.

In particular, climate and sustainability considerations are integrated into strategic planning, capital allocation and risk management processes. Where climate-related risks are identified as potentially affecting the continuity or efficiency of production activities, Barilla considers targeted investments in its manufacturing footprint as a key lever to enhance resilience.

Such investments may include measures to improve energy efficiency, water management, operational flexibility and the robustness of infrastructure against physical climate risks. Prioritization and allocation of investments are based on management assessment of risk exposure, asset criticality, expected useful life and the feasibility of adaptation measures. At this stage, Barilla's adaptive capacity assessment remains primarily quali-quantitative and reflects the current maturity of the resilience analysis. The effectiveness of the identified measures in mitigating climate-related risks is subject to uncertainty and depends on the evolution of climate impacts, regulatory developments and available technological solutions.

As the resilience analysis further matures, Barilla expects to progressively strengthen the linkage between climate risk assessment outcomes and investment planning, enabling a more granular evaluation of its ability to adjust or adapt its strategy and business model to climate change across the entire value chain.

ESRS 2 IRO-1 E1
Description of the processes to identify and assess material climate-related impacts, risks and opportunities

DATA POINTS E1 IRO-1 *• 20a • 20b • 20c • 21 • AR9 • AR11a • AR11b • AR11c • AR11d • AR12a • AR12b • AR12c • AR12d • AR15*

In 2024, the Group identified climate change impacts, risks and opportunities, through its Double Materiality Assessment Process, with a focus on financial materiality. The assessment considers greenhouse gas emissions across Scope 1, Scope 2 and Scope 3, including industrial and FLAG emissions, covering both own operations and the value chain. The process is supported by a structured GHG inventory, quantitative emissions data and qualitative analysis of transition and physical risks, and is integrated into the assessment of business risks, resilience and strategic opportunities.

Climate-related risks are considered as part of the Group's Enterprise Risk Management (ERM) framework and are assessed alongside other risks ensuring comprehensive and up-to-date mapping of all risks, both actual and potential, to which the Group is exposed. In line with the publications of the IPCC (Intergovernmental Panel on Climate Change) and the Task Force on Climate-Related Financial Disclosures (TCFD) framework, the Group has developed a Resilience Analysis of its strategy and business model in relation to sustainability-related impacts, risks and opportunities. The Resilience Analysis is structured through the following stages: Risk Identification, Scenario Analysis, Risk Evaluation and Mitigation and Resilience Strategy.

The assessment methodology ensures that the management of risks and opportunities, overseen by the Business Risk & Resilience function, contributes effectively to the assessment of financial materiality and supports integration with the Group's overall risk management framework.

Physical Risk - Risk identification

Physical risks and transition risks are identified in line with the EU Taxonomy and aligned with the TCFD framework.

Starting from physical climate risks, Barilla identified acute risks (sudden extreme events) and chronic risks (gradual and persistent changes over time):

- For the category "**Temperature**", the acute risks identified are heat waves, cold snaps and forest fires, while the chronic risks identified are average temperature increase and heat stress.
- For the category "**Water**", the acute risks identified are heavy rainfall, flooding, extreme drought, while the chronic risks are change in precipitation patterns and water stress.
- For the "**Wind**" category, the acute risks identified are tornadoes and storms while no chronic risks are identified.

Scenario Analysis and Risk Evaluation

The analysis of physical risks related to climate change is conducted assessing the risks in terms of probability, timescale, financial impact, risk response and consequences on the business model. For the assessment of these risks, Barilla uses global data (e.g. Copernicus, WBCSD), high-resolution European data (Euro-CORDEX 11x11 km) for European locations and information from national bodies (e.g. ARPAE in Italy).

Analysis focuses on two main aspects:

- Variation in the yield and quality of raw materials (durum and soft wheat, rye, tomato, basil, hazelnuts and cocoa derivatives). The analysis uses IPCC climate projections under three evolutionary scenarios:
  - **Best Case Scenario (RCP 2.6)**: scenario with temperature increase contained within 2°C and limited physical impacts;
  - **Use Case Scenario (RCP 4.5)**: intermediate scenario showing a 2–3°C temperature rise with moderate impacts;
  - **Worst Case Scenario (RCP 8.5)**: high-emissions scenario projecting a 4°C temperature increase and severe consequences.

These scenarios have been integrated into a Climate Modelling Framework based on high-resolution Euro-CORDEX data (11 km^2), considering the phenological characteristics of the analyzed crops and the main supply areas: Italy, France, Germany, Poland, Austria, Sweden, Canada, the United States, Ghana and Cote d'Ivoire. Preliminary results indicate declining yields for durum wheat in Italy and the U.S., while Canadian production appears more resilient. Soft wheat shows reductions in Italy but relative stability in France and Austria.

Tomatoes, basil and hazelnuts in Italy, rye in Germany, Poland and Sweden, and cocoa derivatives from Ghana and Côte d'Ivoire also display decreasing yield trends. Some raw materials that are particularly sensitive to climate variability, such as basil, require the adoption of resilient varieties and constant dialogue with suppliers, partly to evaluate any implementation of specific agriculture practices and offer scientific training. The ongoing analysis involves continuous engagement with internal stakeholders, particularly regional purchasing teams, to integrate strategic decision making into climate risk management.

- Climate risk profile of production plants to estimate the impact on business continuity, plant downtime, and related economic losses. Barilla conducted pre-screening with respect to the applicability of physical risks on the selected plants. In order to determine the impacts associated with chronic and acute physical risks, an analysis was developed allowing the evaluation of their effects from a current and prospective perspective.

  The current assessment was constructed on the basis of claims attributable to adverse climatic phenomena and the information collected regarding the climate trend that, to date, characterize geographical areas of interest. The prospective assessment covered a short-to-medium term (2030) and long-term (2050) time horizon and referred to the worst-case emission scenario to define the climate implications on the reference assets. In line with the definitions adopted by the IPCC and the UNDRR, climate risk is conceptually determined as a function of Hazard, Exposure and Vulnerability. On this basis, Barilla is developing structured analyses according to these three dimensions:
  - **Hazard**: Physical climate risks identified by Barilla (above mentioned) were then validated and, where necessary, enriched through comparisons with plant managers. To support the analysis, prospective indicators on chronic and acute physical risks is also adopted, which allows us to estimate the level of susceptibility of each site to the potential impacts of climate change in the short, medium, and long term.
  - **Exposure**: The exposure of productive assets is defined through a prioritization process that considers key variables such as the strategic importance of the asset in relation to the industrial plan and the product categories created, the production volumes generated by each asset, the utilization rate of the lines and the related production capacity, the degree of redundancy or, conversely, uniqueness of production lines, which affects the possibility of moving or replacing capacity in the event of a shutdown.
  - **Vulnerability**: The vulnerability of individual plants is estimated by applying vulnerability curves, which model the structural and functional response of each site to the different risks considered. These curves describe the link between the intensity of an event (e.g., water tie or wind gust) and the degree of expected damage to exposed assets, translating hazard scenarios into quantitative and comparable estimates of economic loss. Specifically, they incorporate both construction and infrastructure characteristics, as well as specific process elements (e.g. production layout), allowing for a more robust quantification of the potential damage.

Transition Risk - Risk Identification

The transition climate-related risks assessment covers Barilla's own operations and value chain, focusing on regulatory, technological, market and reputational risks arising from the transition to a low-carbon economy and their potential financial implications.

In specific, the transition climate risks identified by Barilla are the following:

- For the **Regulation category**, the risks identified are the Evolution of the EU ETS, which may lead to an increase in costs for co-/tri-generation, increase in transport costs and raw materials (ETS2), and Regulations for sustainable food systems, associated with adjustment costs and reputational impact.
- In the **Technology category**, the risk identified is Delays in the adoption of low emission technologies, resulting in asset obsolescence and rising costs.
- In the **Market category**, the risks identified include Indirect costs of emissions in logistics and packaging, with an increase in supply costs, and Indirect costs of emissions in supply chain, also leading to an increase in supply costs. Another risk is the Lack of value accorded to sustainability, which may cause loss of market share and reputational impact.
- In the **Reputation category**, the identified risks are delays in adoption of Net Zero targets, generating reputational and commercial impact, and environmental pricing mechanisms in retail, which may result in loss of revenues and reputational impact.

Scenario Analysis and Risk Evaluation

Emphasis is given to the Group's key production facilities, energy-intensive processes, packaging materials, logistics operations, and agricultural supply chains for critical raw materials such as durum wheat and other grains.

The analysis is conducted over defined short- (2025–2026), medium- (2027–2030), and long-term (2031–2045) horizons, consistent with the expected operational lifetime of production assets and strategic sourcing plans.
Scenario-based forward-looking analysis is applied to estimate the potential financial impacts of transition risks, including effects on operating costs, capital expenditure, product competitiveness, and revenue streams. In addition, the analysis and assessment of transition climate risks also take into account three International Energy Agency (IEA) forecast scenarios, which represent different paths for the evolution of the global energy system:

- **Net Zero Emissions (NZE) 2050 Scenario**: predicts achievement of carbon neutrality by 2050, in line with the Paris Agreement and the goal of limiting global warming to 1.5°C.
- **Announced Pledges Scenario (APS)**: analyses the impact of climate policies and governments stated commitments, reflecting recently adopted promises and official emissions reduction targets. This scenario offers a projection of possible trajectories, if governments fully respect their commitments. In this context, the global temperature increase would be slightly above 2°C, considering current policy promises.
- **Stated Policies Scenario (STEPS)**: considers the effect of policies currently adopted and officially announced by governments, providing a more conservative view of the future global energy system.

Mitigation Strategy

For climate-related risks identified as material through the risk identification and evaluation process, the Group defines and implements appropriate risk responses in accordance with its ERM Framework.

Depending on the nature, severity and potential impact of the risk, those responses may include mitigation actions (such as targeted investments, climate resilience roadmaps on production assets or adjustment to procurement strategy, etc.), risk transfer mechanisms, risk acceptance or combination of these approaches. The identification and definition of risk responses are embedded within established ERM processes and are subject to ongoing monitoring in line with the Group's risk management and governance practices.

Climate risk assessments and related mitigation measures are reviewed and updated on a recurring basis, taking into account regulatory developments, emerging scientific evidence and material events, in order to ensure their continued relevance over time.

E1-2
Policies related to climate change mitigation and adaptation

DATA POINTS E 1-2 • *25*
DATA POINTS MDR-P • *62* • *65a* • *65b* • *65c* • *65d* • *65e* • *65f*

Since 2010, Barilla has been systematically working on decarbonisation by leveraging Environmental Product Declarations (EPDs) as a core analytical tool. The adoption of EPDs has enabled the Company to identify greenhouse gas emission hotspots across the product life cycle, helping to prioritise actions both at manufacturing sites and along the most carbon-intensive agricultural supply chains. This life cycle–based approach has been instrumental in guiding Barilla's decarbonisation efforts, providing clear evidence on where to focus improvement initiatives. Reaching more than 70% EPD coverage of products has further strengthened the robustness of emissions data and has enabled Barilla to progress towards science-based targets, supporting the Company's commitment under the SBTi framework.

This journey enabled the Group to define four energy management principles, providing the foundation for the formalization of a Climate Change Policy that addresses both climate change mitigation and climate change adaptation. The Policy defines the management of greenhouse gas (GHG) emissions across Scope 1, Scope 2 and relevant Scope 3 sources throughout the Group's own operations and value chain, including emissions from production, logistics and agricultural supply chains, and supports initiatives aimed at improving energy efficiency and increasing the use of renewable energy sources.

In addition, the Policy addresses climate change adaptation by focusing on the management of physical climate risks, with the objective of enhancing the resilience of production facilities and sourcing activities to climate related hazards.

The Climate Change Policy applies to all legal entities consolidated in the Group's financial statements, including their associated production sites, offices and other relevant facilities. It covers all activities related to the production of Pasta, Bakery products and Sauces, including the sourcing of raw materials,

packaging production and final distribution. The formal endorsement of the Climate Change Policy by the ESG Committee is currently in progress, with the objective of aligning policy governance with existing implementation practices. Plant Directors are accountable for the implementation of the Policy at plant level.

Barilla is committed to implementing the Policy in alignment with recognized third party standards and international sustainability frameworks. In particular, the Group adheres to the requirements of the UNI EN ISO 14001 and UNI EN ISO 50001 standards for Environmental and Energy Management Systems and integrates principles from internationally recognized climate and sustainability initiatives, including the Paris Agreement and the United Nations Sustainable Development Goals (SDGs). Where applicable, Barilla also takes into account best practice guidance issued by relevant international organizations to ensure consistency with high quality external benchmarks.

In developing the Climate Change Policy, Barilla considers the interests and operational needs of key internal stakeholders involved in the implementation of climate related actions. Barilla collects inputs from production sites, the Purchasing Department and the Logistics function were integrated to ensure alignment with operational requirements related to energy use, raw material sourcing, supplier relationships and transport operations.

Once formalized, the Climate Change Policy will be made available to relevant stakeholders through appropriate internal communication channels.

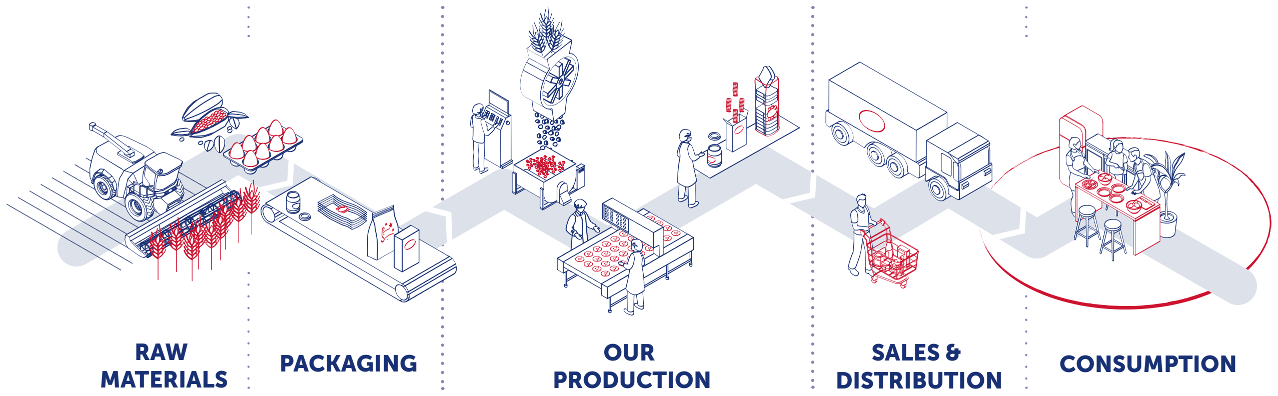
Where relevant, the Policy may be updated to address specific areas, such as sustainable procurement, addressing energy efficiency and the deployment of renewable energy systems, climate related training for employees and the integration of climate criteria into investment decision making.

While the Climate Change Policy and related supporting policies are currently under formalization, the Group already applies established principles, operational practices and management processes that are aligned with their intended objectives and that contribute, in practice, to the management of the Group's material climate related impacts, risks and opportunities.

E1-3
Actions and resources in relation to climate change policies

DATA POINTS E1-3 *• 29a • 29b • 29c-ii • 29c-iii • AR19d • AR21*
DATA POINTS MDR-A *• 62 • 68a • 68b • 68c • 68d • 68e • 69a*

Building on more than 15 years of experience with Environmental Product Declarations (EPDs), Barilla applies a Life Cycle Assessment (LCA) approach to systematically analyze the main stages of the value chain and identify key GHG emission hotspots. This approach enables the Company to prioritize climate mitigation actions addressing both direct emissions from its manufacturing activities and indirect emissions, particularly in relation to agricultural raw materials, packaging and logistics.



Own production (Scope 1 & 2)

Regarding Barilla's direct operations, in the current context, characterized by growing environmental, social and geopolitical challenges, the sustainable use of energy resources is a fundamental priority for Barilla.

The Group is continuously committed to promoting a culture of sustainability and energy efficiency across all its production sites—pasta, bakery and sauces factories, and mills. This enables, especially via energy analysis and diagnosis, a systematic approach for continuous improvement of the energy performance of individual production sites.

In 2024, Barilla approved and launched an Energy & Water Plan to increase the resilience of its production sites globally. The Plan foresees dedicated cumulative investments of €168 million over the period 2024–2030, covering both energy and water efficiency initiatives across the Group's operations. In addition to this, further CapEx resources devoted to climate change adaptation within the structural part of annual investment plan are in place.

Total climate-related investments amounting to €27 million were approved cumulatively since 2024. Of this amount, €9.3 million had already been invested during 2025.

The amount of €17.5 million represents future financial commitments within the scope of the authorized investments.

The abovementioned investments are reported in the consolidated financial statement, under asset item 6.7 "Property, plant and equipment".

The Energy & Water Plan three Core Principles aim at:

- improving energy efficiency, by the promotion of a systematic and integrated approach to identify synergies across utilities, enabling heat recovery solutions and reducing natural gas consumption;
- increasing the use of renewable sources;
- enhancing energy self-generation.

The main initiatives implemented on Barilla's direct operations under each guiding principle are outlined below:

ENERGY & WATER PLAN CORE PRINCIPLES	ACTIONS
PROMOTING RATIONAL ENERGY USE AND CONSUMPTION, IMPROVING ENERGY EFFICIENCY ACROSS PLANTS AND PROCESSES	a. Implementation of an ISO 50001-certified Energy Management System across 25 European production sites since 2012. b. EU ETS certification at the Parma pasta factory, including third party verification of energy consumption and CO_2e emissions. c. Energy Saving Programme (ESP), enabling the identification, sharing and implementation of best-in-class technological and managerial energy-efficiency solutions across production sites. d. Energy Efficiency Integrated Approach: during 2025, an integrated assessment of plants and utilities was conducted to maximize energy efficiency, promote heat recovery and reduce dependence on natural gas. Based on this approach, projects have been approved and are currently under implementation at La Malterie (France), Novara (Italy) and Castiglione delle Stiviere (Italy), with commissioning expected between 2026 and 2028.
REDUCING DEPENDENCY ON FOSSIL FUELS AND PROMOTING THE USE OF ENERGY FROM RENEWABLE SOURCES	a. Multi-year customized partnership with Alperia, a supplier of renewable hydropower dedicated to powering by the Lake Resia Italian Bakery and Sauces sites, and a progressive increase in the procurement of renewable electricity through Guarantees of Origin (GO). b. Electrification of all ovens in Swedish bakery plants and some of them in French and German plants, powered by renewable electricity. c. Introduction of biogas in France as a partial replacement for natural gas. To confirm the above in 2025, the electricity consumption from renewable sources increased up to 52%.
PROMOTING SELF-GENERATION OF ENERGY, BOTH ELECTRICAL AND THERMAL, PARTICULARLY FROM RENEWABLE SOURCES	a. Strategic plan to increase installed capacity for renewable self-generation. b. Installation and expansion of photovoltaic systems: in 2025, a new photovoltaic plant (~0.4 MWp) was commissioned at the Foggia (Italy) site. In the same year, the existing photovoltaic installations in Thiva (Greece) and Melfi (Italy) were expanded by 2 MWp and 1.5 MWp respectively, bringing the total photovoltaic capacity installed in 2025 to 3.9 MWp. c. In parallel, two additional photovoltaic plants with a combined capacity of approximately 4 MWp are under installation at the Ascoli and Cremona (Italy) sites, with commissioning expected in 2026 d. The Group continue to use trigeneration systems across Italian pasta factories, enabling on site generation of electricity, heat and cooling

For Scope 1 and Scope 2, actions apply to the Group's main production sites and offices in Europe, in line with the ISO 50001 Energy Management System implemented across 25 production plants. Targeted actions were implemented at selected sites, including Foggia, Melfi, Parma, Ferrara and Thiva.

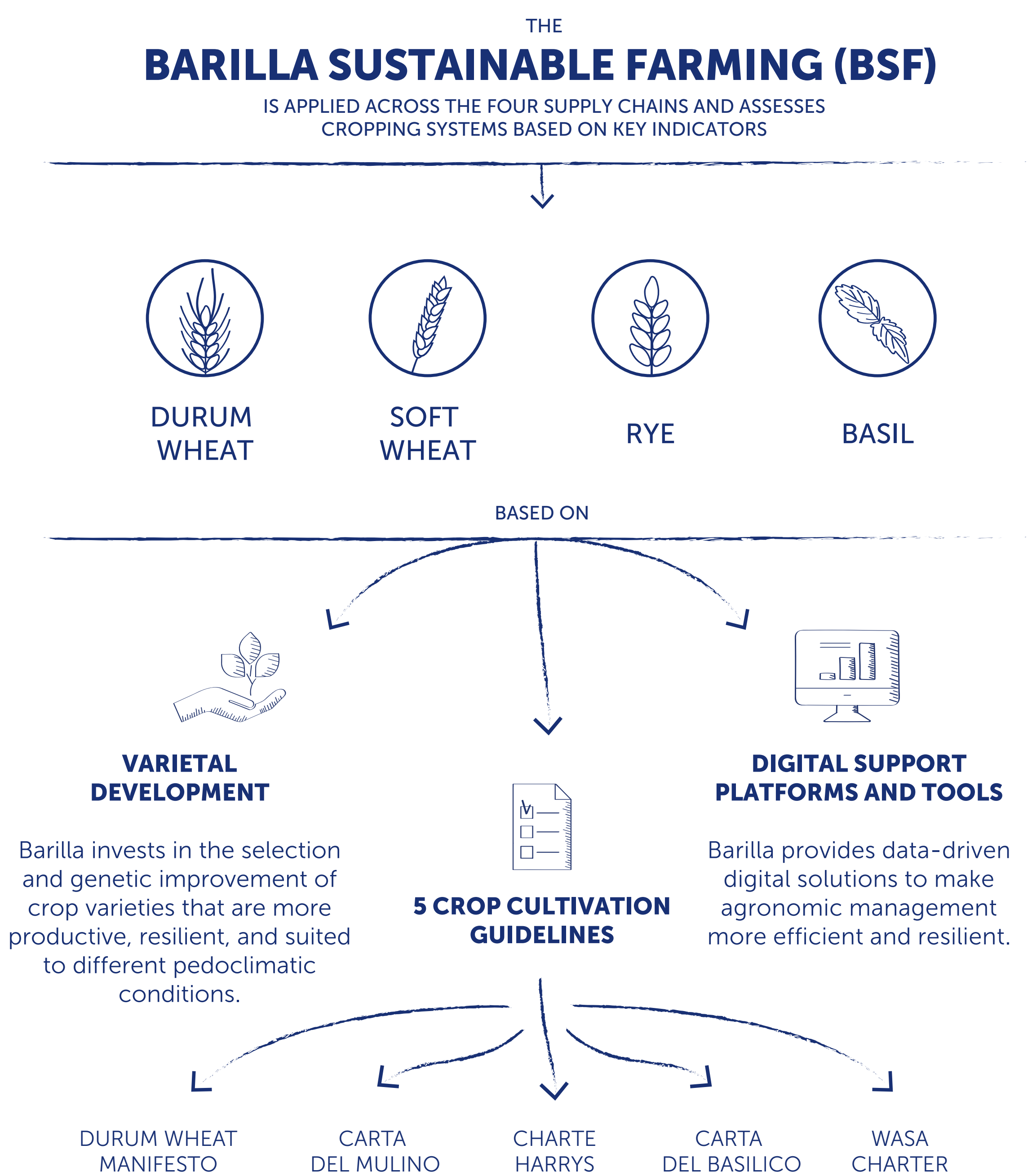
Scope 3

For Scope 3, the scope extends upstream and downstream along the value chain, with initiatives addressing strategic agricultural raw materials, packaging, transport and distribution. Overall, the scope of the initiatives encompasses the Group's European operations with regard to energy related emissions and extends across the value chain to address indirect greenhouse gas emissions.

Focus on Sustainable Agriculture and Regenerative Agriculture

As part of its supply chain decarbonization strategy, Barilla has developed and progressively scaled the Barilla Sustainable Farming (BSF) programme, launched in 2010. As of today, Barilla sourced 816,000 tonnes of cereals and basil through the BSF, engaging nearly 7,000 farmers. BSF programme, as an operational framework also focused on improving the environmental performance and climate resilience of its agricultural supply chains. The programme supports the adoption of more efficient and resilient farming practices, contributing to the reduction of greenhouse gas emissions and enhancing the capacity of agricultural systems to adapt to climate change.

The BSF programme is based on the Sustainable Agriculture Code (SAC) and has been applied across the Group's key agricultural supply chains, including durum wheat, soft wheat, rye and basil, through three operational pillars: varietal development, cultivation regulations and digital support platforms.



Implementation across key agricultural supply chains is supported by crop specific standards and frameworks (e.g., Carta del Mulino for soft wheat, Decalogue for durum wheat, Wasa Charter for rye, and Carta del Basilico for basil), which translate sustainability and climate requirements into practical agronomic guidelines and supply chain expectations.

Since the adoption of BSF principles on durum and soft wheat and thanks to data collected from the field, Barilla has been able to demonstrate an approximate 10% reduction in emissions resulted from the application of its Sustainable Farming Model compared to the Traditional Farming Model.

Regenerative agriculture and carbon farming may represent a potential further evolution of Barilla's approach to agricultural decarbonization. Building on the BSF framework, the Group has initiated a transition towards regenerative agriculture practices aligned with the principles defined by the FAO. These practices include, among others, minimum tillage, cover crops, crop rotations and the use of organic fertilisation, with the objective of improving soil health, increasing carbon sequestration and enhancing the resilience of agricultural ecosystems to extreme weather events.

Generally speaking, carbon farming practices are designed to progressively shift agriculture from being a net source of greenhouse gas emissions towards contributing to carbon storage in soils and biomass. In this context, Barilla considers regenerative agriculture as a key lever to reduce Scope 3 FLAG emissions while strengthening the long term sustainability and productivity of its agricultural supply chains.

"Buongrano" represents the first concrete outcome of this transition pathway. Launched in October 2025, it is the first Mulino Bianco product made with flour sourced from certified regenerative agriculture. The programme is designed to progressively involve additional farmers and cultivated areas, supporting the gradual extension of regenerative practices across the Group's agricultural supply chains.

Looking ahead, Barilla aims to source, by 2030, approximately 250,000 tonnes of raw materials from certified regenerative agriculture. This objective is directly linked to the Group's SBTi validated target for the reduction of Scope 3 FLAG emissions and represents a key action under the Group's climate change mitigation strategy.

Durum wheat

To address risks and promote sustainable cultivation, Barilla has developed a system of Cultivation Contracts and dedicated agronomic specifications, formalised in the Decalogue for the Sustainable Cultivation of Durum Wheat, oriented towards excellence and the leveraging of local resources, communities and the environment. Digital support is provided through GRANODURO.NET®, developed in collaboration with Horta S.r.l., which provides detailed and personalised information on weather conditions and crop development to rationalise the use of agronomic inputs — fertilisers, pesticides — giving indications on where, when and how to use them. The platform also incorporates other digital tools such as AgroSat, a free platform to support precise nitrogen fertilisation, and GranoScan, an artificial intelligence application that enables real-time identification of the main wheat diseases in the field through smartphone image analysis.

Soft wheat

To promote the responsible cultivation of soft wheat, Barilla has developed two dedicated frameworks: the Carta del Mulino and the Charte Harrys. Launched in 2018, the Carta del Mulino is the result of a collaboration between Barilla, WWF Italia and the Universities of Bologna and Tuscia.

It is based on ten agronomic rules aimed at improving the quality of raw materials, supporting farming communities and reducing environmental impact; the rules are updated annually with the aim of fostering continuous improvement, strengthening biodiversity, limiting the use of chemicals and protecting pollinators, which are essential for the health of agricultural ecosystems.

The Charte Harrys, introduced in France in 2018, is based on the public NFV30-001 standard and includes 20 agro-ecological rules that cover the entire cultivation cycle. These practices aim to promote agro-ecology through the support of agro-forestry, the conservation of biodiversity and the reduction of greenhouse gas emissions.

In 2025, an Agro-forestry support fund was launched: selected projects of tree reintroduction around the fields are 100% financed, for a yearly amount of 190 k€.

The Barilla Farming digital platform, made available to farmers across the Carta del Mulino supply chain and developed in conjunction with xFarm Technologies, CNR and Life Cycle Engineering, provides data on CO_2 emissions — direct and indirect — with root cause analysis and suggestions for reducing them, and generates customised fertiliser prescription maps, monitoring phytosanitary risks in real time.

Rye

For the rye supply chain — the main ingredient of Wasa crispbreads — the objective of the Wasa Charter project is to define agronomic criteria aimed at reducing the environmental impact along the supply chain, with particular attention to the reduction of greenhouse gas emissions.

The initiative has been carried out in both Germany and Sweden, with criteria adapted to suit the different local contexts for rye cultivation. Key requirements include the ban on glyphosate from planting to harvest, the exclusive use of nitrogenous mineral fertilisers produced within the European Union in accordance with best available technologies (BAT), the application of nitrogen only through precision farming techniques such as N-Sensor or equivalent variable distribution technologies, and the purchase of 100% renewable energy for both rye cultivation and drying.

All subscribers to the Wasa Charter supply chain are also required to ensure a fair distribution of value to compensate farmers.

Basil

Aiming to reduce its environmental impact and to promote the sustainability of the supply chain, Barilla implements certified sustainable farming practices and introduced the Carta del Basilico to protect the land, the planet and the people involved in basil production.

The Charter, developed in conjunction with CNR–IBE, the Università Cattolica del Sacro Cuore and CERSAA, establishes nine rules and recommendations integrating agronomic, qualitative and relational criteria, with particular focus on precision irrigation systems aimed at increasing efficiency and saving water use, crop rotation plans, soil biological quality monitoring and the creation of habitats for pollinating insects. Digital support is provided through the Basilicum algorithm, which uses data collected from sensors, weather stations and satellite images to formulate alerts of downy mildew attacks, limiting the use of pesticides; and through the Irriframe decision-support model, deployed in collaboration with Aqua Campus, which provides farmers with precise, data-driven irrigation recommendations tailored to basil's agronomic requirements, supporting more efficient water use and enhancing the overall sustainability of cultivation practices.

For a more extensive analysis on raw material inflow topic, please refer to "ESRS E5: Resource use and circular economy".

Focus on Packaging

Supplier engagement initiatives on packaging focused on optimization, and the application of eco-design principles, with a targeted reduction contribution of 10,000 tCO_2e in 2030 vs 2022.

In line with Barilla's science-based, LCA-driven packaging development approach, key actions implemented during the reporting period included the redesign of packaging cartons to improve pallet efficiency and reduce transport-related CO_2 emissions, as well as an increase in the recycled glass content of ready-sauce jars to an average of 65%.

In specific, by working on the shape of the product, in collaboration with colleagues from the Pasta Product Development team, it was possible to reduce the carton dimensions. This generated a net saving of raw materials (carton board and corrugated cardboard for transport cases) of approximately 150 tons and led to improved pallet load optimization; a reduction of 20% in transport related-CO_2 emissions has been estimated associated to this initiative.

Moreover, through collaboration with our main glass jar supplier, it was possible to increase the amount of recycled glass used in the production of Barilla sauce jars. An average recycled glass content of 65% was achieved across a large portion of production, generating savings of 4,600 tons of virgin raw materials and reducing energy consumption, and emissions by approximately 1,700 tons of CO_2.

Focus on Logistic Decarbonization Measures

As part of its approach to reducing Scope 3 non FLAG greenhouse gas emissions, Barilla continues to invest in the decarbonization of transport and distribution activities by promoting more sustainable logistics solutions across its value chain. The main areas of intervention focus on expanding the use of intermodal transport, optimizing transport planning through full truck loading and increasing the adoption of lower impact fuels.

Intermodal transport plays a key role both upstream and downstream, where operational conditions and infrastructure allow the implementation. In several geographies, intermodal solutions are prioritised for plant to plant and plant to distribution flows, supported by logistics partners and customers that are also pursuing decarbonization objectives within their supply chains.

Logistics efficiency is further enhanced through the optimization of transport routes and the increased use of full truck loading. Interplant routes benefit from stable volumes that enable reliable capacity planning, while downstream applications require close coordination with customers to maximise load efficiency and reduce transport related emissions. Barilla has also expanded the use of advanced biofuels, including bio LNG and hydrotreated vegetable oil (HVO), to reduce the carbon intensity of road transport. Pilot initiatives have been implemented on selected routes, and the transition to trucks powered exclusively by bio LNG has been completed for shipments to Sicily.

In addition, Barilla France has adopted HVO for plant to plant transport flows and obtained FRET21 certification, recognising the actions undertaken to reduce CO_2 emissions in logistics operations. In line with its decarbonization objectives, Barilla encourages logistics service providers to adopt lower emission practices by integrating sustainability criteria into supplier selection and tender processes.

Higher evaluation scores are awarded to providers offering solutions with reduced environmental impact, supporting the diffusion of more sustainable logistics practices across the broader supply chain.

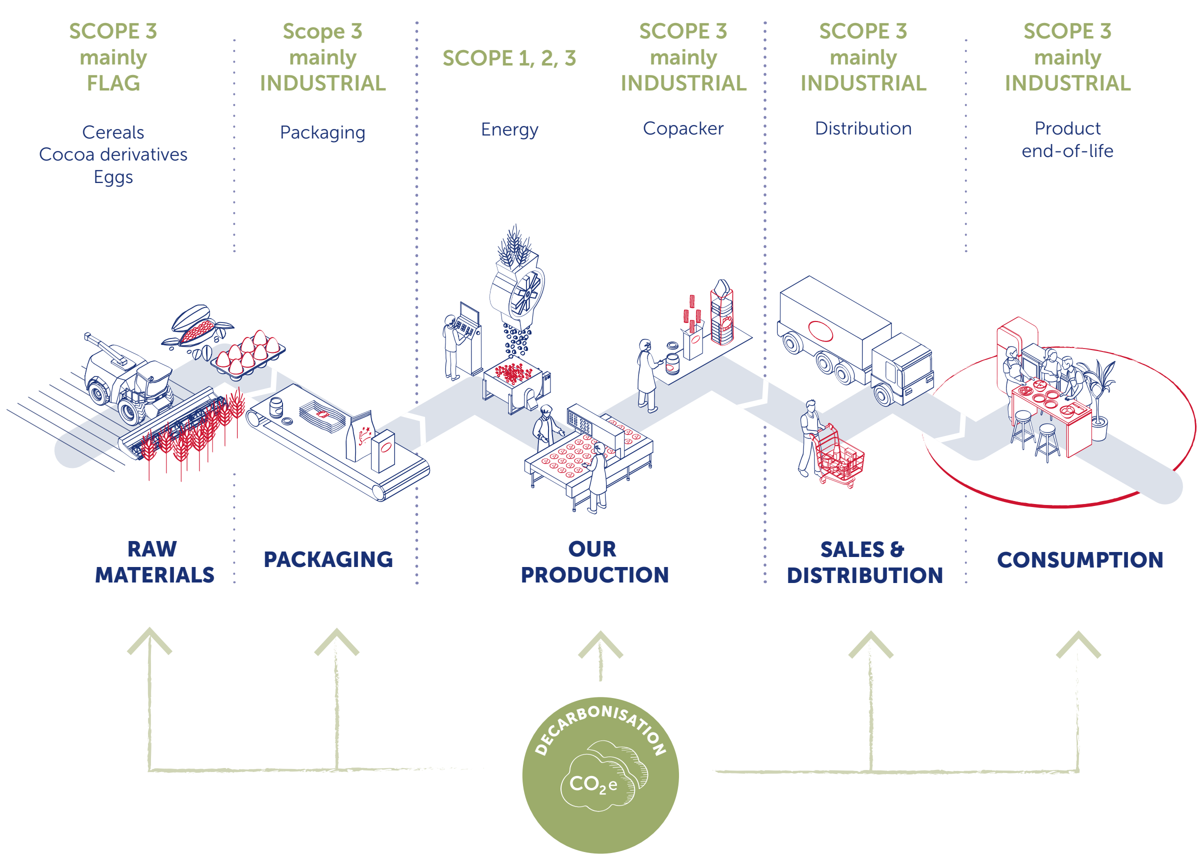
E1-4
Targets related to climate change mitigation and adaptation

DATA POINTS E1-4 • *33 • 34a • 34b • 34c • 34e • 34f • AR24 • AR25a • AR25b • AR30c*
DATA POINTS MDR-T • *72 • 80a • 80b • 80c • 80d • 80e • 80f • 80g • 80h • 80i • 80j • 81a • 81b • 81b-i • 81b-ii*

In 2024, Barilla updated and submitted its SBTi targets in alignment with the more stringent +1.5°C threshold set by the Paris Agreement. Barilla has established climate commitments for 2030, three of which are validated by the Science Based Targets initiative (SBTi) and all calculated against a 2022 baseline.

The scope of the targets includes all direct emissions from fuels used at production sites and other controlled facilities (Scope 1), indirect emissions from purchased electricity, heat and cooling across the Group's plants and offices (Scope 2) and indirect upstream and downstream emissions associated with industrial activities and forest, land and agricultural activities along the value chain (Scope 3).

Scope 3 categories included represent approximately 70% of the Group's total Scope 3 emissions (which are category 1 goods and services purchased (cereals, eggs, cocoa, copacker, packaging), category 3 activities related to fuel and energy use not included in scope 1 or 2, category 4 upstream transport and distribution, category 12 end of life treatment of sold products).



SBTi DECARBONIZATION TARGETS

	SBTi TARGET 2030		PROGRESS IN THE REPORTING YEAR		BASELINE 2022
SBTi PERIMETER	ABSOLUTE VALUE ($ktCO_2e$)	TARGET REDUCTION VS BASELINE (%)	ABSOLUTE VALUE ($ktCO_2e$)	ACTUAL REDUCTION VS BASELINE (%)	ABSOLUTE VALUE ($ktCO_2e$)
SCOPE 1 & 2	201	-42.0%	333	-3.8%	346
SCOPE 3 FLAG	687	-30.3%	935	-4.7%	981
SCOPE 3 NO FLAG	1,221	-25.0%	1,520	-6.6%	1,628
TOTAL EMISSIONS	2,109	-28.6%	2,788	-5.6%	2,954

The 166 $ktCO_2e$ total emissions reduction between 2025 and 2022 is driven by the main factors below:

- **-25 $ktCO_2e$ from increased use of renewable electricity**, primarily through Guarantees of Origin (GO) certificates;
- **-55 $ktCO_2e$ from cereal raw materials**, mainly due to improved yields in the United States and thanks to the development of Barilla Sustainable Farming Model projects on Bakery Italy;
- **-65 $ktCO_2e$ from logistics**, mainly due to the expansion of intermodal transport in the United States and thanks to the adoption of lower emission fuels in Italy;
- **In addition, positive/negative minor impacts** from other levers and volumes trends.

SELF-GENERATED RENEWABLE ENERGY TARGET

	TARGET 2030		PROGRESS IN THE REPORTING YEAR		BASELINE 2022
TARGET PERIMETER	ABSOLUTE VALUE (MWp)	TARGET INCREASE VS BASELINE (%)	ABSOLUTE VALUE (MWp)	ACTUAL INCREASE VS BASELINE (%)	ABSOLUTE VALUE (MWp)
INSTALLED PHOTOVOLTAIC CAPACITY	24	+1,197%	8	+332%	1.8

No relevant exclusions have been applied to the greenhouse gas inventory used for target setting.

Targets are defined on the same organizational and geographical boundaries used for financial accounting and reporting.

Emission reduction targets, approved by SBTi in beginning 2025, are set at Group level and they cover 100% of Scope 1 and 2 emissions, 68% of Scope 3 industrial (non-FLAG) emissions, 75% of Scope 3 FLAG emissions. The minimum boundary for Scope 1, 2 and 3 target setting defined by SBTi ensures the company focuses on cutting its most relevant emissions. All active targets will be reviewed at least every five years to ensure alignment with the most UpToDate SBTi standards. Barilla has identified 2022 as the baseline year for its climate targets. This year

was selected based on the availability of complete and consolidated data covering the full operational scope of the Group. The baseline was assessed to ensure it was not affected by atypical external conditions, as production volumes and sourcing patterns in 2022 were consistent with long term operational trends.
Methodologies and boundaries have remained stable since 2022, ensuring full comparability with SBTi validated targets and subsequent reporting years. The baseline may be recalculated in case of events that significantly affect the company's emissions boundary.

The actions and resources underpinning the achievement of the 2030 climate targets, including the expected contribution of the main decarbonization levers, are described in section "E1-3: Actions and resources in relation to climate change policies".

During the reporting year, Barilla's performance against its climate targets was fully in line with the defined trajectory. Compared to the 2022 baseline, Scope 1 and Scope 2 emissions decreased by 5% towards the 2030 reduction target of 42%. Scope 3 FLAG emissions decreased by 4.7% towards the 2030 reduction target of 30.3%, while Scope 3 non FLAG emissions decreased by -6.6% towards the 2030 reduction target of 25%.

Progress towards emission reduction targets is monitored through the annual update of the Group's greenhouse gas inventory. Emissions are calculated in accordance with the GHG Protocol using the same methodologies applied for the 2022 baseline, ensuring consistency and comparability over time.

Progress towards the photovoltaic capacity target is monitored through cumulative installed capacity compared to the 24 MWp objective for 2030. As of the reporting year, Barilla has installed 8.3 MWp of photovoltaic capacity, including 3.9 MWp added during 2025.

Performance against all climate targets is monitored without the use of greenhouse gas removals, carbon credits or avoided emissions outside the value chain.

E1-5
Energy consumption and mix

***DATA POINTS E1-5** • 37a • 37b • 37c • 38a • 38b • 38c • 38d • 38e • 39 • 41 • 42 • 43 • AR34*

In 2025, total energy consumption within the Group's own operations amounted to 1,742,307 MWh. Of this total, 21% was derived from renewable energy sources. Energy consumption from fossil energy sources attributable to activities classified as high climate impact sectors amounted to 1,369,333 MWh in 2025. The energy intensity associated with these activities was 280 MWh per million€ of net revenue. Barilla Group operates in the "Manufacturing – Manufacture of food products" sector, which is classified as a high climate impact sector in accordance with NACE Rev. 2, Section C, as referenced by ESRS requirements. All the Group's net revenue (€4,837 million) is generated from activities classified as high climate impact sectors. The reconciliation with the corresponding line items and notes in the financial statements is disclosed in the relevant sections of the Sustainability Statement.

ENERGY BREAKDOWN BY ENERGY SOURCE (MWh)

	2025	2024	%YOY (2025 VS 2024)
(1) FUEL CONSUMPTION FROM COAL AND COAL PRODUCTS	0	0	
(2) FUEL CONSUMPTION FROM CRUDE OIL AND PETROLEUM PRODUCTS	14,236	14,050	1.3%
(3) FUEL CONSUMPTION FROM NATURAL GAS	1,079,003	1,042,557	3.5%
(4) FUEL CONSUMPTION FROM OTHER FOSSIL SOURCES	0	0	
(5) CONSUMPTION OF PURCHASED OR ACQUIRED ELECTRICITY, HEAT, STEAM, AND COOLING FROM FOSSIL SOURCES	276,095	318,271	-13.2%
(6) TOTAL FOSSIL ENERGY CONSUMPTION (CALCULATED AS THE SUM OF LINES 1 TO 5) - (CONSISTENT WITH SCOPE 1 AND 2)	1,369,333	1,374,878	-0.4%
SHARE OF FOSSIL SOURCES IN TOTAL ENERGY CONSUMPTION	79%	80%	-1pp
(7) CONSUMPTION FROM NUCLEAR SOURCES	0	0	0%
SHARE OF CONSUMPTION FROM NUCLEAR SOURCES IN TOTAL ENERGY CONSUMPTION (%)	0	0	0%
(8) FUEL CONSUMPTION FOR RENEWABLE SOURCES, INCLUDING BIOMASS (ALSO COMPRISING INDUSTRIAL AND MUNICIPAL WASTE OF BIOLOGIC ORIGIN, BIOGAS, RENEWABLE HYDROGEN, ETC.)	1,300	1,250	4.0%
(9) CONSUMPTION OF PURCHASED OR ACQUIRED ELECTRICITY, HEAT, STEAM, AND COOLING FROM RENEWABLE SOURCES	366,182	337,819	8.4%
(10) THE CONSUMPTION OF SELF-GENERATED NON-FUEL RENEWABLE ENERGY	5,491	4,704	16.7%
(11) TOTAL RENEWABLE ENERGY CONSUMPTION (CALCULATED AS THE SUM OF LINES 8 TO 10) (CONSISTENT WITH SCOPE 1 AND 2)	372,973	343,773	8.5%
SHARE OF RENEWABLE SOURCES IN TOTAL ENERGY CONSUMPTION	21.4%	20.0%	1.4pp
TOTAL ENERGY CONSUMPTION (CALCULATED AS THE SUM OF LINES 6, 7 AND 11) (EXCLUDING ENERGY SOLD)	1,742,307	1,718,651	1.4%
% OF ELECTRICITY FROM RENEWABLE SOURCES FROM TOTAL ELECTRICITY DEMAND	52%	48%	4pp
% OF ELECTRICITY FROM RENEWABLE SOURCES ON TOTAL ELECTRICITY PURCHASED FROM THE GRID	67%	60%	7pp
MWp OF POWER INSTALLED (2030 FIGURE: 24 MWP)	8.3	4.3	93.0%

ENERGY PRODUCTION (MWh)

	2025	2024	%YOY (2025 VS 2024)
(A) FROM RENEWABLE SOURCES USED IN PLANT	5,491	4,704	16.7%
(B) FROM RENEWABLE SOURCES FED INTO GRID	816	3	Increase of the energy fed into grid in line with the new photovoltaic power installed
FROM RENEWABLE SOURCES (CALCULATED AS THE SUM OF LINES A AND B)	6,307	4,707	33.9%
(C) FROM NON-RENEWABLE SOURCES USED IN PLANT	306,729	273,041	12.3%
(D) FROM NON-RENEWABLE SOURCES FED INTO GRID	13,394	10,916	22.7%
FROM NON-RENEWABLE SOURCES (CALCULATED AS THE SUM OF LINES C AND D)	320,123	283,957	12.7%
TOTAL ENERGY GENERATION	326,430	288,665	13.1%

E1-6
Gross Scopes 1, 2, 3 and Total GHG emissions

***DATA POINTS E1-6** • 44 • 48a • 49a • 49b • 50 • 51 • 52a • 52b • 53 • AR41 • AR52 • AR55*
***DATA POINTS MDR-M** • 75 • 77a • 77b*

Barilla's total greenhouse gas emissions for 2025 are presented in the table below. The Group's greenhouse gas emission intensity (market based) amounted to 1.02 $kgCO_2e$ per euro of net revenue, calculated as total gross GHG emissions divided by net revenues (€4,837 million).

GROSS GHG EMISSIONS[1]

GHG EMISSIONS: SCOPE 1, 2, 3 AND TOTAL			
CATEGORIES	2025 (tCO_2e)	2024 (tCO_2e)	%YOY (2025 VS 2024)
SCOPE 1 GHG EMISSIONS			
GROSS SCOPE 1 GHG EMISSIONS	233,257	232,402	0.4%
PERCENTAGE OF SCOPE 1 GHG EMISSIONS FROM REGULATED EMISSION TRADING SCHEMES	27.6%	27.6%	0,1 pp
SCOPE 2 GHG EMISSIONS			
GROSS LOCATION-BASED SCOPE 2 GHG EMISSIONS	209,581	201,708	3.9%
GROSS MARKET-BASED SCOPE 2 GHG EMISSIONS	99,673	119,988	-16.9%
SCOPE 3 GHG EMISSIONS			
TOTAL GROSS SCOPE 3 GHG EMISSIONS[2]	4,601,852	4,601,972	< -0.1%

1 The reported emissions include also emissions outside the SBTi perimeter.
2 19.5% of our Scope 3 emissions have been calculated from primary data obtained from suppliers or other value chain partners.

GROSS GHG EMISSIONS[1]

GHG EMISSIONS: SCOPE 1, 2, 3 AND TOTAL			
CATEGORIES	2025 (tCO_2e)	2024 (tCO_2e)	%YOY (2025 VS 2024)
1. PURCHASED GOODS AND SERVICES	2,588,283	2,584,565	0.1%
2. CAPITAL GOODS	98,987	84,106	17.7%
3. FUEL AND ENERGY-RELATED ACTIVITIES (NOT INCLUDED IN SCOPE 1 OR 2)	90,056	86,781	3.8%
4. UPSTREAM TRANSPORTATION AND DISTRIBUTION	573,841	594,547	-3.5%
5. WASTE GENERATED IN OPERATIONS	5,187	4,108	26.3%
6. BUSINESS TRAVEL	1,845	1,877	-1.7%
7. EMPLOYEE COMMUTING	13,480	13,847	-2.7%
8. UPSTREAM LEASED ASSETS	0	0	-
9. DOWNSTREAM TRANSPORTATION AND DISTRIBUTION	146,744	142,810	2.8%
10. PROCESSING OF SOLD PRODUCTS	0	0	-
11. USE OF SOLD PRODUCTS	1,010,119	1,007,280	0.3%
12. END-OF-LIFE TREATMENT OF SOLD PRODUCTS	73,197	81,937	-10.7%
13. DOWNSTREAM LEASED ASSETS	113	113	0%
14. FRANCHISES	0	0	-
15. INVESTMENTS	0	0	-
OTHER SCOPE 3 CATEGORY	0	0	-

GROSS GHG EMISSIONS[1]

GHG EMISSIONS: SCOPE 1, 2, 3 AND TOTAL			
CATEGORIES	2025 (tCO_2e)	2024 (tCO_2e)	%YOY (2025 VS 2024)
TOTAL GHG EMISSIONS			
TOTAL GHG EMISSIONS (LOCATION-BASED)	5,044,695	5,036,082	0.2%
TOTAL GHG EMISSIONS (MARKET-BASED)	4,934,787	4,954,362	-0.4%

Barilla applies the operational control criterion as a consolidation method for the GHG inventory, including all assets over which it exercises direct control. This approach reflects the Group's ability to direct the environmental and management policies of the companies included in the scope, ensuring consistency and uniformity in reporting.

For data collection purposes, emissions related to production plants and main offices (including Parma, Paris, Cologne, Stockholm, Chicago and Singapore) are based on primary data. For commercial sites, emissions are estimated using average consumption levels derived from the available primary information.

The Carbon Footprint calculation methodology is based on multiplying activity data by greenhouse gas emission factors, using internationally recognized sources.

For emissions under:

- **Scope 1:** The emission factors used are derived from the Ecoinvent database or the IPCC 2021 method and may vary depending on the selected supply, geographical location or the specific cogeneration or trigeneration plant.
- **Scope 2:** The emission factors, calculated according to the market-based approach, vary for each plant according to the supply and location selected, or according to the specific trigeneration plant. Renewable electricity consumption is evidenced through Guarantees of Origin (GOs) corresponding to electricity contractually purchased bundled with instruments.
- **Scope 3:** The emission factors are specifically developed according to the relevant category. The main sources used include LCA databases such as Ecoinvent, DEFRA 2023, Barilla's EPD Process System and, where necessary, sources based on economic values.

The breakdown for each category is provided below:

- **Category 1 – Purchased Goods and Services:** The emission factors are based on LCA databases, such as Ecoinvent, or are processed as part of Barilla's EPD Process system. For finished products purchased from co-manufacturers, emissions related to the production phase are calculated using specific energy consumption data provided by the co-manufacturers themselves. The emission factors applied are country-specific and based on the national energy mix, using the residual mix where available or, alternatively, the production mix, depending on the location of the co-manufacturers. For purchased services, total emissions are calculated by multiplying the specific emission factors by the volumes purchased.
- **Category 2 – Capital Goods:** The emission factors for this category are available exclusively on the basis of the economic value of the goods.
- **Category 3 – Fuel- and Energy-Related Activities (not included in Scope 1 or Scope 2):** The emission factors used are taken from the DEFRA 2023 database.
- **Category 4 – Upstream transport and distribution:** Included in the calculations are:
  - o purchased materials transport from suppliers to Barilla plants;
  - o final product distribution to Barilla customers.

  Emissions are calculated using primary data on locations of shipment departure and arrival and transportation mode (truck / train / ship / plane). The emission factors used are based on the Ecoinvent database.
- **Category 5 – Waste Generated in operations:** The emission factors used are taken from the Ecoinvent database and refer exclusively to waste destined for incineration (with or without energy recovery) and final disposal. The impact of recycling is not considered as it goes beyond the boundaries of the system and is accounted for in the use of recycled materials.
- **Category 6 – Business Travel:** The emission factors used are based on the Ecoinvent database.
- **Category 7 – Employee Commuting:** Emission factors are calculated based on the displacement data provided by employees and the related emission factors in the Ecoinvent database.
- **Category 8 – Upstream leased assets:** This emission source is not applicable since within the operational control approach leased assets' emissions are considered in mobile combustion emissions in scope 1.
- **Category 9 – Downstream transport and distribution:** The emission factors used are based on the Ecoinvent database.
- **Category 10 – Processing of sold products:** This source is not applicable as most of the products do not need further processing (sale to final users/consumers) before use phase.
- **Category 11 – Use of products sold:** The emission factors used are based on the Ecoinvent database.
- **Category 12 – End of life treatment of sold products:** end-of-life emissions for sold products by considering packaging and food losses, excluding the edible product itself. Country-specific waste management scenarios are applied to packaging materials based on Eurostat and US EPA data, weighted by distribution volumes. Product losses during distribution (1%) and household consumption (2%) are conservatively considered as non recyclable municipal waste and waste treatment applied is landfill. Waste treatment emissions are calculated using Ecoinvent emission factors.
- **Category 13 - Downstream leased assets:** For the entire area of owned land, the highest emission factor among those available for Italian crops was applied, with reference to the cultivation of peas, considered representative of the agricultural activities with the greatest impact.
- **Category 14 – Franchises:** this source is not applicable.
- **Category 15 – Investments:** no relevant emissions from this source (minor investments).

Emissions are calculated in accordance with the GHG Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard, referring, unless otherwise indicated, to the conversion factors published by the IPCC 2021 (GWP 100). Emissions considered include those from fossil and biogenic sources (excluding the uptake and release of biogenic CO_2), as well as those associated with soil transformation. Infrastructure is not considered in the calculation.

The emission factors have been verified, codified and integrated into the Barilla EPD Process System. The calculations are carried out using the SimaPro software (version 9.3.0.2). The indicator adopted is expressed in mass of CO_2 equivalent (CO_2e), including all greenhouse gases recognized by the Kyoto Protocol: Carbon dioxide (CO_2), Methane (CH_4), Nitrous oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur hexafluoride (SF_6), Nitrogen trifluoride (NF_3).

Greenhouse gas emissions (Scopes 1, 2, and 3) were validated by an independent third party for the 2022 baseline values. Specifically, DNV Business Assurance conducted a limited assurance and issued an opinion statement. The Scope 3 categories reported as zero reflect activities that are not applicable to Barilla's business model or fall outside the organizational and operational boundaries.

In particular, the Group does not operate upstream leased assets, franchises, or investment activities, nor does it carry out downstream processing of sold products by third parties. Consequently, no material greenhouse gas emissions were identified for these categories in the reporting period. GHG emissions related to 2025 data have not yet been verified. A verification by an independent third-party assurance provider is planned and will be carried out at a later stage.

The Science Based Target (Near-term and FLAG near-term) were validated by the Science Based Target initiative in March 2025.

E1-7 GHG removals and GHG mitigation projects financed through carbon credits

DATA POINTS E1-7 • *56a • 56b • 58 • 58a • 58b • 59a • 59b • 60 • 61 • 61a • 61b • 61c • AR57a • AR57b • AR58e • AR58f • AR60 • AR61 • AR62a • AR62b • AR62c • AR62d • AR62e • AR64*

Target setting

Not applicable, as the company currently has only a short term target in line with SBT requirements. Barilla adopts a structured and transparent approach to greenhouse gas (GHG) management, prioritising direct emission reduction actions across its operations and value chain.

The use of certified carbon credits is strictly limited to offsetting residual emissions and does not replace or interfere with the Group's decarbonisation commitments. The Group launched its offsetting initiative in 2018, involving Harry's (2018–2022), GranCereale (2018–2023) and Mulino Bianco (2019–2022). The Wasa brand continues to participate, offsetting emissions related to 2025 and committing in advance to 2026.

In line with the GHG Protocol, emissions compensated through carbon credits are not included in the calculation of progress toward the Group's GHG reduction targets. Wasa quantifies its greenhouse gas emissions in accordance with the GHG Protocol Corporate Standard and PAS 2060:2014, applying the operational control approach and covering all relevant Scope 1, Scope 2 (market based) and significant Scope 3 emissions.

Calculations are performed using the IPCC 2021 GWP100a methodology within SimaPro 9.5.0.0, including all Kyoto Protocol gases. Primary data are prioritised, while secondary data are sourced from recognised LCA databases, such as Ecoinvent and Agri footprint. To ensure full coverage of minor exclusions, a 3% over rate is applied. Residual emissions are neutralised exclusively through certified carbon credit projects that ensure additionality, permanence, avoidance of leakage and independent third party verification.

Carbon credit projects

To offset residual emissions, Wasa supports climate mitigation projects based on renewable energy (wind, hydroelectric and solar power), mainly located in India and South America.

Examples include the Rio Floresta d'Oeste low impact hydroelectric project in Brazil, which supplies clean energy to the local grid of Alta Floresta d'Oeste and reduces approximately 28,000 tonnes of CO_2 annually, and the Pawan Wind Project in India, involving the installation of wind farms that substitute part of coal based electricity generation and support the country's transition toward a low emission economy. In 2025, the Wasa brand offset 112,534 tonnes of CO_2e related to 2024 emissions through the purchase of certified carbon credits.

All credits used are certified under internationally recognized standards, including the Verified Carbon Standard (VCS) and the Clean Development Mechanism (CDM), and contribute to climate mitigation while generating social, environmental and economic benefits aligned with the United Nations Sustainable Development Goals (SDGs).

GHG removals and carbon storage

Neither Barilla nor the Wasa brand currently carry out greenhouse gas removal or carbon storage activities within their own operations.

Contribution to climate neutrality is achieved exclusively through external, certified mitigation projects.

E1-8 Internal carbon pricing

DATA POINTS E 1-8 • *62 • 63a • 63b • 63c • 63d • AR65*

Barilla has introduced an Internal Carbon Cost (ICC) as a managerial tool to incorporate a carbon price signal into investment and project related decision making. By assigning a monetary value to greenhouse gas emissions, the ICC supports the evaluation of projects by internalising carbon related considerations within financial assessments.

The ICC applies across all Barilla Group companies and is primarily used to support the assessment of projects with material energy and greenhouse gas emission impacts (Scope 1 and Scope 2), including initiatives under the Energy Plan, innovation projects with incremental net sales above €10 million, and other investment projects with capital expenditures exceeding €1.5 million.

Barilla is developing the ICC policy with reference to the European and international regulatory context on carbon emissions. In particular, the EU Emissions Trading System (EU ETS) is used as a benchmark for defining the internal carbon price applied across projects, including those outside the EU. Regarding the Internal Carbon Cost definition, the price is set as the average for the last 3 years per ton of CO_2 equivalent in the European Union Trading Scheme (EU ETS). The price is revised in September of each year to be coherent with budget process and 3YP update. The carbon price is used to quantify the greenhouse gas emissions associated with projects within scope. The resulting carbon cost is integrated, together with other project key performance indicators, into the Group's Phase & Gate project management process and is assessed at each relevant decision stage. Barilla has adopted a shadow carbon pricing approach, whereby the ICC influences financial evaluations without generating direct monetary transactions. For projects subject to financial analysis, results are assessed both with and without the application of the ICC.

The tracking and monitoring of the results of the implementation of the ICC, will be executed in line with the Company processes already in place. The implementation of the Internal Carbon Cost (ICC) policy involves key internal stakeholder groups affected by investment and operational decisions, including the HSEE (Health, Safety, Environment & Energy), Engineering, Finance and Sustainability teams, which contributed to the definition of the approach and its integration into existing decision making processes.

To ensure consistent application, the ICC policy will be made available to relevant internal stakeholders through dedicated communication channels. Although formal publication is planned for 2026, the ICC was already applied on a pilot basis during 2025 in the evaluation of Energy Plan projects.

E1-9
Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

DATA POINTS E1-9 • *68a • 68b • AR69a • AR69b • AR70 • AR70c-i • AR72a • AR72b • AR73a*

As part of its climate risk identification and assessment process (see section "IRO-1: Description of the processes to identify and assess material climate related impacts, risks and opportunities"), Barilla has identified anticipated financial effects related to material physical climate risks affecting its assets and business activities.

Assets exposed to material physical risks amount to approximately €2.2 billion and primarily relate to production facilities and warehouses. These amounts have been identified through geographic asset mapping and reconciled with the corresponding line items in the consolidated statement of financial position under property, plant and equipment. Net revenues associated with operations and products exposed to material physical risks amount to approximately €1.2 billion.

Barilla has also assessed the potential anticipated financial effects of material transition climate risks on assets and liabilities identified as exposed to transition risk. Assets exposed to material transition risks amount to approximately €1.7 billion and mainly include energy intensive manufacturing plants and logistics infrastructure. Liabilities exposed to transition risks amount to approximately €500 million and are primarily related to long term energy supply contracts and other obligations sensitive to changes in energy prices and decarbonisation pathways. These amounts have been reconciled with the relevant line items in the consolidated statement of financial position.

Net revenues exposed to material transition risks are currently being assessed and will be disclosed in subsequent reporting periods as the analysis further matures. The assessment of anticipated financial effects of physical and transition climate risks is currently predominantly qualitative and based on scenario analysis across short , medium and long term time horizons. Quantitative inputs are being progressively integrated as methodologies and data availability continue to evolve.

The quantitative assessment of assets exposed to physical climate risks is currently under development. The Group is developing a methodology that maps hazard levels for physical risks at each production site based on geographic location, considering both current conditions and forward looking climate scenarios.

For acute physical risks, the approach under development aims to monitor the monetary value of assets classified within the highest hazard levels, supporting prioritisation of mitigation and resilience measures. Preliminary analyses of chronic physical risks indicate higher exposure for certain production facilities, including bakery plants, as well as sites located in areas characterised by elevated water stress.

To conclude, for the net revenue from customers in coal-related, oil-related and gas-related activities see section "ESRS 2 SBM-1: Strategy, business model and value chain".

ESRS E3 WATER AND MARINE RESOURCES

ENERGY & WATER

Water is a fundamental resource for Barilla's production activities and a material sustainability topic identified through the Group's Double Materiality Assessment. The responsible management of water resources, including consumption reduction, wastewater treatment, recycling and reuse, and the protection of water quality, is deeply embedded in Barilla's operational and strategic priorities. The Group's approach to water and marine resources fully complies with the disclosure requirements of ESRS E3 and the cross cutting requirements of ESRS 2, following the standard sequence of SBM-3, IRO-1 and E3-1 through E3-5. In addition, dedicated sub sections have been introduced within each disclosure requirement where the complexity of the topic requires enhanced clarity.

ESRS 2 IRO-1 E3
Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities

DATA POINTS E3 IRO-1 • 8a • 8b

Material Impacts, Risks and Opportunities

Barilla faces several material water-related risks and opportunities that are critical to its environmental and operational performance. One of the primary risks stems from the Group's inherently water consumption across its activities, which contributes to a significant negative environmental footprint.

This challenge is especially significant at certain production sites, notably in Italy at the Rubbiano site, where water consumption within water stressed areas is highest, and in France, where seasonal water stress during the summer months poses a tangible risk to uninterrupted production, potentially affecting operational continuity and supply chain stability.

Additionally, the waste water generated by Barilla's operations presents further environmental concerns, as improper management could exacerbate negative impacts on local ecosystems. This scarcity is compounded by rising costs associated with water abstraction and treatment, reflecting both market pressures and evolving regulatory frameworks that are becoming more stringent over time. Additionally, these factors contribute to potential disruptions within Barilla's supply chain, as water availability and quality directly impact agricultural inputs and production processes.

Barilla is strengthening its resilience to water stress by implementing strategies aimed at improving process efficiency, reducing overall water consumption, and limiting financial exposure, thereby safeguarding business continuity and operational sustainability. In parallel, the Group is leveraging opportunities related to water efficiency technologies, water reuse systems, and regenerative agriculture practices, which are expected to generate operational savings, enhance the resilience of physical assets, and mitigate long-term cost volatility linked to water scarcity and regulatory developments.

Barilla systematically screens its production sites for water stress using internationally recognised tools (e.g., WRI Aqueduct or equivalent basin-level datasets such as BRGM in France) to identify facilities and supply chains located in high or extremely high water-stress areas. This screening is conducted periodically and integrated into risk assessments, capital allocation decisions, and target-setting processes.

Assets identified in water-stressed basins are subject to enhanced due diligence, site-specific water stewardship plans, and, where relevant, more stringent reduction or efficiency targets.

The related financial implications are reflected in the Group's multi-year financial planning through capital expenditure for water-efficiency technologies, wastewater treatment upgrades, resilience measures, and contingency considerations for water-related risks, ensuring alignment between sustainability commitments, risk management, and financial accounts. Assets primarily exposed include La Malterie, Plain de l'Ain, Valenciennes and Talmont in France, as well as Rubbiano and Foggia in Italy.

To conduct a thorough and accurate analysis of potential business interruptions linked to water use suspensions in Italy and France, Barilla has actively involved plant managers in the process of structuring key assumptions for scenario analysis. Their in-depth knowledge of the production processes has been invaluable in understanding how water availability directly affects production volumes and product manufacturing.

Plant managers have also helped identify critical periods, particularly peak months during the summer when water scarcity risks are heightened, allowing for a more precise assessment of vulnerability within the production cycle. Furthermore, their insights have been essential in highlighting both existing mitigation actions currently in place and additional measures that could be implemented to minimise the impact of water-related disruptions. This collaborative approach ensures that the scenario analysis is grounded in operational realities and supports the development of effective strategies to safeguard production continuity.

At this time, it is important to emphasise that there have been no changes or updates to the material water-related risks and opportunities identified for Barilla since the previous assessment conducted last year. This stability indicates that the core risk factors and potential opportunities remain consistent with prior evaluations, reflecting a relatively steady external environment in terms of water scarcity, regulatory conditions, and operational challenges.

However, despite the absence of new developments or shifts in the risk and opportunity landscape over the past year, Barilla maintains a rigorous and continuous monitoring process. This ongoing vigilance ensures that any emerging trends, regulatory changes, or shifts in water availability are promptly identified and assessed.

E3-1
Policies related to water and marine resources

DATA POINTS E3-1 • *12a • 12a-i • 12a-ii • 12a-iii • 12b • 12c • 13 • AR18a • AR18b • AR18c*
DATA POINTS MDR-P • *65a • 65b • 65c • 65d • 65e • 65f • 62*

Water Management Principles and Policy Content

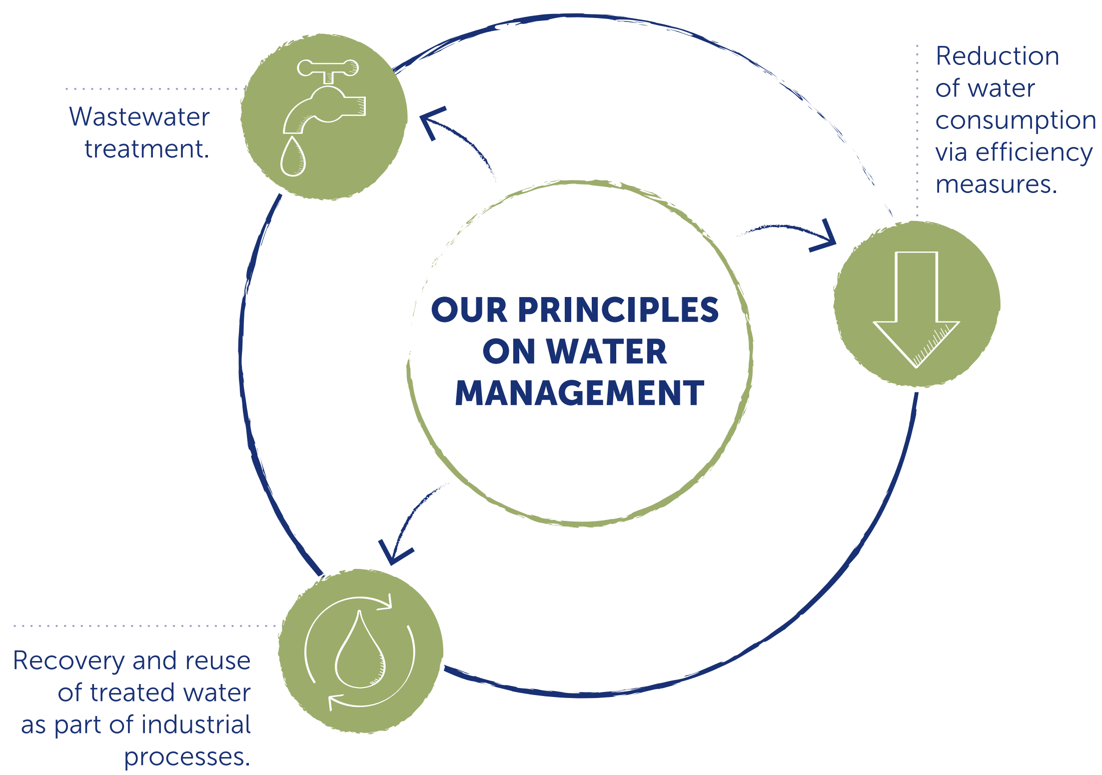
Water management across Barilla's operations and supply chain, if not well managed, would be linked to relevant environmental and social impacts. Improper water consumption and the quality of discharges would affect local water availability and ecosystems, while agricultural activities may intensify water scarcity in vulnerable regions. Seasonal water stress, such as during summer months in some production sites, represents an operational risk that could affect continuity and efficiency.

At the same time, improving water efficiency and reducing consumption offers a strategic opportunity: strengthening processes and adopting responsible water management practices can enhance the Group's resilience to water stress, reduce financial risks, and support the protection of local ecosystems and communities. Within this context, Barilla normally uses water from aqueducts, occasionally from wells, and rarely from surface sources, and is implementing some actions and investing in order to minimise its water footprint across operations. The Group focuses on improving production process efficiency — both in production facilities and in wastewater treatment plants — to reduce water consumption, strengthen the monitoring of water withdrawals and discharges through rigorous internal analyses and regular external inspections, support recycling and reuse practices within production processes, and improve wastewater treatment to increase the amount of recycled water to be reused in industrial processes, with particular attention to sites located in water-stressed areas, where improving wastewater treatment performance contributes directly to the mitigation of local water scarcity risks.

Performance with respect to these commitments is ensured through continuous monitoring of water withdrawals, consumption, and discharge quality, supported by internal and third-party ISO 14001 audits.

Key water performance indicators are regularly reviewed to track progress and improve resource efficiency.

All environmental metrics are monitored monthly through the global "Supply Chain Scorecard", the Group's centralized monitoring tool that consolidates and tracks key environmental performance indicators across production sites, enabling regular oversight of progress against site-level targets, including water consumption. The Group's principles for water management also address the prevention and abatement of water pollution, ensuring compliance with environmental requirements and safeguarding the quality of water discharges across its operations. Water withdrawals, discharged water and wastewater treatment systems undergo rigorous internal analyses and external inspections by competent control bodies to prevent contamination and reduce environmental impacts. In sites exposed to high water stress, the adoption of advanced and integrated water treatment technologies further supports the effective treatment, recovery, and safe reuse of water.



Although the use or sourcing of marine water resources is not applicable to the Group's operations, the Group's water management principles contribute to the good ecological and chemical quality of surface and groundwater bodies through compliance with environmental requirements, monitoring of water discharges through rigorous periodical analysis, and the adoption of advanced wastewater treatment technologies.

The Group's principles for water management address the minimisation of material impacts and risks by promoting responsible use of water resources, reducing consumption, and ensuring compliance with environmental requirements. Measures such as recycling and reuse practices, systematic monitoring of withdrawals, consumption and discharge quality, and the adoption of advanced wastewater treatment technologies — especially in high-water-stress areas — contribute to mitigating water-related risks and maintaining the value and functionality of priority water-related services.

Moreover, the Group's principles for water management contribute to avoiding impacts on affected communities by ensuring compliance with environmental requirements, safeguarding the quality of water discharges, and preventing pollution through rigorous internal controls. These fundamentals contribute to preventing the compromise of local water resources and ecosystems.

Scope, Governance and Formalisation Timeline

Barilla is formalising an Environmental Policy applicable to all the Group to establish a unified framework covering its own operations and the supply chain, aligned with ISO 14001 standard and with the Barilla Integrated Management System principles already in place, ensuring a consistent approach to environmental protection, resource efficiency and continuous improvement across the organisation, as also demonstrated by the independent ISO 14001 certification of the Environmental Management System in 28 sites.

An internal process is currently underway to review existing practices, regulatory requirements, and governance needs in order to adopt a formal policy by the end of 2026. During this period, current practices will be mapped, gaps will be identified, and the necessary governance framework will be established. In the meantime, all production sites continue to operate under the Group's water management principles described above, which guide operations across both own activities and the supply chain. The adoption of a formal policy in water-stressed areas follows the same timeline.

The most senior level within the organisation responsible for the implementation of this policy will be the ESG Leader. The policy is currently under development; once approved, the ESG Leader will have overall responsibility for ensuring its implementation, its circulation within the organisation, and the monitoring of its effective application.

Plant Directors will be accountable for the implementation of the policy at plant level. Once the policy is formalized, the company will engage relevant stakeholders to collect their feedback and suggestions for improvement, and the policy will be made available to the relevant stakeholders through appropriate communication channels.

E3-2
Actions and resources related to water and marine resources

DATA POINTS E3-2 • *18* • *19*
DATA POINTS MDR-A • *68a* • *68b* • *68c* • *68e* • *69a* • *69b* • *69c* • *AR23* • *62*

Key Actions: Energy and Water Saving Plan

The Energy & Water Plan for Barilla's production assets has been carefully structured with a clear understanding of the intensive use of water in the food sector, which significantly contributes to water scarcity and has far-reaching impacts on the environment and local communities.

Barilla's resilience strategy to address water-related challenges is comprehensive and multifaceted, focusing on both reducing water consumption and improving water management across its operations. Recognising the critical role that water use in the sector plays in the overall water footprint, the plan places strong emphasis on driving improvements throughout the entire supply chain.

These improvements focus on promoting sustainable farming practices that aim to reduce water consumption associated with the treatment of raw materials. By integrating these targeted initiatives, Barilla is working to minimise water use at the source, thereby alleviating pressure on local water resources while supporting environmental stewardship and community well-being. In line with the Group's water management principles, and with the objective of increasing by 250% by 2030 the index of recycled and reused water in areas with water stress compared to the 2022 baseline, several key actions have been implemented across Barilla's operations.

The Group has adopted an Integrated Environmental, Energy and Safety Management System compliant with ISO 14001, ISO 45001 and ISO 50001, enabling rigorous monitoring and continuous improvement of water performance; to date, 28 production sites are certified under UNI EN ISO 14001, supporting structured and responsible management of water resources. Water withdrawals and discharged water are monitored through rigorous internal analyses and regular external inspections, ensuring compliance with environmental requirements and contributing to the prevention of pollution and the protection of local water bodies.

A major area of action concerns advancing water circularity, particularly in plants located in water stress areas identified through the World Resources Institute (WRI) Aqueduct Water Risk Atlas. In these sites, recovery and reuse practices have been introduced wherever technically feasible — including Rubbiano Sauces, Ascoli and Thiva — supported by advanced treatment technologies and integrated water recovery systems to reduce reliance on external water withdrawals. At the Rubbiano site, continuous improvements to the wastewater treatment plant are underway. In addition, the Group has implemented further measures across various facilities to improve overall water efficiency and reduce total water consumption. These actions fall under level (c) of the ESRS mitigation hierarchy: the reclaiming and reuse of water.

Future planned interventions include upgrading wastewater treatment plants, planning to expand drinking water storage capacity to ensure operational continuity during temporary shortages, and reducing overall water consumption by replacing water-based cooling technologies with air-cooling systems at the Rubbiano Sauces plant. In addition, also in response to requests from the French government, Barilla has planned investments in more efficient water technologies for the Valenciennes and La Malterie plants.

For the La Malterie plant, a multipurpose energy saving initiative — designed to eliminate the use of gas boilers through heat recovery solutions and upgraded air handling systems — also delivered measurable water saving benefits. These initiatives form part of the Energy & Water Plan, the €168 million investment programme launched in 2024 to enhance the energy and water efficiency of the Group's production plants.

Water efficiency is also managed through a structured performance governance process: all production plants define annual water consumption targets based on historical performance and expected improvements, and progress is monitored monthly through the global "Supply Chain Scorecard", which consolidates key environmental indicators and supports the optimisation of water use across all sites.

Beyond its industrial perimeter, Barilla integrates water considerations along the value chain through the application of Life Cycle Assessments (LCAs), supported by the Water Scarcity Index to evaluate water related impacts in relation to local water availability. On a voluntary basis, Barilla has embarked on collaborations with suppliers in the tomato and basil supply chains to promote responsible use of water resources. For the tomato supply chain, the company sources exclusively from producers certified according to Good Agricultural Practices (Global GAP), which provides some measures aiming at rationalizing the use of water during cultivation.

For basil, through the Carta del Basilico, Barilla supports sustainable agricultural practices certified by the ISCC PLUS system, which provide the undertaken of behaviors meant to reduce water consumption. Both initiatives, although voluntary, contribute to the reduction of water withdrawal for irrigation, supporting a more sustainable management of water resources throughout the supply chain.

Scope, Time Horizon and Progress

The scope of Barilla's water-related actions covers the Group's own operations and focuses primarily on production sites — giving priority to those located in water-stressed areas.

Actions on water management and water efficiency are set within a medium-term horizon to 2030, in line with the Group's sustainability strategy. Interim results are monitored annually, with 2022 used as the baseline year. The interventions are currently underway, with future maintenance and improvement plans in place.

No material actual adverse impacts requiring remediation have been identified; accordingly, no remedial actions have been implemented. For progress towards the target, please refer to the answer to MDR-A 80b, 81a, 81b.

Financial Resources Allocated to Actions

The implementation of the actions related to water and marine resources is supported by dedicated financial resources allocated under the Group's Energy & Water Plan, launched in 2024.

In addition to this, further CapEx resources devoted to water management within the structural part of annual investment plan are in place.

As of the end of the 2025 financial year, the total amount of water related projects approved cumulatively amounts to €3.4 million, representing the aggregate value of all projects formally authorized up to the reporting date. During the reporting financial year, €1.3 million was effectively invested (CapEx) for the implementation of these approved water related actions. The amount of €1.9 million represents future financial commitments within the scope of the authorized investments.

Water-related investments are reported in the consolidated financial statement, under asset item 6.7 "Property, plant and equipment".

E3-3
Targets related to water and marine resources

DATA POINTS E3-3 • *23a • 23c • 24 • 24a • 24b • 24c • 25 • AR23a • AR23b*
DATA POINTS MDR-T • *80a • 80b • 80c • 80d • 80e • 80f • 80g • 80h • 80j • 81a • 81b • 81b-i • 81b-ii • 72*
DATA POINTS MDR-M • *75 • 77a • 77b*

Target Definition and Link to Policy Objectives

Barilla has set a target to achieve 130,000 m^3 of total recycled and reused water in water-stressed areas by 2030, compared to the 2022 baseline of 37,000 m^3 (+250%).

The water management target is directly connected to the management of the Group's material impacts, risks and opportunities related to water and it is aligned with the Barilla Group's environmental principles, which prioritise improving the efficiency of production processes — both in production facilities and wastewater treatment plants — reducing water consumption, strengthening the monitoring of discharged water, supporting water recycling and reuse practices within operations, and enhancing wastewater treatment performance to increase the volume of recycled water available for industrial use. Particular attention is given to sites located in water-stressed areas. Barilla recognises that high water consumption, seasonal water scarcity and the quality of discharges can affect local water availability, ecosystems and the continuity of operations. By expanding recycled water use in high-water-stress sites, the Group reduces pressure on freshwater sources and improves operational resilience in those areas. This target also supports opportunities to improve resource efficiency, lower costs, and contribute to the protection of local ecosystems and communities.

The target directly supports the reduction of overall water consumption: by increasing recycled water in high-stress areas, the Group reduces its water withdrawal needs and helps lower overall water consumption. The target indirectly contributes to the reduction of water withdrawals and discharges in the range of 80–100%.

Target Characteristics

The target is relative in nature and applies to production sites located in water-stressed areas. It applies over a medium-term horizon, with a defined endpoint of 2030. No milestones or interim targets have been defined at the Group level.

The target is voluntary and is not based on conclusive scientific evidence in the sense of science-based pathways or planetary boundary analysis. No ecological threshold has been identified or defined, and local ecological thresholds were not taken into consideration in the target-setting process.

No formal stakeholder engagement process was carried out specifically for setting the target. The target was defined internally based on historical water-management performance, regulatory requirements and technical assessments performed by the HSEE. No changes have been made to the target, the monitoring methodology or the underlying measurement assumptions. Barilla focuses its target on areas with higher water stress because water scarcity is more critical in these contexts, and responsible water use generates the greatest benefits for the environment and local communities.

Each year, the Group updates the identification of sites located in these areas using the World Resources Institution Aqueduct Water Risk Atlas tool, which provides updated and scientifically validated assessments of water risk, ensuring that monitoring and actions are always based on the most recent data.

The analysis is further supplemented through consultations with external water-risk experts to account for context-specific conditions not fully captured by the WRI tool.

Performance Against Target and Monitoring

Progress toward this target is tracked through continuous monitoring of water-recycling systems at plant level and through periodic reviews of performance trends to ensure ongoing improvement. The effectiveness of actions is monitored through systematic environmental data collection, KPI analysis, management review, internal audits, and third-party assessments carried out as part of the ISO 14001 certification process.

At the beginning of each reporting year, all sites upload their annual water-related data into the company's centralised environmental data collection tool. This includes total water withdrawal and water discharge, broken down by source (well, municipal water supplies, surface water and sea water) and destination (into surface water, ground water, seawater or sewage).

Once reviewed and approved by the HSEE headquarters team, the consolidated corporate dataset is used to calculate the company's total water consumption, given by the total water withdrawal minus the total water discharged. The methodology ensures consistent data collection across all sites and relies on metered values whenever available; in cases where meters are not installed, standardised estimation methods are used based on operational parameters and activity levels.

In addition to production sites, this year the company also collected water-related data, where available, from office locations considered large in terms of workforce size (about 25 employees).

For smaller offices where direct data were not available, water consumption was allocated by applying the average per capita values calculated from the large offices to the number of employees in each smaller location.

The water management performance metric has not been subject to external assurance or validation by a body other than the Group's assurance provider.

RECYCLED AND REUSED WATER IN WATER-STRESSED AREAS — PROGRESS VS TARGET

	TARGET 2030		PROGRESS IN THE REPORTING YEAR		BASELINE 2022
TARGET PERIMETER	Absolute value (m^3)	Target increase vs baseline (%)	Absolute value (m^3)	Actual increase vs baseline (%)	Absolute value (m^3)
RECYCLED & REUSED WATER IN WATER-STRESSED AREAS	130,000	+250%	110,537	+196%	37,301

E3-4 Water Consumption

***DATA POINTS E3-4** • 28a • 28b • 28c • 28d • 28e • 29 • AR30 • AR31 • AR32*

In 2025, a significant decrease in water consumption in water stressed areas compared to 2024 was recorded, reflecting Barilla's continuous commitment to optimising the use of water at production sites located in sensitive areas. This performance reflects the results of the wastewater recovery and reuse initiatives implemented across multiple sites, with particular effect at the Rubbiano plant, as well as targeted investments in water efficiency at the French plants in response to government requirements and evolving operational needs.

KEY INDICATORS

INDICATOR	2025	2024	%YOY (2025 VS 2024)
TOTAL WATER CONSUMPTION (m^3)	1,435,927	1,418,362[1]	+1.2%
TOTAL WATER CONSUMPTION IN WATER-STRESS AREAS, INCLUDING THOSE WITH HIGH WATER STRESS (m^3)	552,318	584,941	-5.6 %

Total water consumption is calculated as the difference between total water withdrawals and total water discharges. Specifically, in 2025 Barilla withdrew 2,628,787 m^3 of water and discharged 1,192,860 m^3, resulting in a net water consumption of 1,435,927 m^3, as reported in the table above.

KEY INDICATORS

INDICATOR	2025	2024	%YOY (2025 VS 2024)
TOTAL WATER CONSUMPTION/ FINISHED PRODUCT (m^3/t)	0,76	0,74	+2.5%
TOTAL WATER INTENSITY RATIO (m^3/million €)	296,89	290,47	+2.2%
TOTAL RECYCLED AND REUSED WATER (m^3)	124,635	144,621	-13.8%
TOTAL RECYCLED AND REUSED WATER IN WATER- STRESS AREAS, INCLUDING THOSE WITH HIGH WATER STRESS (m^3)	110,537	98,654	+12.0%

Barilla does not carry out water storage activities; therefore, the total volume of water stored and any related variations are equal to zero.

1 In the present document, the nomenclature applied to water KPIs has been aligned with ESRS requirements, so both the 2024 and 2025 consumption data are now presented using the ESRS-aligned nomenclature. In the previous year disclosure, this KPI was based on Barilla's internal terminology.

E3-5
Anticipated financial effects from material water and marine resources-related impacts, risks and opportunities

***DATA POINTS E3-5** • 33a • 33b • 33c • AR33 • AR33*

Qualitative Assessment of Financial Effects

Barilla has assessed the anticipated financial effects of its material water-related risks and opportunities on its financial position, financial performance and cash flows across the short, medium and long term.

The assessment is based on basin-level water stress analysis, water stress exposure mapping and internal scenario modelling; the financial impact modelling process is ongoing and subject to further data validation and methodological refinement; therefore, it is not currently possible to provide a reliable quantitative estimation of the related financial effects for Barilla.

- Multi-purpose energy saving - aimed to remove plants gas boilers, by utilizing heat recovery techniques, new air handling. This action also positively impacted water consumption
- Initiative aimed at enhancing wastewater treatment capacity (including water sanitization and build-up of new pipelines which prevent the mixing of sanitized and rain waters)
- Plant upgrades/ revamping and new technologies to contribute to water consumption reduction
- Expansion of drinking water storage capacity to support temporary shortages
- Increased water treatment capacity to enhance water reuse

Effects Considered and Related Impacts

The anticipated financial effects related to water are assessed in relation to the underlying impacts and dependencies identified across Barilla's value chain, including high water consumption and wastewater discharges in operations and upstream activities, as well as critical dependencies on water availability for agricultural sourcing, with effects expected to materialise mainly in the short to medium term. A detailed description of the related impacts and dependencies is provided in paragraph E5 IRO 1.

Products and Services at Risk, and Critical Assumptions

The products and services identified as exposed to material water-related risks are bakery products manufactured in France, bakery products manufactured at the Rubbiano plant, and condiment products (sauces) manufactured at Rubbiano. For France, the key assumptions underpinning the scenario analysis are:

- production is assumed to be constant over the year;
- no possibility to stock production as all plants make fresh bakery with storage limited to 6 days at maximum;
- no possibility to shift production because line saturation is, on average, around 97%; uniform distribution of production for each line where no details are provided (i.e., if a line manufactures two products, then, production is split on a 50% - 50% basis);
- 65% of water consumption is assumed to be used for final product manufacturing;
- a maximum 7.5% of water saving for production activities is accounted for to provide an additional view on scenarios (e.g. mid-point of the discussed range of 5-10%), although it should be stressed that water saving activities cannot always be carried out;
- and given the crisis level, it is assumed that water withdrawal reduction is the same for each production site (i.e., -25% under crisis level for la Malterie is applied to the crisis level of the other plants in France).

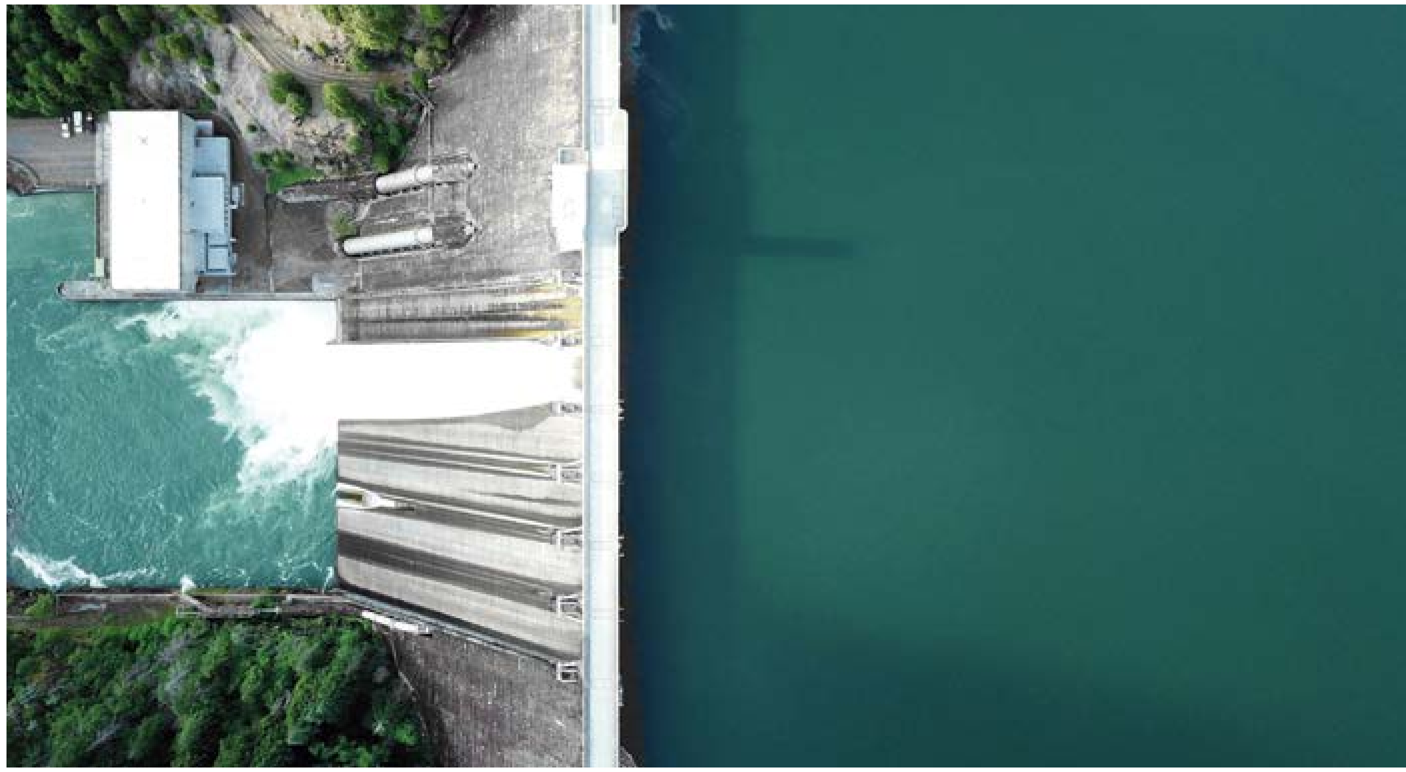
For Italy, it was assumed that the entire production of Pesto with Fresh Basil would be distributed during the period May to mid-September, with volumes assumed to grow at a rate of approximately 7% on a yearly basis. the Capacity referred to Pesto with Fresh Basil was distributed proportionally, and the percentage of monthly production hours of the two lines for that period was applied to the Capacity and Capacity Used volumes.

Time Horizons and Estimation Framework

Barilla defines time horizons for water-related targets in alignment with its enterprise risk management framework, CSRD recommendations, strategic planning cycle, and basin-level water risk assessments.

Short-term horizons typically cover the annual budgeting and operational planning cycle (1 year), medium-term horizons align with the Group's industrial and sustainability strategy (up to 5 years), and long-term horizons extend to 2030 and beyond, reflecting science-based ambitions and watershed resilience objectives. Critical assumptions underpinning these horizons include projected production volumes, climate change scenarios affecting water availability, regulatory developments, technological improvements in water efficiency and wastewater treatment, and supplier engagement capacity within priority basins. Financial planning and accounts incorporate these assumptions through capital allocation for water-efficiency investments, wastewater treatment upgrades, nature-based solutions, and contingency provisions for water-related risks.

Expenditures and investments are embedded in Barilla's multi-year financial plans and monitored through internal control systems to ensure consistency between sustainability targets, risk assessments, and financial disclosures.



ESRS E5 RESOURCE USE AND CIRCULAR ECONOMY

SUSTAINABLE PACKAGING | RESPONSIBLE SUPPLY CHAIN | SUSTAINABLE AGRICULTURE

For Barilla, the responsible use of resources and the transition towards a circular economy represent a strategic dimension of the Group's overall approach to environmental sustainability, strongly rooted in its product development philosophy and operational practices.

The Double Materiality Assessment identified two material sub-topics under ESRS E5: the sustainable management of resource inflows across their full lifecycle,—specifically agricultural raw materials and packaging materials—and the prevention and valorization of waste generated in production operations. Together, these two dimensions reflect Barilla's effort to progressively closing material loops across its value chain — from the sourcing of raw materials to the end of product life — and to reducing the environmental footprint of its operations in a measurable and transparent manner.

This chapter is structured in full compliance with the disclosure requirements of ESRS E5 and the cross-cutting requirements of ESRS 2. In addition to ensuring completeness, the chapter introduces dedicated sub-sections within each disclosure requirement in order to guide the reader through the distinct dimensions of Barilla's approach.

ESRS 2 IRO-1 E5 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities

***DATA POINTS E5 IRO-1** • 11a • 11b*

Barilla has undertaken a comprehensive screening of its assets and activities to identify actual and potential impacts, risks, and opportunities related to resource use and the circular economy across its own operations as well as its upstream and downstream value chains. To support this assessment, Barilla is actively conducting detailed analyses of the availability of key raw materials across its upstream value chain.

These assessments are informed by robust methodologies, assumptions, and tools designed to evaluate resource availability and supply risks. Furthermore, through active consultations and collaboration with procurement stakeholders, Barilla is able to evaluate the vulnerability of specific crops and assess the feasibility of applying potential mitigation actions.

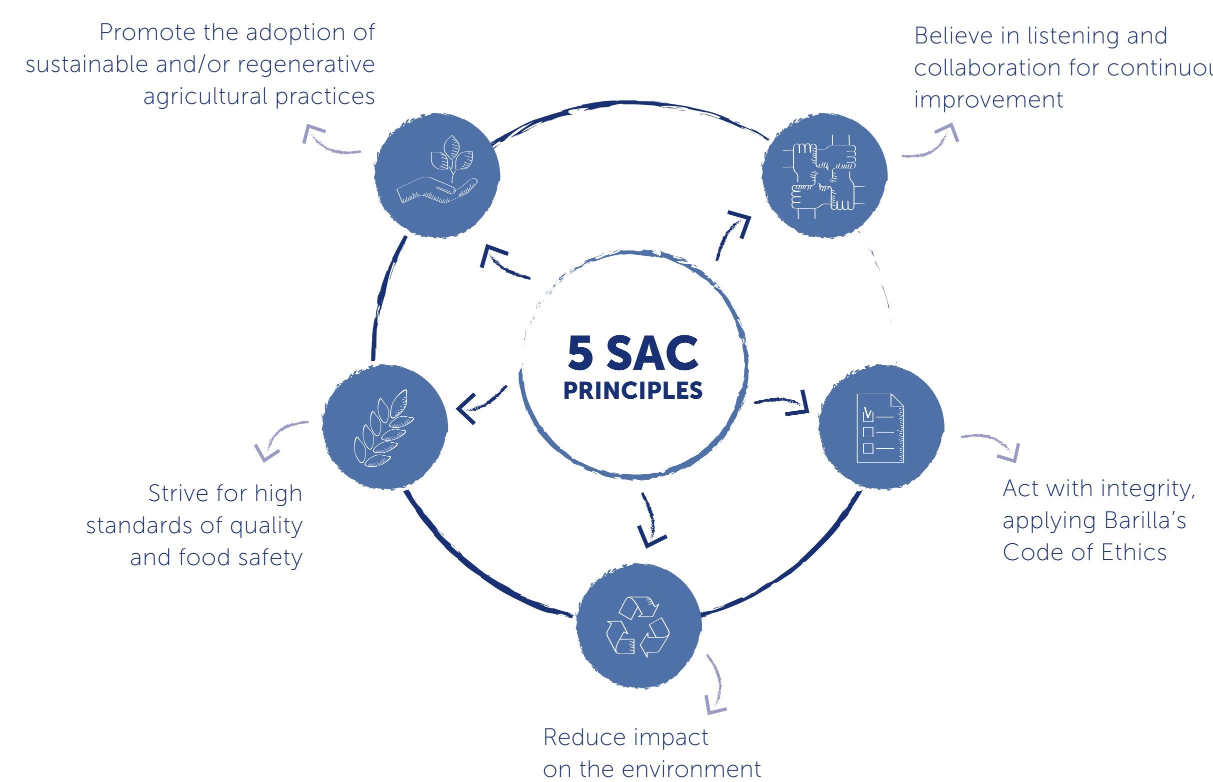
This collaborative and data-driven process enables the company to implement targeted interventions that not only reduce environmental impact but also strengthen the long-term preservation and resilience of its raw material supply base, thereby supporting a more circular and sustainable value chain.

E5-1 Policies related to resource use and circular economy

***DATA POINTS E5-1** • AR9a • AR9b*
***DATA POINTS MDR-P** • 62 • 65a • 65b • 65c • 65d • 65e • 65f*

Agriculture Raw Materials

Along the value chain, and with specific regard to agricultural raw materials, Barilla addresses resource use matters through a structured sustainable agriculture framework. This framework is grounded in a solid, transparent and collaborative approach to the management of strategic supply chains, fostering long term partnerships with all actors involved in the agricultural sector. This approach has been formalised in the Barilla Sustainable Agriculture Code (SAC), which defines the guiding principles for responsible supply chain management. The SAC is implemented through the Barilla Sustainable Farming (BSF) programme, launched in 2010 as an operational tool to support the development of more resilient agricultural systems. Over time, the BSF model has evolved to promote more efficient and resilient cultivation practices capable of delivering safe, high quality agricultural raw materials, while protecting natural resources and contributing to the social and economic conditions of farmers. Through this framework, Barilla seeks to strengthen the long term sustainability of key raw material inflows and the resilience of its upstream value chain. A detailed description of the Sustainable Agriculture Code is provided in chapter "G1-2: Management of relationships with suppliers", while further information on the Barilla Sustainable Farming programme is included in chapter "E1-3: Actions and resources in relation to climate change policies".



Packaging

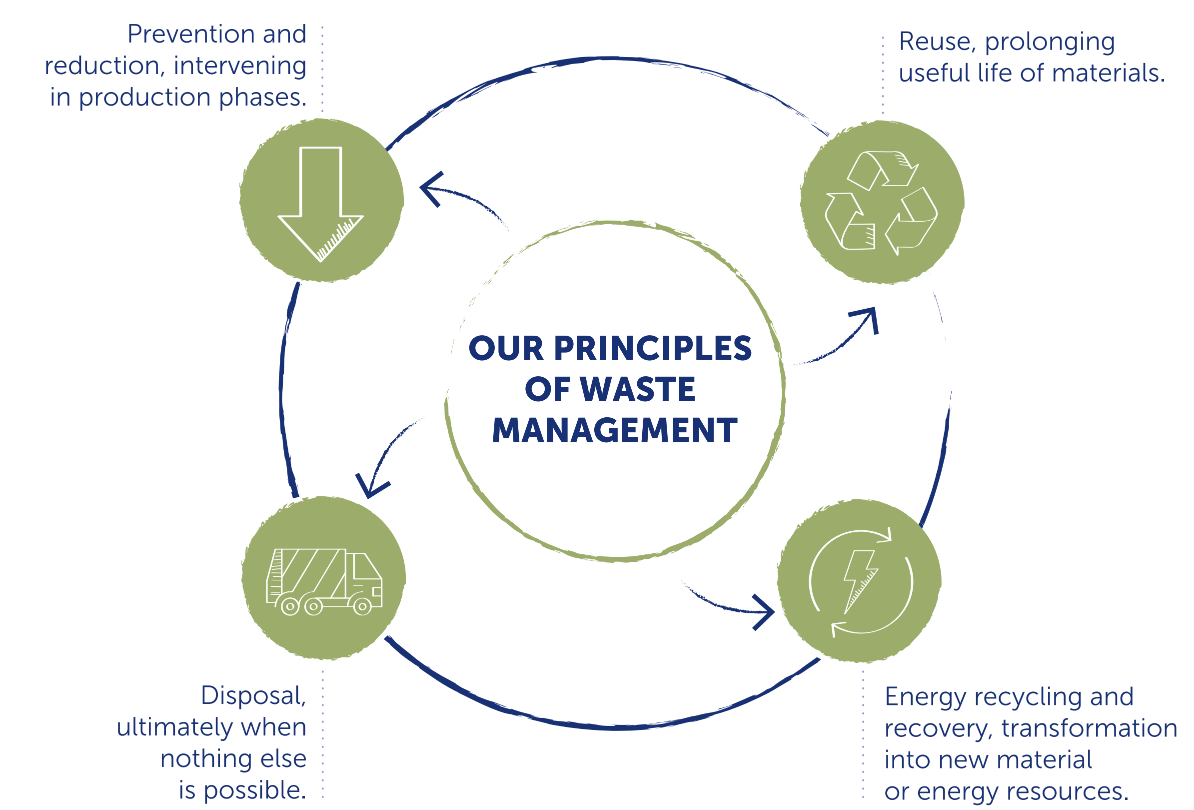
In the area of packaging, Barilla's sustainability commitment is equally long-standing and structured: the Group's first guidelines for packaging design date back to 1997 and have been constantly updated over the years by assessing available technological innovations and evolving market trends.

Barilla's ambition is to become a benchmark in its sectors, striving to achieve the ideal balance between ensuring a high quality experience, respect for the environment and the affordability of its products. The Principles of Sustainable Packaging that inspire many Barilla decisions:

Barilla addresses the transition away from virgin resources primarily through the RECYCLED principle of its Sustainable Packaging Principles, by promoting the use of recycled materials in packaging, where technically feasible and compatible with food safety requirements. Barilla also addresses sustainable sourcing and the use of renewable resources through the RENEWABLE and RESPONSIBLE principles, by promoting the use of materials from renewable resources that do not compete with the food supply chain and by favouring paper and cardboard from responsibly managed sources.

Waste

The management of waste and food resources within Barilla's operations is linked to significant environmental and social impacts when not properly governed. Inadequate waste management can generate negative effects on the environment and human health extending beyond the areas where waste is produced and disposed of: the incineration of waste without energy recovery or its disposal in landfills contributes to greenhouse gas emissions and water pollution, while food losses add to the overall environmental burden by involving the waste of natural resources and generating additional emissions. Within this context, Barilla's production processes generate predominantly by-products destined for animal feed, while only a residual portion is classified as waste — mainly used vegetable oil, packaging waste and small amounts from production-related services. This is consistent with a study carried out with Last Minute Market (University of Bologna), conducted according to the FLW Standard and documented in the FLW Protocol Case Studies Archive, which analyzed pasta, tomato sauce and soft bread value chains and confirmed their circularity, showing minimal waste in production. Barilla adopts a prevention-focused approach, aiming to reduce waste generation at the source. When waste is produced, the company ensures proper separate collection and, once sorted, directs it to the most suitable recovery option in line with the European waste hierarchy:



Performance against these commitments is monitored through periodic measurement of waste volumes and destinations, tracking of food losses across production units, internal and third-party audits under ISO 14001, and regular reviews of environmental performance indicators to support continuous improvement. In parallel, Barilla is formalizing these principles through an Environmental Policy applicable across the entire Group, with the purpose of establishing a unified framework covering both its own operations and the supply chain. The policy will be aligned with the ISO 14001 standard and the principles of the Barilla Integrated Management System, ensuring a consistent approach to environmental protection, resource efficiency and continuous improvement across the organization — as also demonstrated by the independent ISO 14001 certification of the Environmental Management System across 28 sites.

Waste Scope, Governance and Formalization Timeline

In terms of scope, the waste management framework applies across all of Barilla's production plants, while the packaging sustainability principles cover all Group entities and product categories.

Barilla is currently formalizing a unified Environmental Policy applicable to the entire Group, establishing a consolidated governance framework covering both its own operations and the supply chain, aligned with the ISO 14001 standard and the Barilla Integrated Management System principles already in place.

Once the policy is formalized, the company will engage relevant stakeholders to collect their feedback and suggestions for improvement, ensuring that the policy reflects the practical requirements and expectations of those most affected by its implementation. An internal process is currently underway to review existing practices, regulatory requirements and governance needs, in order to adopt a formal policy by the end of 2026.

During this period, current practices will be mapped, gaps will be identified and the necessary governance framework will be established.

In the meantime, all production sites continue to operate in accordance with internal waste-management guidelines that define operational principles aligned with the European waste hierarchy, ensuring that the Group's commitments are upheld in full pending the formal adoption of the policy.

E5-2
Actions and resources related to resource use and circular economy

DATA POINTS E5-2 *• 20a • 20b • 20c • 20d • 20e • 20f • AR11 • AR12a • AR12b • AR12c*
DATA POINTS MDR-A *• 62 • 68a • 68b • 68c • 68d • 68e • 69a • 69b • 69c*

Barilla's actions on resource use and circular economy are implemented through three complementary areas: agricultural raw materials in the upstream value chain, sustainable packaging, and waste management in own operations. Together, these actions translate the Group's policy commitments into operational initiatives aimed at improving resource efficiency, supporting more circular material flows and strengthening the resilience of key supply chains.

Resource Efficiency, Circular Design and Circular Business Practices

Barilla adopts actions to optimize the use of raw materials and packaging and to limit material losses to minimize waste production. High levels of resource efficiency for raw materials are reached by the use of SAC: a framework which promotes more efficient cultivation systems capable of achieving safe, high quality agricultural products while protecting and improving the environment. Implementation of the SAC is supported by the Barilla Sustainable Farming (BSF).

For details regarding SAC refer to "E5-3: Targets related to resource use and circular economy", "E5-4: Resource inflows" and "G1-2: Management of relationships with suppliers".

Through the BSF, Barilla analyses and optimises cultivation systems according to key indicators such as carbon, water and ecological footprint, efficiency in the use of fertilisers, food safety (with particular attention to mycotoxins) and economic/ productive parameters, including gross company income. The results obtained in terms of improving yields, the hygienic/sanitary quality of production and the optimisation of production inputs demonstrate the effectiveness of BSF in building more robust and adaptive supply chains, to absorb and mitigate climatic and market shocks.

Building on the actions implemented to optimise the use of agricultural raw materials, a further significant contribution to resource efficiency is provided by Barilla's approach to packaging materials. This approach is guided by principles aimed at reducing material use and improving the environmental performance of packaging across the Group's product portfolio. The increased use of secondary raw materials represents a core dimension of Barilla's packaging strategy. For details regarding resource inflows refers to "E5-4: Resource inflows". Higher rates of use of secondary raw materials are addressed through principles aimed at promoting the recovery and reuse of materials within operations. These principles support the use of recycled materials where technically feasible and safe for product safety, contributing to a more efficient use of resources.

Circular design and circular business practices are embedded in Barilla's packaging development process through a science-based approach grounded in Life Cycle Assessment (LCA) methodology. For years, Barilla has applied the LCA methodology to quantify the environmental impacts of its packaging across the full product lifecycle, using this information to guide design decisions and compare alternative solutions on a rigorous, evidence-based basis.

To support this process, the Group developed the proprietary LCA Pack Design Tool, which enables to evaluate the environmental performance of packaging and compare different solutions already in the design phase. Aware of the evolving regulatory landscape — including the EU Packaging and Packaging Waste Regulation (PPWR, (EU) 2025/40) and potential plastic taxes — Barilla adopts a 'Test & Learn' approach: industrial-scale pilot projects to validate scalable solutions that meet environmental, technical and economic requirements. Each initiative is subjected to risk assessments, cost-benefit analyses and many consumers testing to ensure its effectiveness and acceptability. Barilla also sets out multi-year programmes to reduce the amount of packaging used, without compromising product safety and ensuring a positive user experience for all stakeholders throughout the supply chain. Barilla's ongoing commitment is strengthened by participation in multi-stakeholder working groups and membership of international initiatives.

For Barilla, packaging is not only a functional means of preserving the product, but a strategic lever to enable the transition to a more sustainable development model, and the actions taken make a tangible contribution to the objectives of decarbonization, circular economy and inclusion, while strengthening the company's resilience and competitiveness in the long term.

From a social perspective, Barilla has launched "Design for All", a programme to make packaging more accessible, intuitive and inclusive for all consumers, including people with visual, motor or cognitive impairments. This initiative, in addition to responding to criteria of equity and inclusion, also enables to explore new market opportunities and strengthen the relationship with consumers through a more empathetic and responsible brand experience. The programme is structured into five pillars.

Inclusive Consumer Experience, Digital Accessibility and Storytelling, Co-participatory Design Processes, Business Impact and Scalability, and Awareness and Internal Culture. Moreover, levels of resource efficiency in water use are addressed through principles focused on the optimization of water consumption in operations, guiding actions to improve process efficiency and reduce water use at production sites through monitoring and targeted efficiency measures. For details regarding water management refers to chapter "E3-Water and marine resources".

With regard to waste generation, in line with the waste hierarchy, Barilla prioritizes waste recovery, reuse and recycling, minimizing the amount of waste sent to landfill. This approach contributes to the efficient use of resources and supports the transition towards a circular economy. For details regarding resource outflows refers to "E5-5: Resource outflows".

Key Initiatives in the Reporting Period

Agriculture raw materials

During the reporting period, Barilla strengthened its sustainable procurement practices for agricultural raw materials, with a focus on responsible sourcing, risk management and supplier engagement, in line with circular economy principles and evolving European regulatory requirements.

Key initiatives implemented during the period include the further integration of sustainability criteria into sourcing decisions, aimed at ensuring the efficient use of natural resources, safeguarding environmental and social standards along the upstream value chain and enhancing supply chain resilience.

In particular, Barilla enhanced its supplier ESG due diligence processes by launching a structured risk assessment and mitigation framework covering environmental, social and human rights risks across agricultural sourcing chains. Dedicated digital platforms were selected to support risk identification, audit tracking and the management of corrective action plans, enabling continuous monitoring and a collaborative approach with suppliers.

These tools support Barilla's commitment to prioritising risk mitigation and continuous improvement rather than supplier exclusion, reinforcing long term partnerships and transparency throughout the value chain. Sustainability requirements are embedded in supplier relationships through the application of the Group's Code of Ethics, the Sustainable Agriculture Code and specific sourcing guidelines for strategic crops and animal derived raw materials.

Through these initiatives, Barilla aims to strengthen the resilience and sustainability of its agricultural supply chains while contributing to the efficient use of resources, the prevention of environmental degradation and the progressive alignment with regulatory expectations, including CSRD, CSDDD and EUDR.

Packaging

During the reporting period, Barilla implemented significant packaging optimisation initiatives, reflecting its focus on resource efficiency and inclusivity. The main initiatives presented in this section are the following:

1. **Reduction of cardboard weight for pasta cartons**: thanks to the technological evolution proposed by one of our key suppliers, it was possible to reduce the grammage of the cardboard used for the production of Barilla pasta cartons (for selected formats) while maintaining unchanged physical and mechanical performance. This initiative resulted in savings of 600 tons of cardboard.

2. **Reduction of biscuit bag dimensions**: the dimensions of the bags for a range of biscuits produced in Novara were modified by reducing the height by 25 mm, corresponding to approximately 9% material savings, while maintaining unchanged packaging line efficiency. This initiative also enabled, with an investment of €1.5 million, a an improvement in logistics efficiency by increasing the weight transported per pallet by approximately 30%, thereby supporting more efficient transport operations and a reduction in logistics-related greenhouse gas emissions associated with product distribution.

3. **Easy-open feature for the Rubbiano "Grissini Ricchi" range**: to improve the consumer experience of the "Grissini Ricchi" range produced at the Rubbiano plant (Sgranocchi, Pangri), a material enabling easy opening of the pack without scissors was developed, simply by pulling the flaps of the package. The search for a technical solution and close collaboration with the supply chain made it possible to achieve this important result. This feature results as a concrete application of the Inclusive Consumer Experience pillar of the "Design for All" programme, ensuring accessibility also for consumers with reduced hand strength.

Other two additional packaging initiatives implemented during the reporting period are the reduction of the size of Barilla Tagliatelle cartons and the increase in the percentage of recycled glass used for Barilla ready-sauce jars. These projects are disclosed in section "E1-3: Actions and resources in relation to climate change policies", where they are presented in connection with their climate-related effects.

The initiatives described demonstrate Barilla's commitment to closing material loops through the increased use of secondary raw materials and the valorization of production residues within its value chain. These circular economy projects are developed through close collaboration between the various production plants — led by Plant Directors and HSEE Managers — and their suppliers, under the overall supervision and coordination of the central headquarters HSEE team, which ensures cross-site knowledge sharing and strategic alignment.

Barilla's commitment to improve circularity of its processes is further reinforced through active participation in a range of multi-stakeholder working groups and international initiatives. In the United States, the Group participates in the Sustainable Packaging Coalition, a working group involving manufacturers, distributors, government agencies and academics to disseminate more sustainable packaging practices.

In Canada and the United States, Barilla uses the How2Recycle labelling system to provide clear and simple recycling guidance to consumers on individual product packaging. In the United Kingdom, the OPRL voluntary environmental labelling scheme is applied. At European level, the Group is a member of CEFLEX — an initiative to promote the circular economy of flexible films — and of AIM, the European Brand Association, through its Sustainable Development Committee.

In Italy, Barilla participates in CONAI's working group on prevention of waste from packaging. Through these coalitions, the Group contributes to the development of shared industry standards, best practices and consumer communication tools that are essential to achieving packaging circularity at scale.

Waste

In line with the Group's waste management principles and in pursuit of the 2030 target of sending 100% of waste to recovery or recycling, Barilla implements actions across its plants to reduce waste generation and increase material recovery.

The company has implemented an Integrated Environmental, Energy and Safety Management System compliant with ISO 14001, ISO 45001 and ISO 50001, with 28 sites already certified to UNI EN ISO 14001.

Barilla continuously monitors environmental performance — including analyses of potential pollutants in environmental matrices — strengthens separate collection to maximize recycling and energy recovery while minimizing landfill disposal, and promotes reuse where feasible, for example through the reuse of pallets, raw material storage tanks and boxes for packaging cases.

Supplier partnerships are key to execution: each production site relies on qualified local providers that collaborate in developing site-specific initiatives to improve separate collection practices and increase recycling rates. A particularly relevant example of waste valorization is the collaboration established with Hera in Italy, under which waste vegetable oils generated at the Castiglione and Melfi plants are collected on site and subsequently transported by Hera to external partners for refining and biorefinery processing to produce biofuels for diesel-powered transport.

The entire downstream process is managed off-site and is fully traceable, as certified by SGS through the appropriate certificate of conformity. From January to September 2025, a total of 76,514 kg of waste vegetable oils were collected and converted into 78,833 litres of biofuel.

Based on the results achieved, Barilla is considering extending this project to additional Group plants (For details regarding resource outflows refers to "E5-5: Resource outflows").

Collaboration with local suppliers will continue with a strengthened focus on waste separation, collection and traceability, enabling systematic monitoring of progress through shared indicators.

Remediation, Progress and Time Horizon

In relation to the provision of remedy for those harmed by actual material impacts, no material adverse impacts requiring remediation have been identified in the waste management area during the reporting period. In packaging, the 'Design for All' programme serves as a proactive remediation measure: the introduction of 'Easy Open' packaging solutions — specifically designed for consumers with reduced manual strength or motor impairments — directly addresses barriers to product access, ensuring equitable access to Barilla's product range for all consumer groups.

Compared to the action plans disclosed in prior periods, Barilla reports measurable progress on both fronts. In waste management, the percentage of waste sent to recovery or recycling reached 94.6% in 2025, confirming a trajectory firmly on track towards the 100% target by 2030; this result reflects strengthened selective collection, site-level improvement plans and sustained partnerships with waste management providers, with performance monitored monthly and annually through defined KPIs. For details regarding resource outflows refers to "E5-5: Resource outflows". In packaging, 99.9% of Barilla's portfolio is currently designed to be recycled according to available technologies, over 95% of paper and cardboard derives from certified supply chains from responsibly managed forests, 70.5% of materials are of biological origin, and the share of recycled materials has exceeded 50% — driven by increased use of recycled glass (cullet) and recycled fibre in paper.

Furthermore, most of the packaging placed on the market provides clear information on material composition and disposal instructions, supporting consumer awareness at the point of use. This information is made available not only where required by local legislation, but also in countries where such labelling is not legally mandatory. The key actions described in this section are implemented within a medium-term horizon.

Financial Resources Allocated to Actions

No dedicated CapEx has been identified for the reporting period in relation to actions on agricultural raw materials, sustainable packaging or waste management. With regard to agricultural raw materials and packaging, the related actions are embedded in ordinary business processes and operational activities, and no separately identifiable OpEx has been allocated for the reporting period. In the area of waste management, the related actions are predominantly operational in nature and generate recurring costs, mainly associated with waste handling, transport and disposal services, equipment rental, digital monitoring tools, compliance-related services and analytical activities. These expenditures are classified as OpEx and do not constitute investments in long-term assets or dedicated infrastructure.

E5-3
Targets related to resource use and circular economy

***DATA POINTS E5-3** • 24 • 24a • 24b • 24c • 24d • 24e • 24f • 25 • 26a • 26b • 27*

***DATA POINTS MDR-T** • 72 • 80a • 80b • 80c • 80d • 80e • 80f • 80g • 80h • 80i • 80j • 81a • 81b • 81b-i • 81b-ii*

Barilla has defined a structured set of measurable, voluntary, time-bound targets to drive progress towards a more circular and resource-efficient business model. These targets define the Group's ambitions for 2030, building on a baseline established in 2022. The target setting process has been informed by market benchmarks, expected technological developments and best practices, ensuring that the objectives are both ambitious and realistic within the evolving regulatory and industrial context.

Regenerative Agriculture Target

Barilla has defined a voluntary, time bound target to scale the adoption of regenerative agriculture practices across its strategic agricultural supply chains, with the objective of sourcing 250,000 tonnes of certified regenerative raw materials by 2030.

The target relates to the raw materials belonging to the Barilla Sustainable Farming (BSF) promoted within Barilla's supply chains. This program is designed to support the adoption of agronomic practices consistent with Barilla's approach to sustainable agriculture and long term value chain resilience.

The target applies to specific crops and sourcing areas where Barilla operates through structured supply relationships and dedicated sustainability initiatives. As a result, it does not cover the entirety of the Group's agricultural raw materials, but is focused on those supply chains where implementation frameworks and operational programmes are already in place.

Achievement of the target is assessed through the volumes of certified regenerative raw materials sourced within the scope of the relevant programmes.

The target is set with a 2030 time horizon and reflects Barilla's commitment to progressively expanding regenerative agriculture practices within its upstream value chain.

REGENERATIVE AGRICULTURE TARGET – PHASING TOWARDS 2030

	2024	2025	2026	2027	2028	2029	2030
CERTIFIED REGENERATIVE RAW MATERIALS SOURCED (TONNES)	0	4,160	14,500	43,000	155,000	210,000	250,000

Packaging Targets

In 2024, Barilla strengthened its commitment to environmental sustainability issuing a renewed sustainable packaging strategy that leads all the activities done at Group level.

The strategy is consistent with the Group's core values and aims to make an active contribution to a more responsible food system in line with our principles of sustainable packaging.

In response to a constantly evolving regulatory and market environment, the strategy aims to structurally integrate environmental, social and economic criteria into the design and management of packaging, with the aim of creating shared value throughout the supply chain.

Barilla has therefore adopted an operational plan that is divided into different areas of innovation, covering the categories of pasta, bakery products, condiments and cross-category interdisciplinary projects.

These initiatives were selected on the basis of their strategic relevance and potential impact. Barilla has set specific KPIs to monitor the quality of work and ensure transparency to all stakeholders on achievement of objectives:

- RATE: 100% projects belonging to the strategic packaging plan with impact analysis via LCA;
- REDUCE: -4000t reduction of packaging material thanks to re-design projects, compared to 2024;
- RENEWABLE: 72% to be reached in weight of materials from renewable sources;
- RECYCLABLE: 99% to maintain the weight of materials designed for recycling;
- RESPONSIBLE: 95% as above weight of paper and cardboard from responsibly managed forests;
- RECYCLED: 54% in weight of recycled materials included in our packaging.

Savings of over 1,000 tons of fossil plastics in 2030 compared to 2023.

Waste Management Target

Barilla has also defined a 2030 target to send 100% of waste to recovery or recycling, minimizing disposal and maximizing circular flows under the waste hierarchy.

This target is directly connected to the broader resource use ambition of reducing the volume of materials that permanently exit the economic system without being valorized. Performance is monitored monthly and the target is reviewed annually through the percentage indicator of recovery waste out of the total waste produced [(tons recycled waste + tons waste sent to energy recovery)/tons waste produced]* 100, promoting the continuous improvement of waste management.

The achievement of 100% of waste sent to recycling or energy recovery operations by 2030 goal takes place through improvement plans coordinated by local waste management companies and through initiatives to raise awareness among workers on the separate collection of waste in offices and of operators of production sites on proper product differentiation of industrial waste, practices applied in 100% of production plants.

The target applies to all production sites of the Group, where the company has direct responsibility over the management of special waste and the related improvement initiatives. As the 2030 target applies exclusively to production sites — which generate special (non-municipal) waste streams managed by private contractors in accordance with regulatory requirements — offices are excluded from the corporate target scope, as they generate only municipal waste handled through standard local collection systems; however, separate waste collection is in place across offices as well, in line with the Group's waste management approach.

The waste management target encompasses multiple layers of the waste hierarchy simultaneously, covering both recycling and energy recovery, reflecting a pragmatic approach that prioritizes the elimination of landfill disposal as the immediate priority while progressively shifting waste streams towards higher-value recovery options.

No ecological threshold has been identified or defined in connection with the resource use and circular economy targets.

Waste Target Governance, Monitoring and Performance

Progress towards the target is monitored through periodic measurement of waste volumes and destinations, internal and third-party audits under ISO 14001, and regular reviews of environmental KPIs. For details regarding resource outflows refers to "E5-5: Resource outflows". Once the Environmental Policy is finalized, it will formally codify this alignment between the Group's policy principles and the 2030 target.

The target is relative in nature, expressed as a percentage of total waste sent to recovery or recycling out of total waste generated, allowing performance to be tracked independently of absolute production volume variations.

It applies over the defined horizon of 2030. No formal milestones or interim targets have been defined at the Group level. The target is not based on conclusive scientific evidence in the sense of science-based pathways or planetary boundary analysis, but rather reflects operational best practice and regulatory alignment with the European waste hierarchy. No formal stakeholder engagement process was conducted specifically for the purpose of setting the waste management target. The target was defined internally based on historical performance data, regulatory requirements and technical assessments performed by the HSE function.

Compared to previous years, no essential changes have been introduced to the target, the monitoring methodology or the underlying measurement assumptions.

Performance is monitored through monthly waste data collection from all production sites, consolidated into an annual review, and through annual internal audits that verify compliance with national requirements and the Barilla HSEE Management System. Year-on-year results are analysed to verify alignment with the planned trajectory towards the 2030 target.

E5-4
Resource Inflows

***DATA POINTS E5-4** • 30 • 31a • 31b • 31c • 32 • AR22*
***DATA POINTS MDR-M** • 75 • 77a • 77b*

Barilla's resource inflow reporting under ESRS E5 covers two complementary dimensions: agricultural raw materials, which constitute the core input flow of Barilla's food production system and packaging materials, which represent the primary non-food resource directly governed by circular economy principles, and are managed through structured sustainability programmes embedded in the Group's sourcing strategy.

RESOURCE INFLOWS METRICS (t)

BARILLA RESOURCE INFLOWS METRICS	2025	2024
TOTAL RESOURCE INFLOWS (RAW MATERIALS + PACKAGING)	2,636,964	2,575,899
OF WHICH: BIOLOGICAL MATERIALS	2,560,796	2,502,593
OF WHICH: BIOLOGICAL MATERIALS (% OF TOTAL)	97.1%	97.2%
OF WHICH: SUSTAINABLY SOURCED BIOLOGICAL MATERIALS	1,663,304	1,522,069
OF WHICH: SUSTAINABLY SOURCED BIOLOGICAL MATERIALS (% OF BIOLOGICAL MATERIALS)	65.0%	60.8%
OF WHICH: TECHNICAL MATERIALS	76,168	73,306
OF WHICH: TECHNICAL MATERIALS (% OF TOTAL)	2.9%	2.8%

RAW MATERIALS INFLOWS METRICS (t)

TOTAL BIOLOGICAL RAW MATERIALS PURCHASED	2,378,860	2,323,121
SUSTAINABLY SOURCED BIOLOGICAL RAW MATERIALS	1,490,173	1,351,571

RESOURCE INFLOWS METRICS

BARILLA RESOURCE INFLOWS METRICS	2025	2024
SUSTAINABLY SOURCED BIOLOGICAL RAW MATERIALS (% OF BIOLOGICAL RAW MATERIALS)	62.6%	58.2%
LOCALLY SOURCED RAW MATERIALS (OF TOTAL)	78.5%	82.4%
PACKAGING MATERIALS INFLOWS (t)		
TOTAL PACKAGING MATERIALS USED	258,104	252,778
OF WHICH: BIOLOGICAL PACKAGING MATERIALS	181,936	179,472
OF WHICH: BIOLOGICAL PACKAGING MATERIALS (% OF TOTAL)	70.5%	71.0%
OF WHICH: SUSTAINABLY SOURCED BIOLOGICAL MATERIALS	173,131	170,498
OF WHICH: SUSTAINABLY SOURCED BIOLOGICAL MATERIALS (% OF BIOLOGICAL PACKAGING MATERIALS)	95.2%	95.2%
OF WHICH: TECHNICAL PACKAGING MATERIALS	76,168	73,306
OF WHICH: TECHNICAL PACKAGING MATERIALS (% OF TOTAL)	29.5%	29.0%
RECYCLED MATERIALS USED IN PACKAGING	133,992 t	130,213
RECYCLED MATERIALS USED IN PACKAGING (% OF TOTAL PACKAGING MATERIALS USED)	51.9%	51.5%
VIRGIN MATERIALS USED IN PACKAGING	124,112 t	122,565
VIRGIN MATERIALS USED IN PACKAGING (% OF TOTAL PACKAGING MATERIALS USED)	48.1%	48.5%

Agricultural Raw Material Inflows

Agricultural raw materials are the foundation of Barilla's production system and represent the Group's most strategically relevant upstream resource flow.

Their responsible sourcing is governed by the Sustainable Agriculture Code (SAC) — Barilla's overarching policy framework defining the principles and standards for supplier engagement, environmental stewardship, and socio-economic development across all strategic agricultural supply chains (see section "G1-2: Management of relationships with suppliers"). Through the SAC, Barilla sources agricultural raw materials, including cereals, basil, tomatoes, eggs and egg products, beet sugar, cane sugar, cocoa and cocoa derivatives. These supply chains are managed in accordance with the same principles of responsible sourcing, supplier engagement and continuous improvement.

The number of suppliers deemed to be at significant risk of incidents of child labour is 33 (4 cocoa producers, 2 cane sugar supplier and 27 suppliers of promotional activities).

Durum Wheat

Barilla prioritizes local sourcing for durum wheat, building collaborative supplier relationships to disseminate responsible agricultural practices and improve the socio-economic conditions of the entire agri-food chain. In 2025, 1,693,882 tons of durum wheat equivalent were purchased, of which 58.0% (981,897 t) were produced in line with the SAC. The Barilla Sustainable Farming programme is applied through the Decalogue for Sustainable Cultivation of Durum Wheat and the digital platform GRANODURO.NET®, which provides farmers with real-time agronomic recommendations, enabling yield improvements of up to 21%. The associated emissions – related impact is disclosed in E1-3.

Soft Wheat

Soft wheat and its flour are the main ingredient for bakery goods. In 2025, 479,194 tons of soft wheat equivalent were purchased, with 77.3% (370,292 t) SAC-compliant. Two dedicated frameworks govern sustainable cultivation: the Carta del Mulino (Italy, involving 2,164 farmers and 256,106 t) and the Charte Harrys (France, 620 farms on 18,500 ha for 114,186 t). Specifically, all the suppliers involved in the Carta del Mulino are required to comply with the requirements of the ISCC PLUS sustainability certification. In 2025, the first step of Barilla's Regenerative Agriculture programme was launched, involving approximately 250 Italian farms with 4,159 tons of certified regenerative soft wheat equivalent.

Rye

The principal ingredient for Wasa crispbreads, rye is agronomically advantageous for its lower water and fertiliser requirements. In 2025, 63,931 tons of rye equivalent were purchased. The Wasa Charter — implemented in Germany and Sweden — sets specific agronomic rules to reduce GHG emissions from rye cultivation, covering 11.1% of volumes (7,120 t) in 2025.

Tomatoes

All tomatoes for Barilla sauces are locally sourced, with Italian production 100% Italian-origin and certified under Global G.A.P. or equivalent integrated production standards. In 2025, 46,548 tons of tomatoes were purchased, 100% SAC-compliant. Mechanical harvesting is applied exclusively across all operating countries.

Basil

Barilla sources all basil exclusively from Italy, governed by the Carta del Basilico — a proprietary sustainability framework developed jointly with CNR-IBE, Università Cattolica del Sacro Cuore and CERSAA. In 2025, 9,261 tons of basil were purchased, 99.5% SAC-compliant. The Accademia del Basilico training programme and the Basilicum digital DSS support farmers in agronomic decision-making and disease management. Moreover, through the Carta del Basilico, Barilla supports ISCC PLUS–certified sustainable agricultural practices aimed at reducing water consumption and promoting more responsible water resource management throughout the entire supply chain.

Eggs & Egg Products

Since 2019, Barilla has been committed to sourcing exclusively from cage-free farms. In 2025, 17,968 tons of eggs were purchased, 100% SAC-compliant. All laying hens are raised in enriched cage-free environments; 99.8% are fed a plant-based diet free of colouring additives. (see section "G1-2: Management of relationships with suppliers")

Cane Sugar

Given the elevated social risk associated with cane sugar supply chains, Barilla requires all suppliers to hold independent third-party certifications — SMETA and/or FAIRTRADE — ensuring compliance with labour rights standards, prohibition of forced and child labour, and freedom of association. In 2025, 4,417 tons of cane sugar were purchased, 100% SAC-compliant.

Cocoa & Derivatives

Barilla's cocoa supply chain management focuses on farmer rights protection and community development in producing countries. In 2025, Rainforest Alliance certification was obtained for all Pan di Stelle brand plants. A total of 11,534 tons of cocoa derivatives were purchased, with 17.1% (1,978 t) SAC-compliant, certified according to Rainforest Alliance standards. The following table provides a consolidated summary of Barilla's agricultural raw material purchases in 2025, showing total volumes and SAC-compliant shares for each material.

RAW MATERIALS INFLOW METRICS

RAW MATERIAL	TOTAL PURCHASED (t)	SAC-COMPLIANT (t)	SAC %
DURUM WHEAT	1,693,882	981,897	58.0%
SOFT WHEAT	479,194	370,292	77.3%
RYE	63,931	7,120	11.1%
TOMATOES	46,548	46,539	100%
BASIL	9,261	9,216	99.5%
EGGS & EGG PRODUCTS	17,968	17,968	100%
BEET SUGAR	52,125	50,746	97.4%
CANE SUGAR	4,417	4,417	100%
COCOA & DERIVATIVES	11,534	1,978	17.1%

Among the above agricultural raw material belonging to SAC, Barilla extended a further programme through the BSF to protect resilience and increase the social and the environmental impact on cereals and basil, as key ingredients of its product categories. In 2025, Barilla purchased 816,000 tons of cereals and basil according to the BSF, equal to 36% of total annual purchases (2,246,268 tons). This was made possible thanks to the collaboration with almost 7,000 farmers during the year.

Packaging Material Inflows

As a food manufacturer, the Group does not use by-products and/or waste as input materials, either in its production processes or for packaging purposes. Packaging materials therefore represent the primary non-food resource over which the Group exercises direct design and procurement decisions, and consequently the main lever through which circular economy principles can be most effectively applied. During the reporting period, the total weight of packaging materials used across Barilla's operations amounted to 258,104 tonnes, representing an increase of 2.1% compared to 252,778 tonnes in 2024. This increase is consistent with the Group's overall production volume trajectory and does not signal any deterioration in material efficiency; on the contrary, the absolute increase in packaging weight was accompanied by a simultaneous improvement in the share of recycled content, confirming that growth in volumes and progress on circularity are advancing in parallel.

Composition by Material Origin

Of the total packaging used, 181,936 tonnes, equivalent to 70.5% of the total, are materials of biological origin, such as cellulose-based materials including paper and cardboard. The remaining 76,168 tonnes, or 29.5% of the total, are technical materials, encompassing glass, metals and plastics. Moreover, 67.1% of the total weight of packaging materials used during the reporting period consists of sustainably sourced materials of biological origin. In particular, 95.2% of the paper and cardboard used in packaging originates from forests managed in accordance with internationally recognised responsible sourcing standards, in full alignment with the RESPONSIBLE principle of the Group's Sustainable Packaging Principles.

Composition by Material Provenance: Recycled vs Virgin Content

Of the total 258,104 tonnes of packaging materials, 133,992 tonnes — equivalent to 51.9% of the total — are recycled materials incorporated into Barilla's packaging. This figure reflects the combined effect of several initiatives implemented during the reporting period: the increase in post-industrial and post-consumer recycled glass content in sauce jars to an average of 65.0% across the majority of production and the continued use of recycled fibre in some of the paper and cardboard-based packaging components. The 133,992 tonnes of recycled content represent an increase of +2.9% compared to 130,213 tonnes in 2024, confirming a consistent improvement trajectory. The remaining 124,112 tonnes, or 48.1% of the total, derive from virgin primary sources. It is important to note that the two dimensions described above — material origin (biological vs technical) and material provenance (recycled vs virgin) — are independent and cross-cutting. They measure distinct sustainability properties of the same overall material flow and cannot be placed in a hierarchical or containment relationship. A tonne of recycled cardboard is simultaneously biological and recycled; a tonne of recycled glass is simultaneously technical and recycled. The totals of each dimension independently sum to 258,104 tonnes. The recycled content share of 51.9% confirms that Barilla is on track towards the 2030 RECYCLED target of 54%.

PURCHASES COMPLIANT WITH SUSTAINABILITY PRINCIPLES (%)

COMPLIANT WITH SUSTAINABILITY PRINCIPLES (%)	2025	2024
FLEXIBLE PLASTIC FILM	98%	98%
GLASS	100%	100%
PAPER AND CARDBOARD	95%	95%
METAL	100%	100%

E5-5 Resource Outflows

DATA POINTS E5-5 • 35 • 38 • 37a • 37b • 37c • 37d • 38a • 38b • 39 • 40 • 40
DATA POINTS MDR-M • 75 • 77a • 77b

Barilla's resource outflow reporting under ESRS E5 covers two distinct categories: the recyclability of the packaging placed on the market, and the waste generated across the Group's production operations. Together, these two flows complete the picture of how materials exit Barilla's system of use, and how effectively the Group is able to preserve material value by directing outputs towards recovery rather than disposal.

Recyclability of packaging placed on the market

Of the 258,104 tonnes of packaging materials acquired in 2025, 257,869 tonnes — equivalent to 99.9% of the total — were placed on the market in the form of packaging that is designed to be recycled at end of life. The near-complete recyclability of Barilla's portfolio reflects the consistent application of the RECYCLABLE principle of the Sustainable Packaging Policy across all brands and product categories.

Waste generated: composition and destinations

Barilla's production processes generate predominantly by-products destined for animal feed, while only a residual portion is classified as waste—mainly used vegetable oil, packaging waste (paper, plastic, wood) and small amounts generated by production-related services.

In line with the nature of the food sector, the company predominantly generates non-hazardous waste streams, including organic waste such as process sludges, packaging materials (paper, plastic, wood), metals and other non-hazardous residues.

Hazardous waste is generated only in limited quantities and mainly originates from auxiliary activities such as maintenance and plant operations, including used oils, specific sludges, chemical residues, filters and batteries. No radioactive waste is generated by Barilla's production activities.

At the beginning of each reporting year, all production sites upload their annual total waste generated together with the corresponding treatment methods into the company's centralized environmental data collection tool.

Once approved by the HSE&E headquarters team, the consolidated corporate dataset is used to calculate the total amount of waste generated — including hazardous waste, non-hazardous waste, and amounts sent to recycling, incineration with and without energy recovery, or landfilling — ensuring a complete, standardized and comparable picture of the Group's waste profile.

The waste management performance metric has not been subject to external assurance or validation by a body other than the Group's assurance provider.

BREAKDOWN OF WASTE GENERATED (t)

	2025	2024	%YOY (2025 VS 2024)
TOTAL QUANTITY OF WASTE GENERATED	37,629	35,999	4.5%
TOTAL QUANTITY (BY WEIGHT) OF WASTE SENT FOR RECOVERY	35,581	33,898	5.0%
HAZARDOUS WASTE SENT FOR RECOVERY	272	250	8.8%
RECYCLING[1]	272	250	8.8%
NON-HAZARDOUS WASTE SENT FOR RECOVERY	35,309	33,648	4.9%
RECYCLING[1]	35,309	33,648	4.9%
QUANTITY (BY WEIGHT) OF WASTE DIRECTED TO DISPOSAL	2,048	2,101	-2.5%
HAZARDOUS WASTE DIRECTED TO DISPOSAL	220	147	50.1%
INCINERATION	4.8	3.7	30.3%
LANDFILL	216	143	50.6%
NON-HAZARDOUS WASTE DIRECTED TO DISPOSAL	1,828	1,954	-6.5%
INCINERATION	0	0	0.0%
LANDFILL	1,828	1,954	-6.5%
TOTAL QUANTITY OF NON-RECYCLED WASTE	2,048	2,101	-2.5%
PERCENTAGE OF NON-RECYCLED WASTE	5.4%	5.8%	-6.7%

1 Waste sent to energy recovery is reported within the "Recycling" category. Of the total amount reported under "Recycling", waste sent to energy recovery amounted to 986 tonnes in 2025 and 793 tonnes in 2024, of which 89 tonnes and 14 tonnes were hazardous, and 896 tonnes and 780 tonnes were non-hazardous, respectively.

E5-6
Anticipated financial effects from material resource use and circular economy-related impacts, risks and opportunities

DATA POINTS E5-6 • *43a* • *43b* • *43c* • *AR35*

Over the years, the sustainable packaging principles set by Barilla have been constantly updated with anticipated financial implications related to cost efficiency, operational resilience and long-term value creation. Barilla has strengthened its commitment to environmental sustainability through a renewed sustainable packaging strategy focused on promoting virtuous models of packaging reuse, reducing the weight of packaging materials, and prioritizing the use of recycled content without compromising food safety.

The strategy also emphasizes the use of materials derived from renewable resources that do not compete with the food supply chain, the adoption of fully recyclable packaging, and the promotion of advancements in recycling technologies.

All technical solutions are continuously updated and validated based on rigorous scientific data to ensure their effectiveness and safety. Furthermore, Barilla fully endorses the "Golden Design Rules for plastic packaging" established by the Consumer Goods Forum, which address the use of safe plastic materials, enhanced recyclability, minimized overpackaging, increased incorporation of recycled plastics, and the provision of clear recycling instructions to consumers.

Another important dimension of circularity within Barilla's approach is the recognition that sustainable agricultural practices and improvements in the resilience of the supply chain (filiera) related to raw materials contribute to making resource inflows more strategically resilient. This holistic perspective ensures that circularity not only reduces environmental impact but also strengthens the stability and sustainability of Barilla's raw material sourcing over the long term.

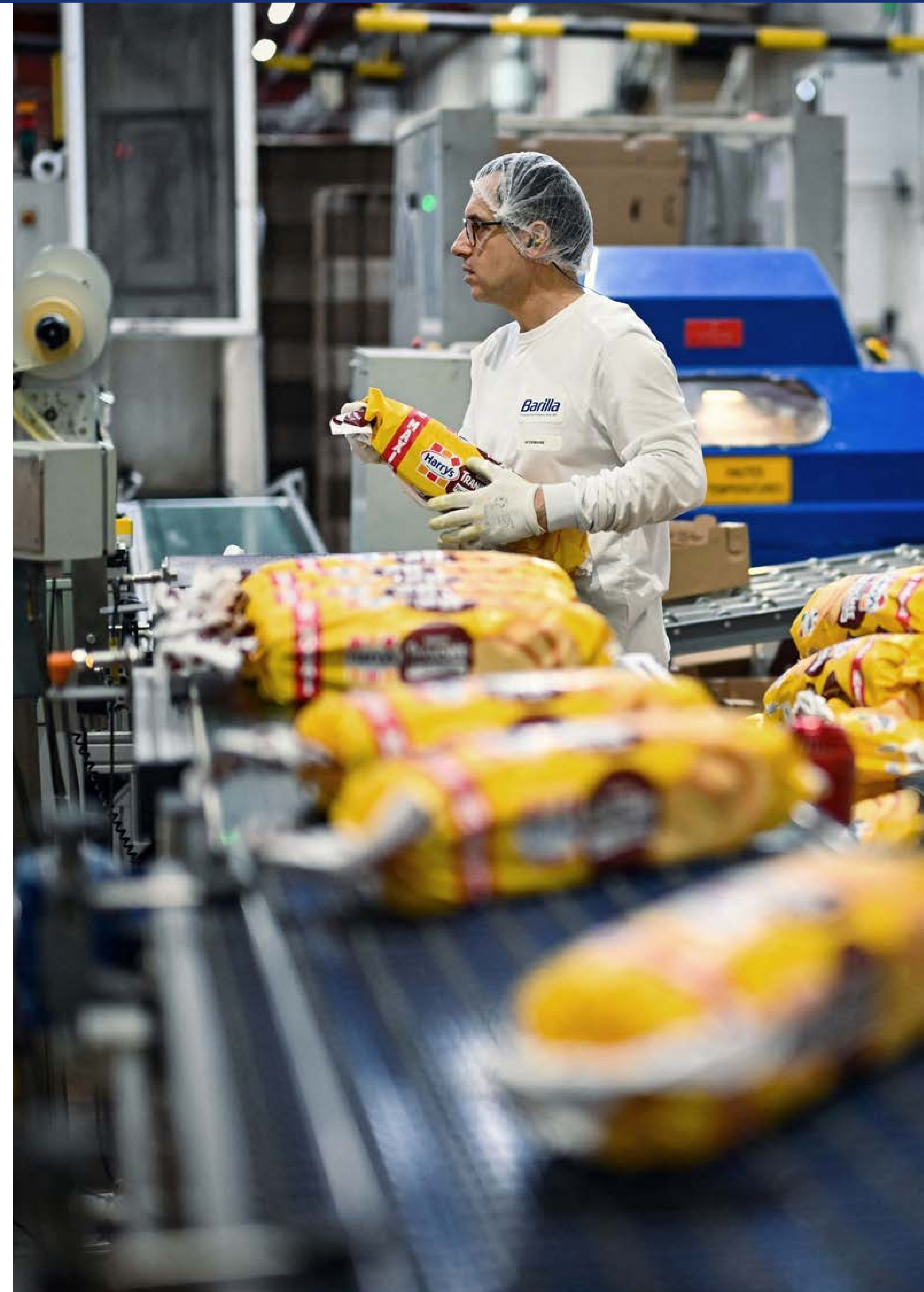
In this context, Barilla Group has assessed both the positive and negative effects associated with waste management, considering the related impacts, dependencies, and the time horizons over which these effects are expected to materialize. Poor management of resources can lead to food losses, particularly in the company's direct operations, where inefficiencies may deteriorate product quality or render food unsuitable for consumption.

These effects typically emerge in the short to medium term and generate negative financial impacts, such as sunk costs, as essential inputs such as water, land, energy, labor, and capital are expended without generating revenue. Moreover, inadequate waste management, in particular the incineration of waste without energy recovery or the disposal of waste in landfills, can have medium- to long-term negative impacts on the environment and human health.

These include increased greenhouse-gas emissions, potential water pollution, and broader consequences extending beyond the sites where waste is generated or treated. Such impacts highlight the company's dependency on responsible environmental management practices to minimize risks.

Conversely, the proactive management and valorization of food by-products traditionally considered waste represents a positive effect for the Group. By redirecting these materials to beneficial uses, the company can strengthen circularity initiatives, reduce environmental impacts, and improve resource efficiency. These positive impacts are expected to materialize progressively over the medium and long term and can enhance Barilla's corporate reputation while supporting resilience across its value chain.

The quantification of anticipated financial effects on this topic is currently under development. Detailed financial effects are yet to be estimated; once the estimation methodology has been finalized, the relevant quantitative information will be integrated into the Group's reporting in subsequent periods.



SOCIAL INFORMATION

ESRS S1 OWN WORKFORCE

BARILLA PEOPLE **HEALTH & SAFETY**

People are the focus of Barilla's development and success. The company acknowledges the value of diversity of cultures and talents, by committing to attracting and developing professionals with a passion for food and intellectual curiosity, integrity and courage. Every decision and action is guided by consistency, transparency and respect, within an environment based on mutual trust and interdependence.

In line with its commitments and vision, Barilla has defined three strategic priorities for human resources management (Diversity & Inclusion, Flexibility & Wellbeing, and Training & Development) together with the relevance given to the Health and Safety of all people contributing to the value creation of the Company.

SBM-2 Interests and views of stakeholders

Aware of its value chain impacts, the Group proactively engages stakeholders and embeds their input into corporate action plans. Consequently, the interests and views of the workforce are central to achieving the Group's strategies and actions toward employees. In specific, a feedback mechanism, continue dialogue with workers representative and a dedicated survey help Barilla in gathering and integrating perceptions into the decision-making process; for further details on the engagement activities conducted in 2025, see section "ESRS 2 SBM-2: Interests and views of stakeholders".

SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model

***DATA POINTS SBM-3** • 48a • 48b • 48c-i • 48c-ii • 48c-iii • 48c-iv • 48d • 48e • 48f • 48g • 48h*
***DATA POINTS S1 SBM-3** • 14 • 14 a • 14b • 14c • 14d • 15 • 16*

Barilla's goal is to develop an advanced human resources management system, which supports cultural transformation and where the HR strategy can contribute to achieve positive impacts, manage negative impacts, avoid risks and pursue opportunities related to own workforce. In the analysis of what the material impacts, risks and opportunities are for the Group, Barilla considered own workforce, including direct employees, interns and trainees, contract workers, intermodal workers, agency workers.

See section "SBM-3: Material impacts, risks and opportunities and their interaction with strategy and business model" to see the negative and positive impacts, risks and opportunities regarding Barilla's own workforce. To manage the material negative impacts of direct or indirect discrimination incidents that can involve workers in underrepresented groups within the Company, Barilla sets specific targets (see section "S1-5: Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities") and implement actions promoting the inclusion of minorities within the organization (see section "S1-4: Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions").

Moreover, to prevent the negative impacts of workplace accidents, the Company puts in place proactive risk monitoring and prevention measures, training and investments in technology and plant engineering (see section "S1-4: Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions"). In addition, many initiatives and policies promote a satisfactory work–life balance trying to achieve the positive impacts that derive from it. Also, the opportunity of strengthening talent attraction and retention can derive from training and professional growth programs.

To ensure sustained commitment to advancing these opportunities, promoting retention, and pursue the positive impact of wage policies, the Global Parental Leave policy, the Global Smartworking policy, the Code of Ethics, the Code of Business Conduct and the STI Policy are in place. Complementing these, the Group has chosen to classify corruption practices as material, underscoring the significance of the negative impacts they may generate and reinforcing the need for a robust, compliant approach aligned with regulatory requirements in place. In support of this approach, the Group has implemented an Anti-Corruption Policy designed to ensure fair and transparent participation in the market.

S1-1
Policies related to own workforce

***DATA POINTS S1-1** • 19 • 20 • 20a • 20b • 20c • 21 • 22 • 23 • 24a • 24b • 24c • 24d • AR10 • AR14 • AR17a • AR17b • AR17c • AR17d • AR17e • AR17f • AR17g • AR17h*

***DATA POINTS MDR-P** • 62 • 65a • 65b • 65c • 65d • 65e • 65f*

At Barilla, people stand at the heart of the company's identity and long-term vision. Investing in people is a fundamental pillar of the Barilla approach, built on the conviction that an inclusive, fair, and supportive workplace enables both individuals and the organization to thrive. To ensure coherence between company principles, Barilla has consolidated key values in dedicated policies designed to guide all employees worldwide.

Group policies apply at a global level and are implemented at local level; however, they do not apply to employees of only two legal entities: Pasta Evangelists and Barilla Mexico. A company portal is available to employees, where global and local policies, procedures and relevant documents are all available. The Group HR e-mail channel also ensures constant communication of policy updates and renewals.

Company policies establish their objectives, areas of application and recipients, and are implemented by the heads of the competent organizational units, in compliance with international standards and voluntary initiatives to which the Company adheres, including the Universal Declaration of Human Rights, the International Labour Organization (ILO) Conventions, the Earth Charter and the principles of the UN Global Compact.

Barilla's general approach to ensure human rights respect is described in the Code of Ethics and Code of Business Conduct and the actions taken to take remedy to eventual violations are explained in section "S1-3: Processes to remediate negative impacts and channels for own workforce to raise concerns".

The Code of Ethics and the Code of Business Conduct are the main tools to protect corporate integrity. In specific, the Code of Ethics has the primary objective of embedding and promoting the values that define Barilla at every organizational level, ensuring that each decision reflects not only individual interests, rights, and responsibilities, but also those of others. The Code reaffirms Group commitment to respecting diversity and rejecting all forms of discrimination related to age, gender, sexual orientation, health status, race, nationality, political opinions, religious beliefs, culture, ethnicity, marital status or disability, ensuring a fair and safe working environment for all; safeguarding freedom of association; and protecting labor by prohibiting forced, compulsory, and child labor.

It outlines the principles governing relationships with all stakeholders and establishes our dedication to preventing corruption, extortion, privacy breaches, and conflicts of interest. The Code applies without exception to all Barilla People, as well as to anyone who, directly or indirectly, and on a permanent or temporary basis, engages with the company in pursuit of its objectives: employees, external collaborators, consultants, suppliers, and customers are all required to comply with the Code and formally acknowledge it.

Compliance is monitored by the Group Compliance & Audit Committee, the Supervisory Bodies, and internal control committees responsible for overseeing application, revisions, and management of significant violations. The Code of Business Conduct translates the principles of the Barilla Code of Ethics into clear operational expectations, guiding the daily behavior of all employees. It applies across the entire Group and to all organizational levels, in every country where Barilla operates. Full compliance is mandatory for all employees worldwide.

Oversight of the Code's definition, implementation, and continuous improvement rests with the Global Compliance and Audit Committee, which promotes internal awareness, gathers feedback for refinement, and ensures alignment with the company's broader governance framework. The Code explicitly reaffirms Barilla's firm prohibition of any form of retaliation, ensuring full protection and anonymity for anyone who raises concerns in good faith. To ensure broad awareness, Barilla disseminates both Codes internally through the intranet and publicly through its corporate website, making it accessible to both internal and external stakeholders.

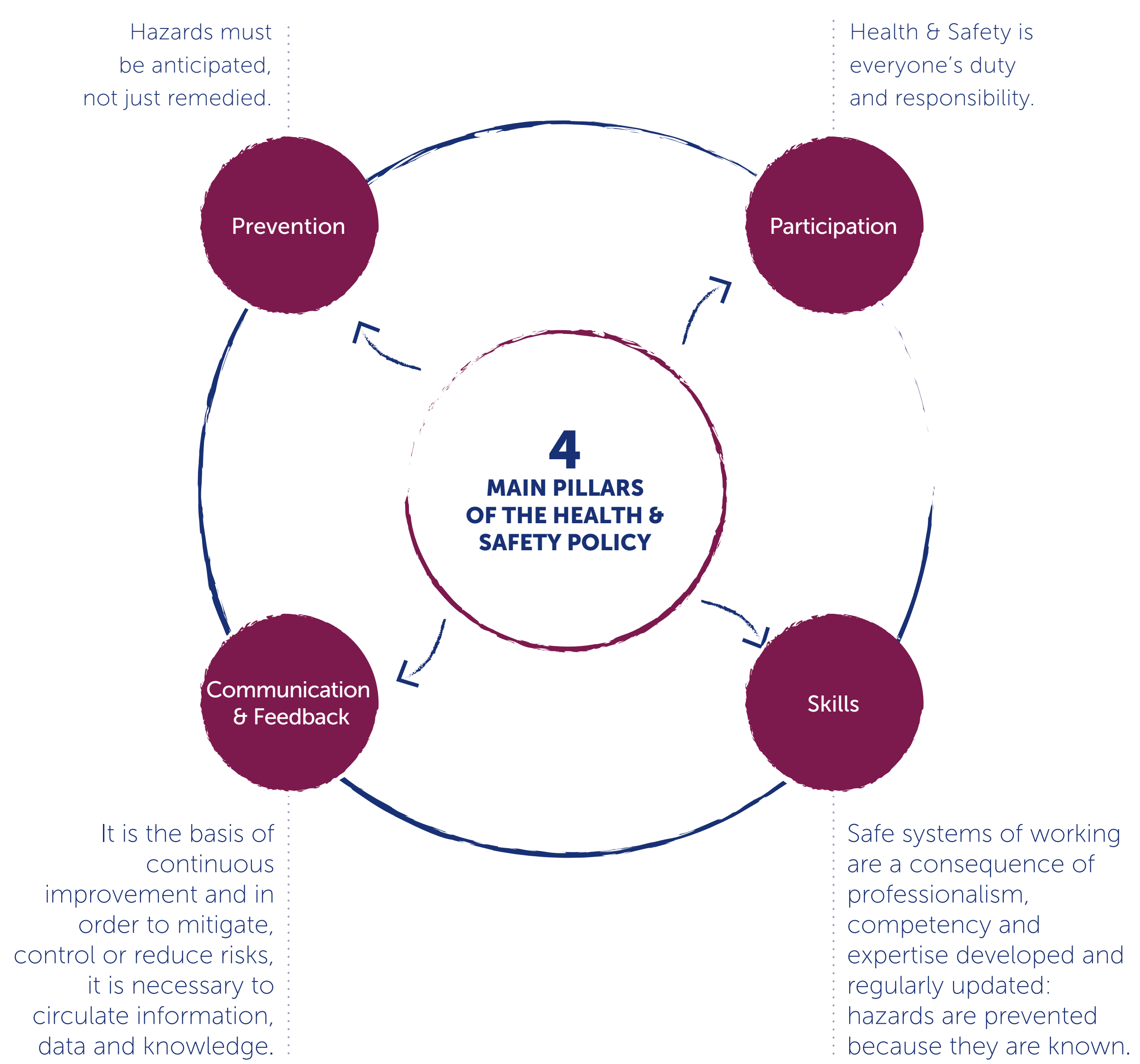
Additionally, in 2026 the Company aims to implement dedicated training for all employees, strengthening understanding and alignment with the values and standards set out in both the Code of Ethics and the Code of Conduct. Moreover, Barilla has activated a whistleblowing system compliant with Directive (EU) 2019/1937 and certified according to the ISO/IEC 27001 standard to report violations or alleged violations of the Code. See section "G1-1: Business conduct policies and corporate culture".

In addition to the two Codes and the Whistleblowing Policy, specific policies are in place to protect Barilla people minimizing discrimination and ensuring equal employment, ensuring human rights respect in the workplace, regulating recruitment, training and promotions. Specifically, regarding policies aimed at minimizing discrimination, one example is the Policy on Reasonable Accommodation Measures, approved in 2025, which ensures equal opportunities and support for people with disabilities, by promoting an accessible and barrier-free work environment; another one is the Global Parental Leave Policy, which introduced a paid parental leave of 12 weeks for all parents, regardless of gender, marital status, sexual orientation or parenting mode (biological or adoptive), applicable to all permanent employees in countries with less favorable regulations.

For 11 consecutive years Barilla has earned a perfect 100% score in the Human Right Campaign (HRC) annual Corporate Equality Index (CEI) in United States, which ranks major corporations on how they support LGBTQ+ employees. The CEI is a national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual, transgender and queer employees. HRC is the largest civil rights and lobbying organization in the United States that works to achieve LGBTQ+ equality.

Health and Safety

Health and Safety are in the lead (Safety First): aspects and issues relating to people's health and safety are prioritized in determining the company's organizational choices and culture. The Barilla Group's Health & Safety Policy is rooted in four main pillars:



On the Health & Safety side, each Production Unit has an integrated HSEE Management System developed in accordance with ISO standards the Barilla HSEE Guidelines and also the requirements of local legislation. Since 2004 the international HSEE standards used as reference the ISO 45001:2018 – Occupational Health and Safety Management Systems (OHSAS), the ISO 14001:2015 – Environmental Management Systems, and the ISO 50001:2018 – Energy Management Systems.

The HSEE Management System covers four HSEE areas within the entire company scope: Health & Safety, Fire prevention, Energy and Environment & Sustainability; and six HSEE Processes: Integrated HSEE Management System, HSEE Risk Assessment, Life Cycle Assessment (LCA) and Environmental Product Declarations (EPDs), HSEE Technical and Legislative Update, HSEE Audit, Surveillance and Corrective Actions and Emergency Management. The HSEE Guidelines provide a framework for risk management and improvement of Health and Safety performance. They establish the criteria with which to draw up the Health and Safety Policy of the Production Unit, how to define improvement objectives, how to plan and implement operational management and audit activities.

A standout among the guidelines is the Barilla Fire Safety Manual (FSM), the Group's first international guideline. It includes company best practice for the prevention of fires and explosions (ATEX) to be applied to Production Units. Workstation ergonomics is also subject to specific guidelines.

The HSEE Corporate Unit is responsible for developing a sustainable culture in the Supply Chain, by identifying strategic directions and proposing objectives, developing skills and identifying which priorities to focus on.

The HSEE Job Family at corporate level is responsible for the development of skills and professional updating of the figures who deal with HSEE within the Group, starting with the HSEE Manager and the HSEE Specialist. To this end, it develops tools for the analysis of skills and, on a regular basis, compares the HSEE Best Practices adopted in the individual Production Units, activating benchmarking activities with other companies. An HSEE Global Audit Programme is drawn up annually by the HSEE Corporate Unit, in accordance with the international standard ISO 19011. Each Production Unit is checked at least once per year.

Moreover, given the different regulatory frameworks under which Barilla's legal entities operate, additional and specific actions are issued locally to ensure compliance with any applicable requirements. In order to rationalize them, during 2026, a complete mapping of all the HSEE Policies on Global and Local scale will be conducted.

At each Production Unit or Office, a Site HSEE Manager and an Occupational Health Physician are appointed. In the most complex production units, the Manager is supported by an HSEE Specialist.

Once the HSEE Management System has been introduced at a Production Unit, it is certified according to ISO standards by an independent Third Party. Within 3-5 years, the introduction of an HSEE Management System is therefore planned for new Production Units.

S1-2
Processes for engaging with own workforce and workers' representatives about impacts

DATA POINTS S1-2 • *27 • 27a • 27b • 27c • 27d • 27e • 28 • AR25a • AR25b • AR25c • AR25d • AR25e • AR26*

Barilla maintains a structured and ongoing dialogue with its workforce and workers' representatives at both global and local level taking into account own workforce perspectives in decision processes.

Engagement is conducted both on a continuous basis and at specific milestones, such as during organizational restructuring, operational changes, or collective agreement renewals. While the overall approach is consistent, engagement practices are adapted to local contexts, legal requirements and industrial relations frameworks.

Company-wide town hall meetings are held for all employees, with Union representatives participation, where presents. Furthermore, in compliance with labor laws in the different countries, the company negotiates with, informs, and gathers input from Unions prior to implementing major changes that may affect employees.

In Italy, engagement with Unions includes meetings with workers' representatives from all factories and the headquarters, usually scheduled once per year, complemented by ad hoc meetings convened as needed to address specific topics or emerging issues.

In France, interactions with employee representatives take place on a regular basis, depending on the scope and nature of the matters discussed. In Sweden scheduled meetings are held with Union representatives and plant management to discuss projects, business results, workforce topics, and Union updates. In addition, quarterly meetings are organized with the Work Environment Committee and the Employee Committee. Union representatives are also invited to meetings at plant level to discuss production status and workplace incidents.

In Norway, meetings are organized with all employees, including Union representatives, during which the Company shares updates on projects, performance, and people-related topics, and provides an open forum for questions and feedback. Finally, in Turkey, employee representation is ensured through a worker representative.

In addition, Trade Unions are part of the European Works Council with which the Company meets twice a year.

Engagement with the workforce and workers' representatives also takes place through additional channels, including an internal global survey assessing internal company reputation across four dimensions: esteem, trust, admiration, and positive sentiment. Further input is gathered through structured feedback loops centrally consolidated by HRBPs (HR Business Partners), as well as through Employee Resource Groups (hereinafter "ERGs") like VOCE, BALANCE and other numerous ERGs covering different D&I topics such as gender, disability, intergenerationality, multiculturalism and LGBTQIA+ inclusion. Such groups are open to all employees and are organized as member-based networks supported by designated coordinators. They operate within the Company's governance framework, with executive sponsorship ensuring oversight, strategic alignment, and contribution to organizational impact.

Engagement processes are made available through the corporate intranet One Barilla and dedicated platforms, such as HR Hub, ensuring employees have open and easy access to relevant information and initiatives. These processes are designed to actively involve a broad and diverse employee base, including individuals from vulnerable or underrepresented groups. In the design phase of the abovementioned engagement initiatives, the Group carefully considers factors that may represent potential barriers to participation. For example, the annual survey is made available in eight different languages, while corporate communications are issued in English and translated locally to ensure accessibility and inclusiveness across regions. Throughout all engagement processes, the Company is committed to upholding human rights and ensuring full compliance with applicable local regulations, reinforcing its responsible and inclusive approach to people management.

Building on the engagement channels described above, the effectiveness of workforce engagement processes is systematically monitored through the same tools and mechanisms, including the global internal survey and feedback loops consolidated by HRBPs. The outcomes of this monitoring are translated into concrete actions and improvements to people-related processes. For example, employee feedback explicitly contributed to the recent revision of the Talent Management process. Similarly, the effectiveness of engagement practices is also reflected in the successful conclusion of key agreements, such as the Smartworking agreement, which was developed through structured dialogue and active involvement of workers' representatives.

Finally, to understand how the Company addresses any conflicting interests that arise among workers see section "G1-1: Business conduct policies and corporate culture".

S1-3
Processes to remediate negative impacts and channels for own workforce to raise concerns

DATA POINTS S1-3 • *32a • 32b • 32c • 32d • 32e • 33 • AR29 • AR30*

Generally, the Group adopts a proactive approach to remediation by integrating workforce feedback directly into organizational strategy to mitigate risks (Material IROs).

The general approach of the Company relies on continuous social dialogue and internal communication that allow the Company to intercept and resolve issues related to people management and inclusion before they become material negative impacts.

Barilla has activated a whistleblowing system compliant with Directive (EU) 2019/1937 and certified according to the ISO/IEC 27001 standard. The system, available to all employees, provides dedicated channels whereby reports can be sent, including anonymously, relating to violations or alleged violations of the Code (see section "G1-1: Business conduct policies and corporate culture").

To conclude, cases of non-compliance by staff or external collaborators are reported to competent parties, proposing the adoption of appropriate disciplinary measures. The Company, in fact, has in place procedures to manage and resolve any critical issues that negatively affect employees.

To support this, a training program has been launched in relation to whistleblowing, which has been extended to all staff in 2025, with specific initiatives at production plants.

In addition to the mechanisms provided for by the legislation, such as whistleblowing as already mentioned in the previous paragraph, Barilla carries out annual survey and feedback loops to monitor people's wellbeing and collect any critical issues and tips. It also ensures a participatory system using shared reporting platforms and the involvement of Workers' Safety Representatives (WSR).

A company portal is available to all employees, where global and local policies, procedures and relevant documents are all available. The Group HR e-mail channel also ensures constant communication of policy updates and renewals, ensuring all workers are aware of the reporting channels.

The effectiveness of mentioned processes is assessed through the quantitative and qualitative monitoring tools better explained in "S1-2: Processes for engaging with own workforce and workers' representatives about impacts".

S1-4
Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions

DATA POINTS S1-4 • *38a • 38b • 38c • 38d • 39 • 40a • 40b • 41 • 43 • AR33a • AR33b • AR33c • AR33d • AR35 • AR36 • AR40a • AR40b • AR41 • AR48*

DATA POINTS MDR-A • *68a • 68b • 68c • 68d • 68e • 69a • 69b • 62*

Material IROs (Impacts, Risks & Opportunities) analysis, combined with workforce feedback, enabled Barilla to assess priorities and identify the actions required to enhance workplace practices improving people's health, inclusion and wellbeing. Building on these insights, the Company continues to design initiatives and processes whose primary aim is to generate positive impacts for its people, while also contributing to the achievement of more Sustainable Development Goals, in specific: No Poverty (SDG 1), Good Health and Wellbeing (SDG 3), Gender Equality (SDG 5), Decent Work and Economic Growth (SDG 8), Reduced Inequalities (SDG 10), Sustainable Cities and Communities (SDG 11).

Diversity & Inclusion

In 2025, the Company designed and launched its new D&I strategy, aimed at further embedding inclusion across the organization and its value chain. Within this strategy, key actions involve:

Inclusive Workspaces

In 2025 Barilla launched the opening of BITE accessible spaces; the D&I team collaborated with RD&Q on the design of this new research and development centre in Parma, adopting the principles of "Design for All" to create environments that are truly accessible to all. The development of the BITE was guided by three complementary approaches — Inclusive Design, a People-Centered Approach, and Cultural Awareness — informing the building not only as a functional space, but as a structured response to defined accessibility and inclusion requirements. These principles are reflected in four accessibility measures integrated within the Innovation Center. Tactile maps positioned at strategic points support independent orientation. The cafeteria counter is designed at two heights, with a lower groove ensuring accessible use. A centrally located elevator includes pedal controls to facilitate operation. Height-adjustable desks allow individuals to select an appropriate working position based on their needs.

Inclusive Suppliers

The Global Supplier Business Development Program continues to be a strategic pillar to disseminate D&I culture throughout the supply chain. The programme offers equal opportunities to suppliers belonging to minorities, women and LGBTQ+ people, and those with disabilities. In 2025 the percentage of global spending for diverse supply was 3,42%. To further strengthen awareness, Barilla also organizes an annual global virtual event to engage suppliers on inclusion principles and encourage the adoption of similar practices across the value chain. This ongoing commitment led to Barilla being recognized by WeConnect International, a global non-profit connecting corporate buyers with women-owned businesses, as a 2025 Impact Sourcing Top Global Champion, marking an improvement from the previous year's Silver Top Global Champion for Supplier Diversity & Inclusion recognition.

Inclusive Plants

In collaboration with Dynamo Academy, the Barilla Melfi plant has implemented a program for Diversity & Inclusion focused on bridging the generational gap, viewing it not as a barrier but as a strategic opportunity for mutual professional growth and the sharing of institutional knowledge. Through a series of experiential learning initiatives, Dynamo Academy engaged employees across the site in structured activities designed to foster dialogue, strengthen collaboration, and promote intergenerational exchange.

The program aimed to create meaningful opportunities for interaction between different age groups as a prerequisite for reinforcing organizational culture, continuous learning, and the collective ability to address professional challenges through complementary skills and perspectives. By recognizing and valuing diverse experiences, competencies, and viewpoints, the initiative contributed to building stronger, more resilient, and more inclusive teams. The activities were specifically designed to highlight shared interests as a catalyst for connection, encouraging greater understanding and cohesion across generations within the workforce. Furthermore, initiatives have been implemented at the Foggia, La Malterie and Filipstad plants together with an ERG to support inclusion of young people on the autism spectrum, thereby fostering more aware and inclusive working environments.

These actions described above contribute to advancing the Group's Disability Inclusion Roadmap, an internal strategic compass to further strengthening the Company's ongoing commitment to embed disability inclusion across the organization. In parallel, the Company continued to work towards the two Diversity & Inclusion targets, namely increasing women representation in leadership positions and gender pay equality. The HR function uses internal tools to monitor the progression with respect to such targets. While internal verifications for further corrective actions are ongoing, increasing this threshold remains a central agenda item. In support of this objective, our RPO (Recruitment Process Outsourcing) partner is committed to presenting shortlists with a balanced 50/50 gender representation of women and men. Moreover, these two goals are supported by a new training plan on Inclusive Leadership launched in 2025, expected to continue throughout 2026 to support ongoing improvement, and strategic partnerships like the one with LEAD Network, a non-profit organization which focuses on the advancement of women in the retail and consumer goods industry in Europe, through education, leadership and business development.

Barilla was also the first company in Italy to adhere to the UN standards of conduct against LGBTQ+ discrimination at work. This path is further confirmed by the LGBTQI certification obtained by Barilla Sweden in collaboration with RFSL Stockholm. The new D&I2.0 strategy, all the actions mentioned above and the external partnerships in place, like the one with LEAD Network Association, aim at addressing the material negative impact related to incidents on discrimination based on gender, race, ethnic origin, language, religion, disability, age or sexual orientation; a structured governance is in place, led by the Global D&I Board and active since 2013, to ensure progression towards the targets and disseminate an inclusive culture.

The Board defines strategic priorities and objectives in line with the corporate vision ensuring the implementation of key initiatives, making concrete commitments to keep gender pay equality, promote fair and transparent selection processes and ensure a good work-life balance.

Flexibility and Wellbeing

In 2025, Barilla Group continued working to improve employees' wellbeing and gain feedback on actions and initiatives taken. To do so the group kept listening to employees' voices and workers' representatives through continuous dialogue with local Unions, an internal survey to monitor internal reputation, structured feedback mechanisms and Employee Resource Groups (ERGs) like VOCE and BALANCE.

VOCE is the first established employee-led resource group in the Barilla Group, is a grassroots effort committed to working with all employees in Barilla to enhance the Company's culture of inclusion, and establish a workplace that supports diversity of background, thought and perspective; VOCE has been and will be a cornerstone to advancing cultural changes that affect all Barilla people by advancing the Company's goals for inclusion and mutual respect, increasing awareness of the LGBT community, and developing a community of allies within the workplace. The group is active in France, Italy, the US, and Turkey.

BALANCE, present in Italy, France and US, aspires to create a more gender balanced environment through engaging with employees and creating a space where individuals feel empowered to openly discuss, listen, and learn.

Other ERGs are present, covering other D&I topics, such as disability, multiculturalism and intergenerationality. An example of a key topic discussed and reviewed in 2025, also involving Trade Unions, was the revision of the Smart Working agreement. Barilla introduced smart working several years ago with the aim of improving its employees' work-life balance; in 2025, for the first time, a Global Smart Working Policy has been introduced to regulate smart working practices across all the countries in which the Group operates, ensuring full compliance with applicable local laws and regulatory requirements. While the Policy confirms the possibility for employees to work remotely up to two days per week, it also highlights the importance of in-person presence in the workplace. Office attendance is recognized as a key enabler of spontaneous idea exchange, team cohesion, and a collaborative culture, in line with one of the Barilla Behaviors: "We are one team".

Although the Policy reflects the outcome of a continuously evolving model, it consistently reaffirms three core pillars that remain the foundation of Smart Working in Barilla:

- **Technology**: advanced digital tools for virtual mobility and collaboration, to improve work efficiency.
- **Workspaces**: environments designed to promote interaction, wellbeing and flexibility.
- **New practices**: organizational models that optimize business performance, ensuring a balance between personal and professional needs.

The actions taken by the Company to improve workforce listening, contribute to the material positive impact of promoting a satisfactory work-life balance for employees.

Training and Development

During the present reporting period, the Group continued its progress towards its People Agenda. By implementing a significant revision of the Performance Development Program (PDP) it ensured continuous alignment between corporate strategy and people development.

The PDP now integrates a holistic approach: it no longer measures only quantitative results ('What') but places equal importance on the qualitative evaluation ('How') based on adherence to Barilla Behaviors. The PDP revision applies to all Group entities integrated into Success Factors. Simultaneously, the Talent Management process was restructured to promote retention and align with organizational needs. Through its Talent Management system, Barilla ensures continuous professional development.

Every year, employees are evaluated and have the opportunity to be included in specific development programs. This strategy fosters a corporate culture based on learning and professional growth. Talent pipelines are currently structured based on individuals' readiness to take on new roles, ensuring a tailored and forward-looking development strategy aligned with organizational needs. Key changes include:

- Identification of talents focused on attributes that provide a comprehensive view of employees. Line managers conduct a comprehensive assessment to determine whether the individuals meet the attributes.
- Introduction of segmented talent pools based on professional life cycle.

These actions concern all eligible employees managed in the Group HR System. The overall investment of the HR function in 2025 for the development and progression of the Talent Management process and the Performance Development Plan was €186.000 CapEx. The amount reported refers to the asset in the financial statement named "6.10 Intangible asset".

Barilla is actively engaged in the search for talent through collaborations with universities, recruitment events, and digital platforms. The Company offers structured growth pathways that include training, mentoring, and professional development programs. Candidates are selected using behavioral interviews and competency-based assessments, ensuring an in-depth analysis of each candidate's skills and potential.

To promote the training and development of its people, in 2025 Barilla delivered many hours of training (see requirement "S1-13: Training and skills development metrics"), through the Barilla Learning & Development Program. This program includes interactive classrooms, e-learning and webinars, offering personalized pathways and progress monitoring. The Company is introducing a change management program to align business operations with strategic goals. The program includes coaching and mentoring, enhancing technical skills, critical thinking and leadership, all essential to meeting the challenges of today's market.

Learning and development initiatives are designed to pursue the identified material opportunity of providing structured learning and professional growth programs, while also contributing to the mitigation of the material risk related to challenges in attracting and retaining talent.

Health and Safety

In 2025, Barilla sites continued to implement the Group's Occupational Health and Safety Management System, certified in accordance with UNI EN ISO 45001, which incorporates HSEE policies and guidelines. The System remains fully active across all 24 European plants and mills. The main system activities include periodic management reviews involving the entire leadership team, setting annual safety objectives and assessing the previous year's performance. It also ensures structured employee involvement on a monthly, semi-annual and annual basis.

Risk assessments across all Group sites are regularly updated: if a risk cannot be eliminated, it is managed via targeted actions such as training, supervision, use of personal protective equipment (PPE) and technical interventions to reduce its impact as much as possible. To ensure compliance with Health and Safety standards, Barilla continuously monitors performance by means of internal and external audits.

In 2025, the global HSEE audit program continued with 124 audits conducted across Pasta plants, Bakeries and Mills; these have been supported by specialized external firms and covered safety, environment, fire prevention and energy topics. All Europe plants were certified under ISO 45001, and no major non-conformities were identified. The monitoring of staff health is the task of a local Occupational Physician. All new hires undergo a medical examination upon entry into the Company, which is then repeated at a frequency established on the basis of the risk assessment associated with the task performed. When necessary, personal or disposable personal protective equipment (PPE) is provided with appropriate training for its proper use.

Moreover, latest risk analysis confirms that residual risks are effectively managed and kept under control, while emerging risks, e.g., those related to natural disasters, are currently being evaluated. In 2025, special attention was given to technological and infrastructural improvements aimed at enhancing safety in finished-goods warehouses, particularly during handling operations and transport loading activities.

Training remains a cornerstone of Barilla's HSEE approach. In addition to the compulsory courses required by law, the Group offers specific courses focused on the main risks associated with the activities carried out. Attention is paid to the preparation of company emergency teams, who receive advanced training in fire, explosion prevention and first aid, to ensure timely and effective intervention in critical situations. In 2025, the Group delivered +60,000 hours of training, both in person and online, on Health and Safety topics. Training activities included classroom lessons, remote sessions and practical training, also for temporary workers.

Moreover, during 2025, 50% of HSEE Managers and Specialists are new to their role. A specific training course (HSEE-on-Boarding Training) has therefore been developed and codified, with a minimum duration of 120 hours, equally divided between operational support in the field and theoretical training. HSEE-on-Boarding served as an initial step in the construction of the Barilla HSEE Academy, which aims to develop the skills of the HSEE professional family in the best possible way over the next three years, starting from the tools and courses already developed in recent years.

In addition, in 2025 the "Safety Culture" programme continued, launched in France in 2021 and later extended to all Italian plants, aims to strengthen employee engagement on safety matters. Training sessions were delivered across all Italian sites in 2022 and 2023, while a second assessment phase, launched in 2024 and continued in 2025, has been initiated and will be completed in the second half of 2026.

As a result of all the actions taken by the Group, in 2025, Barilla Group's production sites recorded the lowest number of workplace injuries ever (76 in production sites which rise to 89 considering also office locations), marking a 35% reduction compared to the previous year. This result reflects a journey begun in 2010 and implemented across the entire Group.

During the year, four plants and eight mills achieved the "Zero Injuries" milestone. These include the plants of Caserta (Italy), Rubbiano Bakery (Italy) and Thiva (Greece), with Foggia (Italy) reaching the last one zero injuries for the second consecutive year. Several Mills also maintained long-standing "Zero Injuries" records: Volos (Greece, 14 years), Pedrignano (Italy, 6 years), Ferrara (Italy, 2 years), and Altamura (Italy, 2 years). Additionally, the mills of Castelplanio (Italy), Galliate (Italy), Filipstad (Sweden) and Bolu (Türkiye) reported no injuries throughout 2025.

S1-5
Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

DATA POINTS S1-5 • *47a • 47b • 47c • AR49a • AR49 • AR49c*
DATA POINTS MDR-T • *80a • 80b • 80c • 80e • 80f • 80 • 80-i • 80j • 81a • 81b • 81b-i • 81b-ii • 72*

Diversity & Inclusion

Women in executive roles

Barilla is committed to promoting gender diversity in managerial positions with the aim of achieving 40% of women in executive roles by 2030 (compared to 35% in 2025). This target is calculated by considering the number of women holding a Director position (corresponding to internal grade 33), or above as a proportion of the total number of employees holding an internal grade of 33 or above, and it applies to the entire Group. In cases where the Barilla grading was not available, roles with a comparable organizational level were taken into account. To achieve this goal, Barilla has adopted targeted strategies, including strengthening the talent pipeline through the talent management process and succession planning. Progress is monitored annually as part of the talent review, ensuring constant attention to the evolution of the target.

Gender pay equality

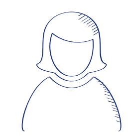
Since 2020, the Group has achieved gender pay equality. According to the "Equal pay" principle, Barilla is committed to maintaining the current level of gender pay equality. To this end, Barilla developed a certified methodology based on a system of multiple regressions, with annual checks carried out during the salary process. Constant monitoring helps maintain pay equity and ensure transparency and consistency in salary policies.

Flexibility & Wellbeing

Internal Reputation Index

Barilla monitors employee satisfaction through its Internal Reputation Index, with the goal of maintaining the level achieved over time. In 2025, the Index reached 80,5% and through annual monitoring the Group ensures consistency, transparency, objectivity and continuity in people engagement strategies. To compute the Internal Reputation Index, the Group has used in 2025 the Reptrak methodology, which evaluates four factors: esteem, trust, admiration, and positive feelings.

BARILLA IS COMMITTED TO PROMOTING GENDER DIVERSITY IN MANAGERIAL POSITIONS, TO MAINTAINING THE CURRENT LEVEL OF GENDER PAY EQUALITY AND TO MONITORING INTERNAL SATISFACTION LEVELS[1].

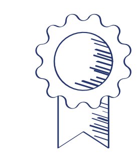


WOMEN IN EXECUTIVE ROLES

To achieve 40% of women in executive roles by 2030

GENDER PAY EQUALITY

To maintain the current commitment to gender pay equality



INTERNAL REPUTATION INDEX

To maintain 85% reputation index

Health and Safety

The ambition is for all production units to be able to prevent accidents. The "Barilla Zero Accidents Programme" has therefore been developed with its central element the introduction of HSEE Management Systems certified in accordance with the ISO 45001 standard in each Production Unit, (see section "S1-4: Taking action on material impacts on own workforce and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions").

The accident frequency index (FI) and Severity Index (SI) have been monitored since 2010, to measure progress. A frequency target of 6 has been set for 2030, whereas for the Severity Index Barilla is committed to a progressive reduction. The indicators are calculated uniformly in all geographical areas, based on data collected monthly and annually at the production sites using the CSR Tool, which aggregates information relating to numbers of accidents, days of absence, and hours worked. Data collection is entrusted to Health, Safety and Environment (HSE) managers at each site, on a monthly and annual basis. Goal setting involves key business stakeholders, including the CEO, Chief Supply Chain Officer, Operational VP and HSEE Vice-President. The objective is also shared with workers' representatives and monitored at regular meetings, to ensure the active involvement of employees and their representatives.

During these meetings, in addition to sharing results, ideas for improvement are collected, which are analysed and, if deemed effective, integrated into business processes. By developing the "Barilla Zero Accidents Programme", the Company's ambition is to prevent accidents at all production units.

1 The abovementioned targets are not explicitly linked to any policy and neither internal nor external stakeholders have been involved in the target definition process and the performance measurement.

S1-6
Characteristics of the undertaking's employees

DATA POINTS S1-6 • 50a • 50b • 50c • 50d • 50d-i • 50d-ii • 50e • 51 • 52 • 52a • 52b

Barilla Group presented 8,823 employees by the end of 2025. The perimeter includes all the Legal Entities of the Group, and the metric is expressed in head count referring to the number of persons employed as of 31 December 2025. During the reporting period, 1,234 people left the Company, resulting in a turnover rate of 14.0%.

EMPLOYEE DISTRIBUTION BY TYPE OF CONTRACT

	2025					2024				
	MEN	WOMEN	OTHER	NP[2]	TOTAL	MEN	WOMEN	OTHER	NP[2]	TOTAL
PERMANENT CONTRACTS	5,619	2,957	3	6	8,585	5,664	2,929	6	2	8,601
TEMPORARY CONTRACTS	144	93	-	1	238	137	86	-	1	224
ZERO-HOURS CONTRACTS	-	-	-	-	-	1	1	-	-	2
TOTAL	5,763	3,050	3	7	8,823	5,802	3,016	6	3	8,827

EMPLOYEE DISTRIBUTION BY WORKING HOURS

	2025					2024				
	MEN	WOMEN	OTHER	NP[2]	TOTAL	MEN	WOMEN	OTHER	NP[2]	TOTAL
FULL TIME	5,588	2,732	3	7	8,330	5,643	2,700	6	3	8,352
PART TIME	175	318	-	-	493	159	316	-	-	475
TOTAL	5,763	3,050	3	7	8,823	5,802	3,016	6	3	8,827

Moreover, the following table presents the number of employees per legal entity with more than 50 employees, and which represents the top 10 legal entities per number of employees.

2 Not Provided.

TOP TEN LEGAL ENTITIES PER NUMBER OF EMPLOYEES

LEGAL ENTITY	NUMBER OF EMPLOYEES
BARILLA G. E R. FRATELLI - SOCIETÀ PER AZIONI SOCIO UNICO	3,837
BARILLA FRANCE SAS	1,285
BARILLA RUS LLC	489
BARILLA DEUTSCHLAND GMBH	473
BARILLA AMERICA INC.	431
BARILLA MEXICO S.A. DE C.V.	400
BARILLA SVERIGE AB	353
PASTA EVANGELISTS LTD	344
BARILLA GIDA A.S.	234
BARILLA HELLAS S.A.	192

S1-7
Characteristics of non-employees in the undertaking's own workforce

DATA POINTS S1-7 • 55a • 55b • 55b-i • 55b-ii • 55c • 56 • 57 • AR61

Data relating to non-employees are not disclosed, as they are currently not collected through a sufficiently centralized and robust data management system to ensure full reliability.

S1-8
Collective bargaining coverage and social dialogue

DATA POINTS S1-8 • 60a • 60b • 60c • 61 • 62 • 63a • 63b

In 2025, 6,942 (78.7%) of Barilla's employees were covered by collective bargaining agreements. In specific, all employees in countries with significant employment in the EEA are covered by collective bargaining agreements and 728 employees are covered outside the EEA area (30.0% of the totality of employees outside the EEA). In addition, 6,097 are covered by workers' representatives of employees.

S1-9
Diversity metrics

DATA POINTS S1-9 • *66a* • *66b* • *AR71*

With respect to Barilla's workforce diversity, the tables below present the distribution of employees by age group and the gender composition of top management, defined as individuals holding an internal grade of 33 or above.

EMPLOYEE DISTRIBUTION BY AGE BRACKETS

	2025	2024
UNDER 30	1,207 (14%)	1,150 (13%)
30-50	4,448 (50%)	4,416 (50%)
OVER 50	3,168 (36%)	3,261 (37%)
TOTAL	8,823	8,827

DISTRIBUTION OF TOP MANAGEMENT BY GENDER

	2025	2024
MEN	156 (65%)	142 (65%)
WOMEN	84 (35%)	77 (35%)
OTHER	-	-
NOT PROVIDED	-	-
TOTAL	240	219

S1-10
Adequate wages

DATA POINTS S1-10 • *69* • *71*

All Barilla Group workers, employees and non-employees, are guaranteed with a salary equal to or higher than the legal minimum wage, determined on the basis of the role and weighting of the position, and in compliance with the regulations in force in the countries in which it operates. The company also complies with the parameters set out in Directive (EU) 2022/2041 on adequate minimum wages. No cases of violation of the minimum wage were detected.

S1-11
Social protection

DATA POINTS S1-11 • *74a* • *74b* • *74c* • *74d* • *74e* • *75* • *76*

Barilla ensures comprehensive social protection for all employees, safeguarding income in cases of illness, unemployment, workplace accidents, acquired disability, parental leave, and retirement. Overall, 100% of Barilla employees benefit from social protection via public systems or corporate initiatives, in compliance with local regulations and therefore based on a country-specific approach.

S1-12
Persons with disabilities

DATA POINTS S1-12 • *79* • *80* • *AR76*

Barilla employed 236 people with disabilities in 2025, of which 153 men (equal to 2.6% of total male employees and to 1.7% of total Barilla employees) and 83 women (equal to 2.7% of total female employees and to 0.9% of total Barilla employees) as detailed in the breakdown presented in the table below.

DISTRIBUTION OF EMPLOYEES WITH DISABILITIES

	2025	2024
TOTAL NUMBER OF EMPLOYEES	8,823	8,827
TOTAL NUMBER OF EMPLOYEES WITH DISABILITIES	236	303
- OF WHOM MEN	153	176
- OF WHOM WOMEN	83	127
- OF WHOM OTHER	-	-
- OF WHOM NOT PROVIDED	-	-
TOTAL	2.7%	3.4%

S1-13
Training and skills development metrics

***DATA POINTS S1-13** • 83a • 83b • 84 • 85*

3,861 Barilla employees participated in regular performance and career development reviews in 2025; in specific, of these 2,252 were men (equal to 39.1% of male employees), 1,604 were women (equal to 52.6% of women employees). Moreover, in 2025 Barilla delivered 183,379 total training hours to its employees.

EMPLOYEE PARTICIPATION IN REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

	2025					2024				
	MEN	WOMEN	OTHER	NP[3]	TOTAL	MEN	WOMEN	OTHER	NP[3]	TOTAL
TOTAL NUMBER OF EMPLOYEES	5,763	3,050	3	7	8,823	5,802	3,016	6	3	8,827
NUMBER OF EMPLOYEES WHO PARTICIPATED IN REGULAR PERFORMANCE REVIEWS	2,252	1,604	2	3	3,861	1,868	1,293	1	-	3,162
% OF EMPLOYEES WHO PARTICIPATED IN REGULAR PERFORMANCE REVIEWS	39.1%	52.6%	66.7%	42.9%	43.7%	32.2%	42.9%	16.7%	0%	35.8%

TOTAL EMPLOYEE TRAINING HOURS DELIVERED BY GENDER

	2025	2024
TOTAL TRAINING HOURS DELIVERED	183,379	181,453
- OF WHOM MEN	134,539	119,433
- OF WHOM WOMEN	48,767	61,996
- OF WHOM OTHER	29	-
- OF WHOM NOT PROVIDED	44	24

3 Not Provided.

AVERAGE EMPLOYEE TRAINING HOURS DELIVERED BY GENDER

	2025	2024
AVERAGE TRAINING HOURS DELIVERED	20.8	20.6
- OF WHOM MEN	23.3	20.6
- OF WHOM WOMEN	16.0	20.6
- OF WHOM OTHER	9.7	-
- OF WHOM NOT PROVIDED	6.3	8.0

S1-14
Health and safety metrics

***DATA POINTS S1-14** • 88a • 88b • 88c • 88d • 88e • 90 • AR81 • AR94*

In 2025, 7,944 Barilla employees were covered by the Health & Safety Management System (90.0%), of whom 7,142 (80.9% of total employees) were covered by a certified H&S Management System. The decrease from the 100% coverage reported in 2024 is solely due to a change in the scope of the H&S coverage data, which in 2025 was extended from production plants and mills to include offices. The table below provides further details on work-related accidents, illnesses, and fatalities.

HEALTH AND SAFETY METRICS

	2025	2024
NUMBER OF RECORDABLE WORK-RELATED ACCIDENTS	89	125
RATE OF RECORDABLE WORK-RELATED ACCIDENTS	6.1	8.5
NUMBER OF FATALITIES IN OWN WORKFORCE AS RESULT OF WORK-RELATED INJURIES AND WORK-RELATED ILL HEALTH	0	0
NUMBER OF CASES OF WORK-RELATED ILL HEALTH RECORDED	9	10
NUMBER OF DAYS LOST DUE TO WORK-RELATED INJURIES, ACCIDENTS AND ILLNESS	4,049	4,209

To calculate the rate of recordable work-related accidents, Barilla considered the ratio between the number of recordable work-related accidents and the total number of hours worked by employees (14,544,179), multiplied by 1,000,000.

S1-15
Work-life balance metrics

***DATA POINTS S1-15** • 93a • 93b • 94*

In Barilla, all employees entitled to take family-related leave, took parental leave. Moreover, thanks to Global Parental Leave Policy, Barilla extends the local regulated access to parental leave to all permanent employees of the Group.

EMPLOYEES WHO HAVE TAKEN LEAVE FOR FAMILY REASONS

	2025				
	MEN	WOMEN	OTHER	NP[4]	TOTAL
NUMBER OF ENTITLED EMPLOYEES THAT TOOK FAMILY-RELATED LEAVE	605	354	-	-	959
PERCENTAGE OF ENTITLED EMPLOYEES THAT TOOK FAMILY-RELATED LEAVE	100%	100%	-	-	100%

The percentage of entitled employees that took family-related leave has been calculated as the ratio between the number of employees that took family-related leave by gender and the total number of employees entitled to take family-related leave. In 2024, only parental leave was monitored. A total of 104 employees were entitled to take this leave, and 100% of them did so. A gender breakdown was not available.

S1-17
Incidents, complaints and severe human rights impacts

***DATA POINTS S1-17** • 103a • 103b • 103c • 103d • 104a • 104b*

During the year under review, no incidents of discrimination, including harassment, or other serious human rights violations were detected that resulted in convictions, fines or compensation for the Company. In addition, no cases of corruption or bribery were reported or confirmed. Barilla has not received convictions or financial sanctions for violations of anti-corruption or anti-bribery regulations. The number of reports is drawn directly from a report generated by Barilla's whistleblowing system and is duly tracked in specific logs.

4 Not Provided.

ESRS S4 CONSUMERS AND END-USERS

NUTRITION & WELLBEING

Barilla is constantly committed to offering consumers high-quality and safe products, promoting their consumption in line with nutritionally balanced behaviours, preferring the purchase of strategic raw materials from supply chains that adopt sustainable agricultural practices. This commitment is reflected in the entity-specific strategic model Nutrition & Wellbeing, which serves as the guiding framework for the company's approach to product nutritional quality and consumer wellbeing, in alignment with ESRS S4 and the cross-cutting requirements of ESRS 2 (SBM 3).

Through its Quality & Food Safety (Q&FS) system, Barilla applies a rigorous and innovative approach to ensuring the highest standards of quality and food safety across the entire supply chain. Preventive measures, meticulous controls, in-depth analyses and continuous investment in research and innovation help the company to anticipate emerging challenges and ensure that its products remain consistently safe and of high quality. In parallel, Barilla has developed a technological road-map that supports the creation of products which combine the pleasure of food with nutritional balance. The Company works to reduce salt, sugars and energy per portion while increasing fibre content, without compromising taste or texture. This approach is applied across all markets in which Barilla operates and reflects its responsibility to provide food that is enjoyable and can be consumed within a balanced lifestyle. It is also closely linked to Barilla's business model and innovation strate-gy, where product formulation plays a central role in meeting evolving consumer needs and strengthening trust in the brand.

Within this scope, all individuals who purchase Barilla products are considered consumers and may potentially be impacted. Barilla respects and cares for every consumer who chooses to purchase its products—there are no particularly exposed categories.

SBM-3
Material impacts, risks and opportunities and their interaction with strategy and business model

DATA POINTS SBM-3 • *48c-i • 48c-ii • 48c-iii • 48c-i • 48f • 48g • 48h*
DATA POINTS S4 SBM-3 • *10 • 10a • 10a-i • 10a-ii • 10a-iii • 10a-iv • 10b • 10c • 10d • 11 • 12*

Barilla conducts a continuous and structured assessment of the impacts generated across its value chain, adopting a preventive and science-based approach to protect public health, reinforce consumer trust and promote positive outcomes through ongoing nutritional reformulation efforts aimed at improving the nutritional profile of its products. Negative impacts may, in some instances, affect people by potentially threatening public health and consumer safety along the value chain. For example, antimicrobial resistance or the spread of zoonoses from the upstream supply chain, as well as inadequate hygiene in manufacturing operations, could potentially lead to foodborne illnesses or exposure to undesirable chemical residues. Positive impacts, by contrast, may to some extent affect people by actively promoting public health: through the reduction of salt, sugar and energy density, and the increase in fiber and protein, Barilla's products may contribute to the holistic wellbeing of consumers within a varied and balanced diet without sacrificing taste. Operationally, Barilla manages food-safety-related impacts mainly through daily preventive controls, while nutritional impacts evolve over longer time horizons and are supported by sustained innovation efforts. As a result, negative impacts are addressed with a short-to-medium-term management horizon, whereas positive impacts linked to the Nutrition & Wellbeing strategy are pursued over short, medium and long-term horizons.

These positive impacts are driven by continuous product reformulation and new launches, guided by specific nutrition targets to be achieved by 2030, such as ensuring that 90% of product volumes sold provide no more than 5 g of sugar per portion and that 95% of volumes qualify as a source of fiber. Barilla is involved with the mitigation of material impacts on consumers through specific direct activities and business relationships across its value chain, which together shape how the company's strategy and business model respond to these issues over time. At the upstream level (sourcing), Barilla is linked to potential negative impacts through its commercial relationships with agricultural and animal-farming suppliers. In these tiers, risks such as antimicrobial resistance, chemical residues (for example from anti-inflammatories or hormones) and the spread of zoonoses (e.g. salmonella, avian flu) can originate. Barilla manages this involvement through strict supplier selection and approval processes, ingredient-specific monitoring plans and more than 200 supplier audits per year.

Through its direct activities in manufacturing and R&D, Barilla is directly involved in generating impacts. Manufacturing activities at the company's plants must adhere strictly to Good Manufacturing Practices (GMP) and HACCP protocols to prevent negative impacts related to inadequate hygiene and ensure consumer safety. At the same time, Barilla's core R&D activities are the primary driver of positive impacts: the formulation and reformulation of recipes are the activities through which the company improves the nutritional profiles of its products. Downstream, Barilla is involved with material impacts through business relationships with logistics and distribution partners, which are essential to maintaining quality and food safety up to the point of sale. These partners operate under the "Barilla Good Distribution Practices", a framework that includes 258 rigorous requirements for product storage and transport. The resilience of Barilla's strategy and business model in addressing material impacts on consumers is ensured by a robust, proactive and science-based approach. To mitigate negative impacts related to food safety and public health, the business model relies on strict GMP and HACCP protocols, more than four million quality analyses performed globally per year, and the integration of digital tools such as the AI-based "Guardian" tool for raw materials and Horizon Scanning for fraud prevention. To maximise positive impacts, the strategy is supported by annual R&D investments and guided by the proprietary Nutrition & Wellbeing Model, introduced in 2023, which enables Barilla to adapt its product portfolio agilely to evolving public health recommendations and consumer needs. There have been no changes to the material impacts identified compared to the previous reporting period.

Based on the identified impacts, Barilla faces specific business risks and opportunities that influence its strategic priorities. On the risk side, the company is exposed to strategic and compliance risks driven by an increasingly stringent regulatory environment and evolving public health policies, as well as growing pressure from investors—often guided by external benchmarks from non-profit organisations such as the Access to Nutrition Initiative (ATNi), to integrate clear nutritional targets into ESG agendas. Operationally, any failure in managing food safety impacts (for example related to zoonoses or chemical residues in the supply chain) represents a critical reputational risk for the Group.

Conversely, the evolving consumer focus on holistic wellbeing presents a significant market and reputational opportunity. By proactively addressing these challenges through ongoing R&D investments and the Nutrition & Wellbeing Model, Barilla has identified a strategy to differentiate itself, capture new market segments, enhance brand equity and obtain industry recognitions. The material business risks faced by Barilla are systemic to the mass-market nature of its business and do not arise from dependencies on specific consumer groups, whereas the material business opportunities, such as gaining competitive advantage and expanding market share, are highly dependent on the company's ability to anticipate and meet the evolving demands of specific consumer segments. For example, the opportunity to drive growth through innovation is realised by targeting specific groups: consumers with an active lifestyle seeking functional nutritional profiles are addressed through high-protein ranges, while consumer groups requiring reduced sodium intake are served through targeted brand initiatives such as Harrys bread in France.

S4-1
Policies related to consumers and end-users

DATA POINTS S4-1 • *15 • 16 • 16a • 16b • 16c • 17 • AR13 • AR9*
DATA POINTS MDR-P • *62 • 65a • 65b • 65c • 65d • 65e • 65f*

Barilla grounds its relationship with consumers in a clear corporate commitment to transparency, responsibility and respect. Barilla actively engages its consumers through its Code of Ethics, which aligns with key international standards on human rights—including the UN Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines for Multinational Enterprises, and the UN Global Compact—and states that Barilla considers its consumers as interlocutors who have the right to be fully informed in order to make a conscious choice at the moment of purchase, rather than treating them as anonymous "consumers" of products. In fulfilling its corporate objectives, Barilla undertakes to guarantee a relationship of trust and loyalty with its consumers and to take into consideration the higher order of intellectual and cognitive needs that naturally lead people to reflect on what they are eating, rather than focusing exclusively on biological needs.

Barilla's communication activities must therefore always be respectful of the centrality of the human being, with their complex mix of physical, psychological, cultural and emotional needs: marketing considerations must never compromise full transparency regarding product content and proper use. Communications must also avoid vulgar, contradictory, uncertain or ambiguous messages and must always recognise the company's responsibility in influencing people's choices, while guaranteeing a fair relationship between Barilla and its consumers.

Barilla maintains strong governance processes to ensure that its policies and practices towards consumers and end-users are consistent with internationally recognised standards. During the reporting year, no violations of the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, or the OECD Guidelines for Multinational Enterprises involving consumers and/or end-users were reported in the downstream value chain. In the current international context, companies in the food sector operate in an environment characterised by rapid and profound change. People are increasingly adopting a holistic view of health and wellbeing, which goes beyond the mere absence of disease to encompass physical, mental and social dimensions. At the same time, the regulatory environment is becoming more stringent, with public health policies and government regulations moving towards more integrated and ambitious approaches to nutrition, labelling and marketing.

Over the year, the Barilla Group recorded no incidents of non-compliance concerning Genuine Product and service information and labelling.
Over the year, the Barilla Group recorded no incidents of non-compliance concerning marketing communications).

Investors are also urging food companies to integrate clear nutrition targets into their ESG agendas, often guided by external benchmarks from non-profit organisations such as the Access to Nutrition Initiative (ATNi). In this context, food companies that respond with agility, thoughtfulness and responsibility can both differentiate themselves from competitors and make a meaningful contribution to the global transformation of the food system.

To proactively address these challenges in the field of nutrition and wellbeing, Barilla introduced in 2023 its Nutrition & Wellbeing Model, an innovative framework designed to contribute positively to people's wellbeing and capture the evolution of external scenarios. This model is specifically directed at all consumers. The model aims to support Barilla in offering tasty and nutritious products, in the right portions, that fit into a healthy lifestyle, contribute to holistic wellbeing and at the same time celebrate the joy of food. It builds on, and expands, the principles of the Nutritional Guidelines introduced in 2009 by adopting a more integrated approach to wellbeing that combines scientific evidence and public health recommendations with consumer needs and preferences.

The Nutrition & Wellbeing Model is grounded in eight guiding principles, which reflect the company's current priorities and guide future choices towards a concept of holistic wellbeing, ensuring products that are always of quality, tasty and consumed in line with a healthy life-style.

Although there is currently no specific policy on this issue, the model represents the first step towards the development of a group policy that ensures common criteria to inspire Barilla in the development of products in the field of nutrition and wellbeing.

No timescale has currently been defined for its adoption. Barilla's nutritional commitments are defined according to international scientific standards, aligning product formulation targets with WHO dietary guidance and EU regulatory requirements: Sugar and salt content targets are established on the basis of daily reference values provided by the World Health Organization, while energy content is measured against a maximum limit of 150 kcal for single-portion products. For fibre, the target is set in accordance with Regulation (EU) No 1924/2006, which establishes the criteria for the "source of fibre" claim, requiring at least 3 g of fibre per 100 g of product or 1.5 g of fibre per 100 kcal. Through this framework, Barilla translates its policy commitments into concrete product-level objectives designed to promote healthier dietary patterns and protect consumers' health.

S4-2
Processes for engaging with consumers and end-users about impacts

***DATA POINTS S4-2** • 20 • 20a • 20b • 20c • 20d • 21 • 22 • AR15*

Engagement is carried out directly with affected consumers and/or end-users ensuring that their needs, expectations and feedback remain central to Barilla's decision making processes.

A prime example of this approach is Barilla Consumer Contact, which plays a key role in fostering a responsible and transparent relationship with consumers by ensuring high standards in the management of information requests and complaints through timely, accurate and professional responses. Each interaction is treated as an opportunity to reinforce trust in the brand and to contribute to long-term consumer satisfaction, loyalty and positive advocacy. To continuously enhance the quality of the consumer experience, Barilla complements its established contact channels with the progressive adoption of innovative listening tools, including interactive chat solutions that help reduce response times and improve accessibility.

This ongoing commitment reflects Barilla's broader focus on responsible engagement, continuous improvement and value creation for consumers. For Barilla, the voice of consumers is a fundamental element for continuous improvement. The company collects and manages reports through different channels, such as phone, e-mail, chatbots and online forms, to ensure direct and transparent interaction. A first level of assistance filters and analyses requests, while more complex issues are investigated by the relevant departments, such as Quality, Legal and Marketing.

If products non-compliant with company standards are found, a dedicated group of experts acts promptly to analyse the problem, resolve it and prevent similar situations in the future. Thanks to performance indicators based on consumer feedback, Barilla constantly monitors improvements, ensuring that its products remain aligned with customer expectations.

These activities are part of a broader organisational role that integrates consumer engagement, quality management and continuous improvement, ensuring that the management of consumer impacts is embedded in Barilla's overall governance and operational processes.

S4-3
Processes to remediate negative impacts and channels for consumers and end-users to raise concerns

***DATA POINTS S4-3** • 25a • 2b • 26 • 27 • AR20 • AR21 • AR22*

Barilla has established structured and diversified processes to engage with consumers and end-users, enabling them to raise concerns or needs related to the impacts of its products and activities. These processes include a variety of dedicated contact channels—such as a toll-free hotline, social media platforms, the company website, online forms, email, and digital tools—managed by consumer service teams and designed to be accessible to diverse consumer categories, accommodating different attitudes toward using digital or traditional tools. An internal quality channel further supports these efforts by facilitating targeted feedback on product standards.

Through these mechanisms, consumers and end-users can submit questions, complaints, suggestions or requests for information and receive appropriate follow up from the relevant functions. In relation to the protection of individuals who use these mechanisms, Barilla treats all grievances confidentially and in full compliance with applicable privacy and data protection regulations, including the company's own privacy policies. Personal data are processed only for clearly defined purposes, are adequately protected and are accessible solely to authorised personnel on a need-to-know basis. Where permitted by local laws and the nature of the channel, Barilla allows grievances to be raised anonymously or through representatives, thus enabling consumers and end-users to express their concerns without having to disclose their identity directly.

Barilla is committed to ensuring that consumers and end-users are aware of these structures and processes and that they can trust them as reliable ways to have their concerns or needs addressed. Information on how to contact the company and how personal data are handled is made available through corporate websites and dedicated privacy notices, so that individuals clearly understand how to use these channels and what to expect in terms of response and safeguards.

Barilla monitors the use and effectiveness of these mechanisms, including through the analysis of feedback and recurring issues, in order to improve accessibility, timeliness and quality of responses over time.

S4-4
Taking action on material impacts on consumers and end- users, and approaches to mitigating material risks and pursuing material opportunities related to consumers and end-users and effectiveness of those actions

DATA POINTS S4-4 • *31a • 31b • 31c • 31d • 32a • 32b • 32c • 33a • 33b • 34 • 35 • 37 • AR27 • AR28 • AR33a • AR33b • AR34*
DATA POINTS MDR-A • *62 • 68a • 68b • 68c • 68d • 68e • 69a • 69b*

Barilla adopts a rigorous and innovative approach to ensure the highest standards of quality and food safety throughout the entire supply chain—encompassing upstream activities and downstream activities—and in all geographic areas where the company operates, including primary markets in Europe, North America, and other international regions. Through preventive actions and meticulous checks, in-depth analysis, and a constant commitment to research and innovation, the company tries to anticipate risks and responds promptly to new global challenges, aiming at ensuring safe and high-quality products with no incidents reported.

The design of Barilla's products also contributes to the achievement of relevant UN Sustainable Development Goals (SDGs). In particular, by working to improve the nutritional profile of its products and to reduce potentially harmful characteristics, the Company supports SDG 3, "Ensure healthy lives and promote well-being for all at all ages", as well as SDG 12, "Ensure sustainable consumption and production patterns.

In the area of Nutrition & Wellbeing, Barilla's brands, inspired by the principles of the "Nutrition and Wellbeing Model", have defined specific projects to respond to consumer requirements (Barilla Group scope, excluding Back to Nature and Pasta Evangelist). These actions enable each brand to respond to the specific and diverse needs of consumers while maintaining Barilla's commitment to nutrition and wellbeing.

To date, no formal policies have been defined and no specific investments have been allocated for this topic, but Barilla plans to dedicate resources in the coming years. In 2025, several Group brands continued to advance their action plans aimed at improving product offerings and responding to evolving consumer needs.

- **Barilla and Catelli Pasta** have translated their commitment to offering alternatives that meet diverse nutritional needs and consumers' desire for variety into the international launch of high-protein product ranges: Barilla Protein+ in Italy, France, and Germany, and Catelli Protein+ in Canada. In full compliance with EU regulations, Barilla Protein+ qualifies as a *"high-protein"* food — as more than 20% of the total energy value is derived from protein — offering a 100% plant-based solution.

- **Wasa**, which aims to encourage people to incorporate wholesome ingredients into their diets and promotes the healthy and nutrient-rich value of fibers, launched Wasa Protein+ crispbread. Made with wholegrain flour and topped with flax and poppy seeds, it provides 20g of protein per 100g. In addition, Wasa Protein+ is a natural source of magnesium, reinforcing the brand's commitment to offering products that combine taste, crunchiness, and with both high protein and high fiber content in support of an active lifestyle.

- **Harrys**, in France, guided by the principle of improving the nutritional profile of its products, is working to reduce the salt content across its entire bread range and to introduce bread recipes with no added sugars.

- **Gran Cereale**, in Italy, continues to promote transparency by enabling consumers to make informed food choices through clear and accessible information on the plant-based origin of its ingredients. In addition, aiming at satisfying emerging consumer's requests, the brand has launched two Protein+ recipes based on plant-based ingredients.

In parallel, Barilla implements a comprehensive and preventive Quality & Food Safety (Q&FS) management system covering the entire value chain, from raw materials to the point of sale, with the objective of ensuring product safety, regulatory compliance and continuous improvement (Barilla Group scope, excluding Back to Nature, Pasta Evangelists and Mexico). At the upstream level, the company carries out a structured supplier selection, approval and monitoring process, conducting more than 200 supplier audits annually. Raw materials are subject to detailed risk assessments, on the basis of which specific monitoring plans are defined for each ingredient and implemented daily through internal Quality Control laboratories and qualified external laboratories, contributing to more than four million analyses performed globally each year.

In addition to regulated parameters, Barilla conducts over 2,500 targeted analyses annually to monitor emerging and not-yet-regulated risks, supported by dedicated Q&FS and Analytical Food Science teams. The company has also developed an advanced monitoring model to detect emerging insect species, including those driven by climate change, enabling early identification and preventive action. To strengthen traceability and efficiency in raw material approval, Barilla introduced the digital tool "Guardian", based on optical character recognition and artificial intelligence, to automate and standardise the validation of certificates of analysis, progressively scaling the system up across additional manufacturing sites. Within manufacturing operations, Barilla systematically applies GMP and the HACCP methodology to identify hazards, define critical control points and ensure structured risk prevention. A dedicated internal Thermal Process Authority Unit defines and validates heat treatment parameters to guarantee consistent product safety and quality.

In 2025, the company invested €4 million in Q&FS projects aimed at modernising production lines and facilities, strengthening hygiene standards, process reliability across its plants. All manufacturing sites are certified according to the 22000 standard, except Catelli plant that has the SQR certification, and the effectiveness of the management system is verified annually through extensive internal audits and independent third-party audits covering both local operations and centrally managed processes, ensuring transparency, accountability and continuous improvement. Barilla extends its quality controls to logistics and distribution through its Good Distribution Practices, which include 258 requirements governing storage, transportation and service standards for logistics partners. These partners are regularly trained to ensure alignment with food safety and quality expectations throughout the supply chain. To address integrity risks, Barilla has established a structured Food Fraud Prevention Programme, aimed at identifying, assessing and mitigating vulnerabilities across the supply chain in collaboration with suppliers. The programme includes the development of innovative analytical methodologies, including approaches not yet embedded in regulatory frameworks, and is supported by a proactive Horizon Scanning system to monitor global trends and emerging risks that may affect food safety and quality. The company is also exploring predictive models based on artificial intelligence to further strengthen early risk detection capabilities. Digitalisation plays a central role in enhancing the effectiveness and responsiveness of the Q&FS system. In 2025, Barilla consolidated the adoption of five integrated Q&FS dashboards, enabling real-time monitoring of product quality indicators, GMP audit results, consumer feedback, laboratory analyses and product and ingredient specifications. These tools improve transparency, accelerate response times and support data-driven decision-making across the organisation.

In parallel, the company introduced an AI-enabled Document Management System to reinforce governance, standardisation and accessibility of Q&FS documentation, particularly in support of FSSC 22000 certification requirements. Finally, Barilla promotes a strong Culture of Quality across the organisation. More than 240 experts and managers are involved in safeguarding food safety along the value chain, and all employees working with food products receive continuous training through dedicated programmes. Internal initiatives such as Product Quality Reviews provide valuable input for market benchmarking and reinforce quality-oriented behaviours. Specific performance indicators, including the Quality Performance Index and the Design Quality Index, are used to measure product conformity and alignment with designed specifications.

Awareness campaigns such as Food Safety Day and Quality Week, as well as the internal "Quality Awards – Shining Stars" recognition programme, further embed quality as a shared responsibility. Furthermore, dedicated engagement days with suppliers reinforce alignment and promote a collective commitment to safeguarding product safety and quality throughout the supply chain. In line with its short-term focus on strengthening systems, Barilla has also implemented targeted investments in traceability and quality management tools. In 2025, the company invested in a system to manage traceability in the eggs and durum wheat value chain (CapEx €275K), a system to manage Quality Management in the plants (eQMS) (CapEx €130K), a Quality & Food Safety Document Management System (CapEx €35K) and a system leveraging artificial intelligence to check inbound quality certifications (CapEx €35K). "Such related investments are reported in the consolidated financial statement, under asset item 6.10 "Intangible assets"".

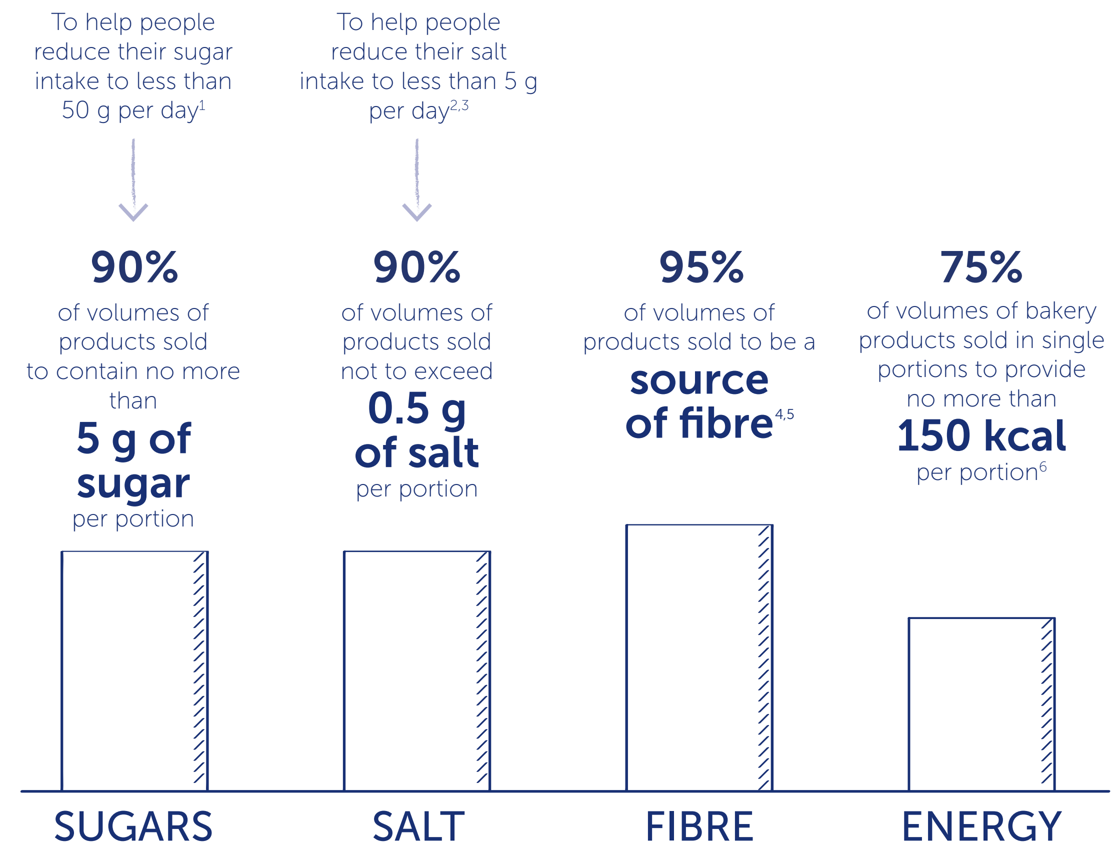
S4-5
Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

DATA POINTS S4-5 • *41a • 41b • 41c • AR42a • AR42c*
DATA POINTS MDR-T • *80a • 80b • 80b • 80c • 80d • 80e • 80f • 80g • 80h • 80i • 80j • 81b-i • 80d • 81b-ii*
DATA POINTS MDR-M • *75 • 77a • 77b*

Barilla is committed to promoting healthier dietary patterns through a structured set of nutrition targets designed to reduce material negative impacts on consumers while enhancing positive health outcomes.

These targets guide product development decisions and drive the consistent evolution of the nutritional profile across Barilla's portfolio towards recognised public health recommendations, while their performance is measured on the basis of total volumes of products sold to reflect the actual quantities consumed. Pasta Evangelists, Back to Nature and Pulmone (Asia) are excluded from the scope of the data reported. To align with the best scientific evidence, Barilla has defined measurable, volume based nutrition targets focused on the actual quantities of products sold. Within this framework, the company clarifies that there are no policy-related targets for this topic; instead, the focus is on concrete product level nutritional thresholds that apply across its portfolio. The scope of these targets concerns only Barilla's direct operations, without extending to the upstream or downstream value chain with a short-term horizon targeting 2030.

The specific – Absolute nutrition targets are as follows:



These nutrition targets are grounded in the latest dietary recommendations from major public health authorities and represent the maximum amount of energy and nutrients that a recommended the portion of product should not exceed, as part of a balanced diet, or the minimum amount of dietary component that a product should contain to deliver positive effects. Specifically, the targets for sugar and salt are expressed as 10% of WHO daily dietary reference values (DRV) per portion, while the target for energy is represented by a maximum threshold of 150 kcal per portion. For dietary components to be encouraged, such as fibre, the target is expressed as the minimum percentage of fibre that needs to be present in 100 g of product, in accordance with European Regulation (EU) No 1924/2006 for the "source of fibre" claim (3%). To evaluate the realistic impact on consumers' health, all nutrition targets are measured as the percentage of total volumes of products sold, representing the effective quantities of products consumed by people.

The process of defining and revising the targets involved international scientific experts, including researchers, regulatory experts, academics and nutritional associations. Consumers or their representatives were not directly involved in this process.

1 World Health Organization, 2015. Guideline: sugars intake for adults and children.
2 World Health Organization, 2012. Guideline: sodium intake for adults and children.
3 EFSA NDA Panel (EFSA Panel on Nutrition, Novel Foods and Food Allergens), Turck D, et al., 2019. Scientific Opinion on the dietary reference values for sodium. EFSA Journal 2019;17(9):5778,191 pp.
4 European Food Safety Authority (EFSA), 2019. Dietary Reference Values for the EU.
5 Regulation (EC) No 1924/2006 of the European Parliament and of the Council of 20 December 2006 on nutrition and health claims made on foods.
6 Italian Ministry of Health. Shared Objectives for Improving the Nutritional Characteristics of Food Products, with a Particular Focus on Children (3–12 Years). http://www.salute.gov.it/imgs/C_17_pubblicazioni_2426_ulterioriallegati_ulterioreallegato_0_alleg.pdf.

The results for the year, as shown in the following table, confirm that progress is in line with the targets set for 2030. In 2025, the improved precision of the internal tool enabled a more accurate calculation of the nutritional composition of our product portfolio. This enhanced methodology allows for more granular monitoring of progress, capturing changes in the recipes during the year and mapping in more precise way the single-portion products, against our nutrition targets. As a result, the 2024 figures have been recalculated and updated compared with those published in the previous year's report, reflecting the improved accuracy of the underlying data. Data verification is handled internally, with no external bodies involved.

PROGRESS ON NUTRITION TARGETS (% OF VOLUMES SOLD)[7]

	2025	2024	GOAL 2030
SUGARS ≤ 5 G/PORTION	89.3%	88.2%	90%
SALT ≤ 0.5 G/PORTION	90.1%	89.2%	90%
FIBRE ≥ 3%	89.7%	88.3%	95%
ENERGY ≤ 150 KCAL/PORTION (SINGLE-PORTION BAKERY PRODUCTS)	72%	70.9%	75%

7 Pasta Evangelists and Back to Nature were not considered in the data reported.

GOVERNANCE INFORMATION

ESRS G1 BUSINESS CONDUCT

RESPONSIBLE SUPPLY CHAIN

For the Barilla Group, *"The joy of food for a better life"* is the foundational principle guiding its global operations. Responsible business conduct is embedded in the Company's governance system and supports the development of a sustainable and ethical business model.

This chapter provides a comprehensive overview of Barilla's governance structure overseeing ESG matters and the policies, processes and controls that ensure ethical behavior, respect for human rights, supply chain due diligence and transparency in commercial relationships.

ESRS 2 GOV-1 G1 The role of the administrative, supervisory and management bodies

***DATA POINTS ESRS 2 GOV-1** • 5a • 5b*

Barilla Holding S.r.l. has adopted the "traditional" type of administration and control system, so the corporate governance structure is based on the following corporate bodies: the Board of Directors, the Board of Statutory Auditors and the entity appointed as the Statutory Auditor. At Group level, three committees with advisory functions have been set up to support the implementation of Group policies on specific matters and with specific oversight responsibilities relevant to business conduct matters (the Global Compliance and Audit Committee, the Strategy Committee and the Compensation and Talent Strategy Committee).

G1-1 Business conduct policies and corporate culture

***DATA POINTS G1-1** • 9 • 10a • 10c • 10c-i • 10c-ii • 10e • 10f • 10g • 10h • 11*
***DATA POINTS MDR-P** • 62 • 65a • 65b • 65c • 65d • 65e • 65f*
***DATA POINTS MDR-A** • 62 • 68a • 68b • 68c • 68d • 68e • 69a*
***DATA POINTS MDR-M** • 75 • 77a • 77b*
***DATA POINTS MDR-T** • 72 • 81a • 81b • 81b-i • 81b-ii*

Barilla adopts a structured system of business conduct policies and procedures to ensure regulatory compliance and to promote a corporate culture based also on the values and principles provided for by Barilla's Code of Ethics, which will be illustrated below.

The Company policies, defined by the relevant units, establish their objectives, areas of application and recipients, and are implemented by the heads of the competent organisational units, taking into account - where applicable - international standards and voluntary initiatives to which the Company adheres. Among the latter the United Nations Universal Declaration of Human Rights, the International Labour Organization (ILO) Conventions and Recommendations, the Earth Charter drafted by the Earth Council, and the principles of the United Nations Global Compact.

These policies and procedures are designed to provide guidance, design processes for daily business operations and address the main material impacts, risks and opportunities identified through Barilla's Double Materiality Assessment. Where applicable, they address ethical business conduct, human rights, labour conditions, corruption prevention and stakeholder trust across the value chain.

The Code of Ethics

The main tools to protect corporate integrity and underpin Barilla's reputation are represented by the Code of Ethics. Approved by the Board of Directors of the Parent Company, the Code represents the expression of the Company's founding values and enshrines principles that are binding to Barilla People and Group's external stakeholders. The Code of Ethics promotes – among others - ethical and sustainable business model, fair and transparent competition, respect towards human rights, natural resources and the wellbeing of communities, with particular attention to developing countries.

To make sure it is extensively disseminated throughout the organisation, the Code of Ethics is shared with each employee upon recruitment through an acknowledge receipt declaration, and it is the subject matter of training, communication and periodical awareness-raising activities.

More in details, within the Code of Ethics, several fundamental principles are explicitly addressed:

- **Conflict of Interest:** The covered topics also include the duty to avoid conflict of interest. To achieve this, every Barilla person is required to refrain from conduct that aims to provide for themselves or the company undue advantages or undue benefits of any sort.
- **Precautionary Principle:** The "Precautionary Principle" is a principle according to which, in case of doubt related to a product's or production procedure's safety towards the environment or human health, the burden of proof regarding the harmlessness of the above-mentioned product or procedures lies solely with the manufacturer.
- **Animal Welfare:** In Barilla's Code of Ethics the commitment to protecting animal welfare as an essential element of the responsible and sustainable supply chains is clearly established. The principles and operational measures related to animal welfare are further detailed in G1-2 (see section "G1-2: Management of relationships with suppliers"). A comprehensive description of the topic, including quantitative metrics, is provided in the Animal Welfare Appendix.

Barilla has complemented the Code of Ethics with the implementation of the Organisational, Management and Control Model adopted, by Italian entities of the Group when applicable, in accordance with Legislative Decree 231/2001, to further strengthen its compliance posture.

Responsibility for supervising the implementation of the Code and said Model is entrusted to internal committees, including the Group Compliance and Audit Committee and Supervisory Bodies of said Italian companies. These bodies monitor the effective application of the Code, manage reports of violations, if any, propose revisions to company policies to ensure alignment with Barilla's ethical principles and values, and report any violations by executives to the Board of Directors and to the Statutory Auditors should they occur. In addition, they inform competent functions in such occurrences in case there may be the need of adopting appropriate disciplinary measures.

Code of Business Conduct and Training Roll-Out

In 2025, to strengthen the Group's overall governance framework and contribute to preventing potential adverse events, Barilla launched the new Code of Business Conduct, which represents the operational implementation of the principles and values expressed in the Code of Ethics and it is based on Group's main policies and procedures. Both Codes are published on the intranet and will be the subject of mandatory training for all Barilla People in 2026. The aim is to ensure that such Codes are clearly understood, accessible and properly applied by all stakeholders.

Zero Tolerance Principle and Whistleblowing System

In line with the principle of Zero Tolerance, the Barilla Group is strongly committed to prevention and fight against all forms of illegality. Information about Barilla's zero tolerance stance is clearly set out in the Code of Ethics, where it is also stated that Barilla People and external stakeholder should refer to Barilla Whistleblowing System in case they became aware (or have a reasonable suspicious) of violation of said Code or the law.

To streamline the reporting process mentioned above, Barilla has implemented a Corporate Whistleblowing Policy at Group level, and several local policies, in line with Directive (EU) 2019/1937, explicitly committing to prevent any form of retaliation towards those who report (alleged) misconducts in good faith.

Barilla's whistleblowing system is compliant with Directive (EU) 2019/1937 and provided by a supplier certified according to the ISO/IEC 27001 standard. The system provides an online platform and multi language hotlines accessible via the company intranet and the institutional website, through which reports can be submitted, also anonymously, regarding (alleged) violations of the law, Code of Ethics or other internal rules. It also includes the possibility for a whistleblower to disclose their report during in-person meetings with the Global Compliance and Audit Committee or Local Whistleblowing Committees.

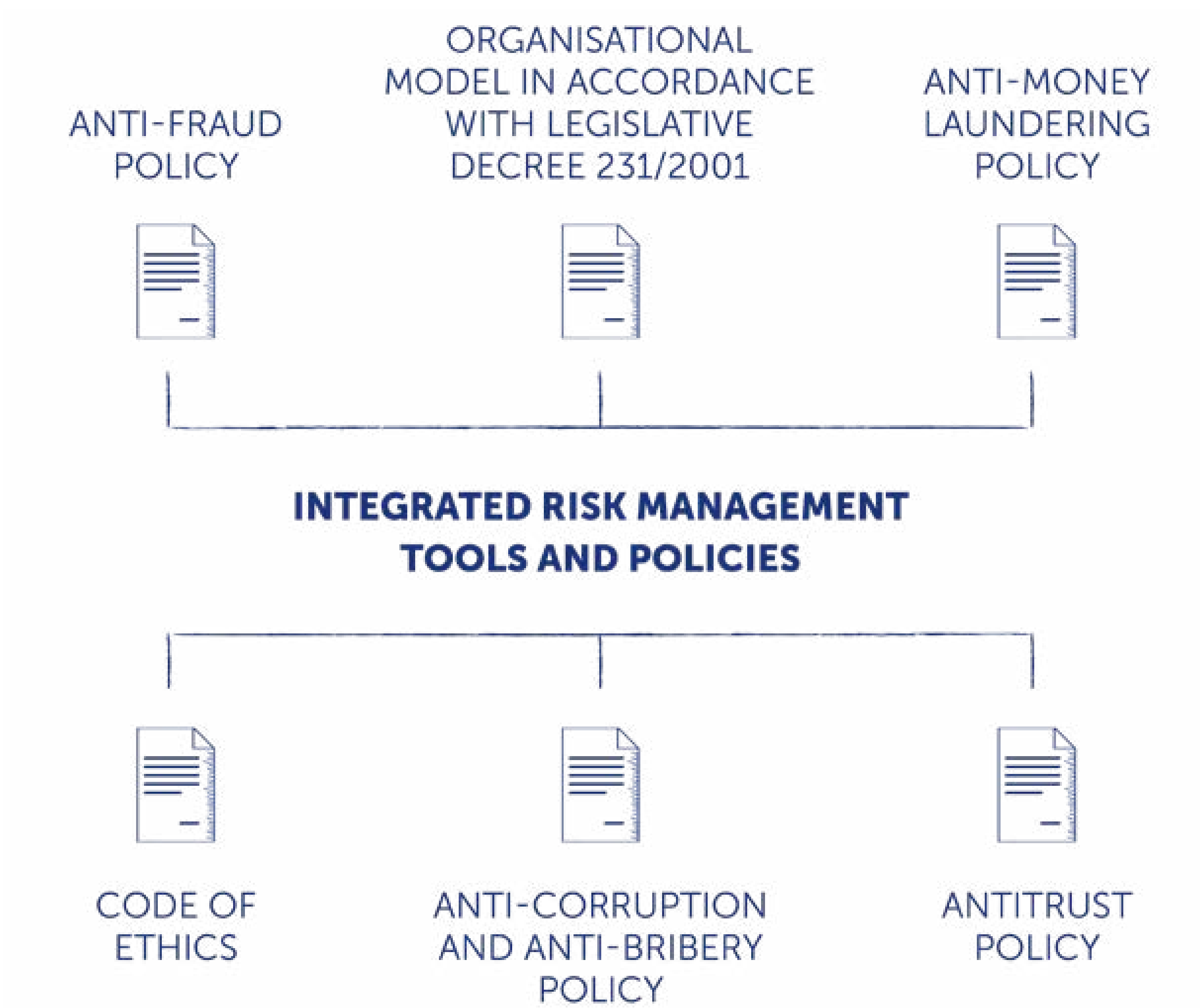
Reports are managed by cross-functional teams composed of representatives from Legal/Compliance, Internal Audit and Human Resources, who are trained on managing whistleblowing cases in compliance with applicable laws and data protection requirements. The report handling process ensures impartiality, timely management and protection against any form of retaliation towards whistleblowers. Where committee members are affected by, or informed about, the reported facts, they are required to recuse themselves to safeguard an unbiased evaluation of the matter under investigation.

Whistleblowing Committees acknowledge receipt of reports within one week from when the report is sent and close the investigation in three months.

Integrated risk management tools & policies

This commitment is embodied through a structured system of governance and risk management, based on the integrated tools and policies set out below.

These tools are adopted jointly by the CEO and the Group Internal Audit, testifying to the synergistic approach and the great attention paid to these issues within the Group. Together, these policies frame the Group's approach to integrity, transparency and responsible business practices. The Codes and related policies apply to all Barilla Group entities and, where relevant, are extended to upstream and downstream business relationships, including suppliers and commercial partners, with no material geographical exclusions unless explicitly stated in the relevant policy documents.



Antitrust policy

Barilla is committed to full compliance with competition law, in the belief that a market based on free competition fosters innovation, production efficiency and, ultimately, consumer welfare. The Group does not engage in abusive conduct aimed at strengthening its position to the detriment of competitors or consumers, nor does it participate in agreements that have as their object or effect – actual or potential – the limitation, distortion or restriction of competition. Barilla autonomously defines its own market strategies and competes fairly with other operators.

Any form of interaction with competitors, including participation in trade associations, takes place in full compliance with current regulations, avoiding any exchange of sensitive information.

As it operates with significant positions in certain markets, Barilla acknowledges its responsibility to adopt commercial practices that comply with the law, avoiding conduct that may hinder the proper functioning of the market. Barilla People are required to consistently and continuously apply company guidelines relating to topics such as resale price recommendations, multilingual packaging, exceptional orders and category management.

The exchange of information with competitors regarding sensitive aspects such as sales prices, discounts, promotions, margins, commercial strategies and development plans, as indicated in the company policies, is prohibited.

Anti-fraud policy

Barilla is committed to promoting a corporate culture based on ethics, integrity and transparency, strengthening internal awareness of the risks associated with fraudulent behaviour.

The Fraud Policy clearly defines the roles and responsibilities of the various corporate functions in the prevention, detection and management of any fraud incidents, helping to improve the effectiveness of the internal control system. In pursuing this goal, Barilla adopts a structured approach that integrates the assessment of fraud risks within the broader Enterprise Risk Management process. Targeted controls are implemented and proportionate to the level of risk detected, with the aim of preventing and mitigating possible fraudulent situations. Investigation activities in the event of suspected or confirmed episodes of fraud are entrusted to competent functions, which operate in compliance with specific guidelines adopted by the Company.

Barilla constantly promotes the updating and strengthening of the internal control system, as well as the increase of knowledge and awareness on the subject, in order to ensure responsible and transparent risk management.

Anti-money laundering policy

Barilla collaborates exclusively with partners who operate according to professional and ethical criteria. To ensure constant compliance with these principles, the Group carries out in-depth assessments at the outset of each business relationship and regularly over time.

To support this process, Barilla uses a list of Red Flags (alert indicators) that signal unusual transactions or transactions potentially attributable to money laundering activities. In selecting potential business partners, Barilla people are required to scrupulously follow company procedures, which include prior checks to ascertain the identity, nature and legitimacy of counterparties. To this end, relevant information is collected on the solidity and transparency of the activities carried out by suppliers and third-party partners, and data, addresses and payment methods are checked to verify their consistency and any involvement of third parties.

Particular attention is paid to the identification of high-risk transactions and the management of relationships with potentially critical counterparties. The use of cash is severely restricted and only allowed for minimal amounts. All steps, including agreements, notes and conclusions of due diligence activities, are carefully documented.

Anti-corruption and anti-bribery policy

The Anti-Corruption Policy defines clear and binding conduct for all Barilla People, with the aim of preventing any corrupt conduct. It applies to the entire organization and addresses negative impacts related to all forms of corruption. To support its application, a screening system has been integrated into the purchasing processes, to identify supplier potential involvement in corruption practices.

Monitoring and Auditing

Barilla has not set specific quantitative targets on corruption related indicators, given the numerous external factors that may influence such metrics beyond the Group's direct control.

Nevertheless, the Group remains firmly committed to mitigating the risk of corruption and internal reports related to unethical conduct and to continuously improving existing controls.

To assess the effectiveness of these actions and policies, Barilla monitors quantitative KPIs to ensure that it does not contribute negatively to its IROs, including:

- number of convictions for violations of anti corruption and anti bribery laws;
- amount of fines for violations of anti corruption and anti bribery laws;
- number of confirmed incidents of corruption or bribery.

The design and implementation of the related controls form part of the Group's broader compliance and internal control framework, with Internal Audit playing a key role in independently reviewing their effectiveness and proposing improvements over time.

For this voluntary reporting year, prepared in accordance with the ESRS structure, the Group involved its current statutory auditor to perform a review focused exclusively on the processes and compliance of qualitative disclosures. It should be noted that no verification of the underlying data or metrics was carried out.

G1-2
Management of relationships with suppliers

***DATA POINTS G1-2** • 14 • 15a • 15b*

Barilla considers essential to establish long lasting relationships with its suppliers, built on collaboration, transparency, and mutual satisfaction, while identifying and mitigating any form of violation of the principles that guide the company.

Barilla collaborates exclusively with partners who operate according to professional and ethical criteria. To ensure ongoing compliance with these principles, the Group performs in-depth assessments at the outset of each business relationship and over time, based on a third-party risk assessment. New suppliers are screened according to this procedure, in line with their risk profile, before being approved.
In line with its commitment to responsible business conduct across the value chain, Barilla applies specific animal welfare principles within supply chains involving raw materials of animal origin. To this end, the Group has developed dedicated Animal Welfare Guidelines in collaboration with the international organisation Compassion in World Farming (CIWF), defining the principles for the ethical management of animals in supply chains, in line with internationally recognised standards such as the Five Animal Freedoms.

These principles are integrated into supplier selection and procurement processes, with particular focus on egg, meat, fish and fresh milk supply chains. Compliance with animal welfare standards is embedded in supply contracts and verified through regular audits.

Where non compliance is identified, remediation plans proportionate to the severity of the findings are defined and implemented. In addition, Barilla does not use, commission or finance animal testing to assess the safety or quality of its products or raw materials, either directly or through third parties.
Barilla operates along its supply chains and its own operations with the aim of implementing an adequate level of due diligence, while at the same time meeting the requirements of regulations such as the CSRD, CSDDD, and EUDR. In line with the principles enshrined in the Group's Code of Ethics, Barilla ensures respect for freedom of association, the right to collective bargaining and the absolute prohibition of forced and child labour, including indirect labour. For this reason, in 2025 the company launched a new risk assessment and mitigation process, selecting two platforms (Sedex and Ecovadis) for risk identification, audit tracking, and any corrective actions when situations of environmental or human related risk are detected.

These platforms will enable a collaborative pathway with suppliers, with the intention not to exclude them but to mitigate risks through a shared approach. Compliance is integrated into supply contracts and verified through regular monitoring activities focused on the early identification of risks, the evaluation of supplier practices, and the implementation of targeted audits and corrective actions addressing environmental, social, biodiversity and animal-welfare risks.

For critical raw material supply chain, over the years, Barilla Group has taken specific measures:
- cocoa suppliers are members of the World Cocoa Foundation and in 2025 Rainforest Alliance certification was obtained for all Pan di Stelle brand plants. A cocoa share of 17.1% was certified according to Rainforest Alliance standards;
- cane sugar suppliers are subject to verification that they hold a specific certification covering aspects of child and forced labour;
- uppliers 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.

Among these renewed collaboration and due diligence activities with suppliers are the procurement of direct materials, such as raw materials and packaging materials, as well as services such as logistics and transport areas where the progressive decarbonization of operations plays a decisive role in reducing

greenhouse gas emissions throughout the supply chain. When it comes to agriculture, the commitment has been substantiated in the creation of a Sustainable Agriculture Code (SAC), which regulates the principles and approach to be followed.
This commitment translates not only into the production and distribution of quality products but also into the promotion of conscious eating habits, with constant attention to environmental and social impact.

This document represents the theoretical foundation of responsible sourcing policies and collates the five guiding principles that guide every action of the Company in its relations with the players in the agricultural supply chain:

1. pursue Efficiency and Competitiveness of the Production System;
2. business Integrity & application of Barilla Ethical code;
3. strive for quality and food safety;
4. reduce the impact on the Environment;
5. believe in listening and collaboration for continuous improvement;

The concrete application of SAC takes place through the Barilla Sustainable Farming (BSF) programme, launched in 2010, as operational tool to develop more resilient agricultural systems, with the ability to adapt to changing climatic conditions, improve environmental and economic performance and guarantee the quality and safety of production. Within this framework, three complementary components play a key role: varietal development, the installation of decision support systems in the field for farmers, and the dissemination of specific cultivation guidelines.

A detailed description of Barilla Sustainable Farming (BSF) programme is provided in chapter E1. Moreover, Barilla encourages suppliers to use animal welfare indicators to monitor the state of animal welfare to identify areas for improvement and develop action plans. The Group has also implemented a payment monitoring system based on clear and measurable criteria, with the aim of ensuring timely control of payment performance and protecting suppliers, including small and medium-sized enterprises (SMEs), by promoting punctual payments.

G1-3
Prevention and detection of corruption and bribery

DATA POINTS G1-3 *• 18a • 18b • 18c • 20 • 21a • 21b • 21c • AR7*

Barilla's approach to preventing and detecting corruption and bribery is anchored in the Code of Ethics, the Anti-Corruption Policy and the Whistleblowing Policies. These policies and procedures are disseminated to all Barilla People and the anti-bribery provisions apply to all internal and external stakeholders.
The Whistleblowing Policies set out the processes for identifying, reporting and investigating concerns about unlawful behavior or conduct that is inconsistent with the Code of Ethics and the Code of Business Conduct. Reports of potential violations are handled by whistleblowing committees composed of representatives from independent functions.

In addition, external members sit on the Global Compliance and Audit Committee and on the Boards of Statutory Auditors, providing further independence and oversight. Where there is a potential conflict of interest for a member of a whistleblowing committee (for example, if they are directly involved in the facts under investigation), that member is required to recuse themselves from the case in order to safeguard impartiality. The results of investigations are communicated to the Global Compliance and Audit Committee, ensuring transparency, objectivity and traceability throughout the process.

In 2026, Barilla will deliver dedicated training on the Code of Ethics and the Code of Business Conduct, including specific content on anti-corruption, for all employees worldwide.
Attendance rates for compliance training are monitored by the Compliance and HR functions and shared with senior management and the Global Compliance and Audit Committee. In addition, 100% of functions identified as at-risk are covered by targeted training programmes.

G1-4
Incidents of corruption or bribery

DATA POINTS G1-4 *• 24a • 25a • 25b • 25c • 25d*

During the reporting period, no cases of corruption or bribery were reported or confirmed, and Barilla did not receive convictions or financial sanctions for violations of anti-corruption or anti-bribery regulations. While no events related to corruption occurred in the period under review, Barilla will nonetheless proceed with the planned global training on the Code of Ethics and the Code of Business Conduct in 2026, which will also cover anti-corruption, to further strengthen prevention and awareness.

G1-6
Payment practices

DATA POINTS G1-6 *• 33a • 33b • 33c • 33d*

The Barilla Group defines payment terms during the contract negotiation phase, with standard timescales typically ranging between 30 and 60 days. In some countries, in the absence of specific regulatory constraints, longer terms of up to 90 or 120 days may be agreed if mutually accepted by the parties. In 2025, the average payment time for the Barilla Group was 55 days.

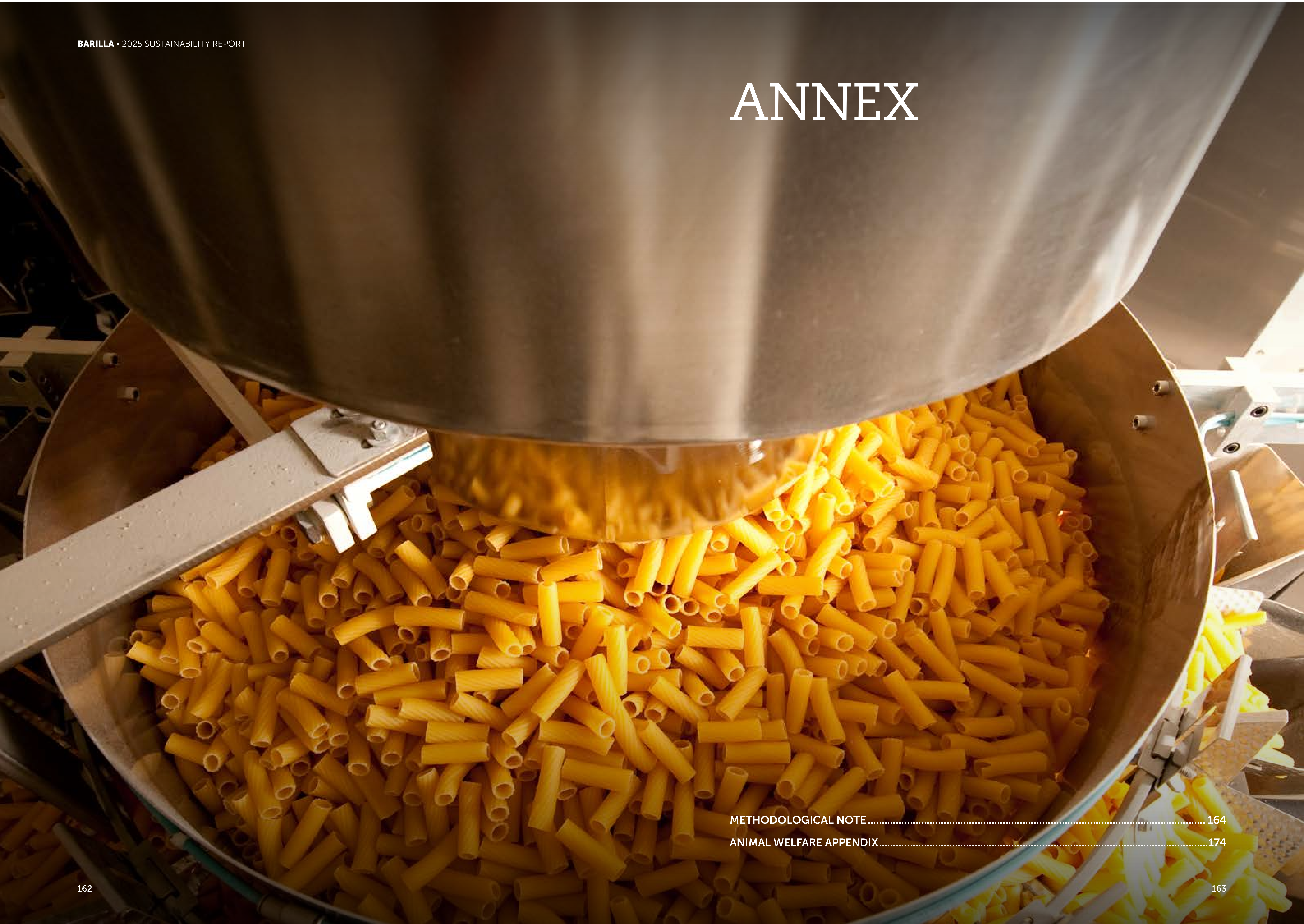
The Group has implemented a payment monitoring system based on clear and measurable criteria, ensuring comprehensive oversight of payment performance and supporting timely payments to suppliers, including SMEs.

During the reporting period, a total of 283,055 payments were processed, of which 242,270 were aligned with standard payment terms, corresponding to 86%. Throughout the reporting period, there were no legal actions initiated and no pending litigation related to payment delays (0 cases).

The average time taken by the Group to pay an invoice is calculated as the difference between the Document Date (invoice issue date) and the Closing Date (payment date). The analysis covers all entities managed via the SAP system and includes all invoices actually paid during 2025, regardless of the issue date, while invoices relating to trade promotions (Trade Promo Invoices) are excluded from the scope of the analysis.

The following Group legal entities are excluded, as they are not managed through the SAP system:

- Barilla GIDA A.S. (Türkiye)
- Barilla Mexico S.A. de C.V. (Mexico)
- Pasta Evangelists Ltd
- Barilla do Brazil Ltda (Brazil)
- Barilla Australia Pty Limited (Australia)
- 3D Food S.r.l.
- Barilla (Shanghai) Trading Company Limited
- Barilla Middle East FZE
- Barilla Japan K.K.



ANNEX

METHODOLOGICAL NOTE

ESRS 2 BP-1
General basis for preparation of sustainability statement

DATA POINTS ESRS 2 BP-1 • 5a • 5b-i • 5b-ii • 5c • 5d • 5e • 22b

The Sustainability Report has been prepared on a consolidated basis and, accordingly, the scope of the Sustainability Report coincides with that of the Consolidated Financial Statements of the Barilla Group and includes the data of the parent company, Barilla Holding S.r.l., and its subsidiaries, consolidated on a line-by-line basis; the reporting is in compliance with the obligation prescribed in Article 48i of Directive 2013/34/EU.

In line with this consolidation approach, all subsidiary undertakings included in Barilla's consolidation are subject to consolidated sustainability reporting and no exemptions from sustainability reporting have been applied for any subsidiaries.

In this context, the assessment of impacts, risks and opportunities was conducted in consideration of the activities of the upstream and downstream value chain; the assessment considers the full perimeter of the Group both on a geography and subsidiaries basis, and the analysis has been conducted considering up to Tier 2 level both upstream and downstream value chain (considering producers of raw materials and final consumers).

For the reporting year, the option to omit a specific piece of information corresponding to intellectual property, know-how or the results of innovation has been used: some omissions will be reported due to confidentiality and sensitivity of the required data (pay gap – remuneration).

The option allowed by the Member State to omit disclosure of impending developments or matters in the course of negotiation has not been used.

As regards numerical presentation, unless otherwise specified, figures in this Sustainability Statement are rounded to the nearest whole unit, while maintaining at least two significant figures. Percentages are generally presented with one decimal place.

ESRS 2 BP-2
Disclosures in relation to specific circumstances

DATA POINTS ESRS 2 BP-1 • 5a • 5b-i • 5b-ii • 5c • 5d • 5e • 22b

The undertaking provides disclosures in relation to specific circumstances to enable an understanding of the effect of these circumstances on the preparation of the Sustainability Statement, as set out below.

Time Horizon

The medium and long term timescales defined by Barilla, considered in the assessment of impacts, risks and opportunities, coincide with those adopted as part of the Group's strategic planning, as follows: Short term: ≤ 1 year; Medium term: 2–5 years; Long term: > 5 years.

Value Chain Estimation

To ensure an accurate representation of performance, preference was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators; nevertheless, when direct data is not available or fully reliable, Barilla uses data from reliable indirect sources and methodologies. For example, in the quantitative reporting of Scope 3 greenhouse gas emissions, Barilla follows the GHG Protocol to ensure an adequate level of accuracy of the information disclosed, and specific estimates will be disclosed in the relevant sections, if available.

In addition, the assessment of impacts, risks and opportunities was conducted in consideration of the activities of the upstream and downstream value chain and, since this analysis represents an initial exercise in the application of the new legislation, the assessments were mainly qualitative on the basis of sectoral public references, where available, or internal analysis and knowledge, mainly in consideration of the parties with which the Group has business relationships.

Building on this approach, Barilla is investing in advanced monitoring systems and collaborating with suppliers to improve data quality and reduce uncertainties related to future estimates; to improve data governance, Barilla developed a comprehensive platform for ESRS data collection, is engaging suppliers through a collaboration portal to collect direct data, and is cooperating with an external partner to design a public data collection platform that may be used by many suppliers regardless of their dimension.

Sources of estimation and outcome uncertainty

In case of uncertainty or use of estimation to calculate KPI, Barilla will disclose the assumptions and communicate the level of uncertainty.

Changes in preparation or presentation of sustainability information

With regard to changes in the preparation and presentation of sustainability information, any specific disclosure will be communicated in connection with the relevant identified KPI. In addition, where changes have occurred, these have been highlighted in the relevant chapters.

Reporting errors in prior periods

No material prior period errors have been identified.

Disclosures stemming from other legislation or generally accepted sustainability reporting pronouncements

No other legislation or sustainability reporting is included in this report; therefore, no additional references to paragraphs of other standards or frameworks applied are provided.

ESRS 2 IRO-2
Disclosure requirements in ESRS covered by the undertaking's sustainability statement

DATA POINTS ESRS 2 IRO-2 • *56* • *57* • *58* • *59*

The Double Materiality Analysis determined as material the following topics:

- E1 - Climate change
- E3 - Water and marine resources
- E5 - Resource use and circular economy
- S1 - Own workforce
- S4 - Consumers and end-users
- G1 - Business conduct

To see the process through which these and relative impacts, risks and opportunities have been defined see section "IRO-1: Description of the process to identify and assess material impacts, risks and opportunities".

Find in Annex the content index of all Disclosure Requirements included in the Sustainability Report.

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS 2 - GENERAL INFORMATION		
BP-1 - GENERAL BASIS FOR PREPARATION OF SUSTAINABILITY STATEMENTS		ESRS 2 ANNEX
BP-2 - DISCLOSURES IN RELATION TO SPECIFIC CIRCUMSTANCES		ESRS 2 ANNEX
GOV-1 - THE ROLE OF THE ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES	(1), (3)	ESRS 2 GENERAL DISCLOSURES
GOV-2 - INFORMATION PROVIDED TO AND SUSTAINABILITY MATTERS ADDRESSED BY THE UNDERTAKING'S ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES		ESRS 2 GENERAL DISCLOSURES
GOV-3 - INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES		ESRS 2 GENERAL DISCLOSURES
GOV-4 - STATEMENT ON DUE DILIGENCE	(1)	ESRS 2 GENERAL DISCLOSURES
GOV-5 - RISK MANAGEMENT AND INTERNAL CONTROLS OVER SUSTAINABILITY REPORTING		ESRS 2 GENERAL DISCLOSURES
SBM-1 - STRATEGY, BUSINESS MODEL AND VALUE CHAIN	(1), (2), (3)	ESRS 2 GENERAL DISCLOSURES
SBM-2 - INTERESTS AND VIEWS OF STAKEHOLDERS		ESRS 2 GENERAL DISCLOSURES
SBM-3 - MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL		ESRS 2 GENERAL DISCLOSURES
IRO-1 - DESCRIPTION OF THE PROCESS TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS AND OPPORTUNITIES		ESRS 2 GENERAL DISCLOSURES
IRO-2 - DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE UNDERTAKING'S SUSTAINABILITY STATEMENT		ESRS 2 ANNEX

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS E1 - CLIMATE CHANGE		
ESRS 2 GOV-3 E1 – INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES		ESRS E1 CLIMATE CHANGE
E1-1 – TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION	(2), (3), (4)	ESRS E1 CLIMATE CHANGE
ESRS 2 SBM-3 E1 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL		ESRS E1 CLIMATE CHANGE
ESRS 2 IRO-1 E1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL CLIMATE-RELATED IMPACTS, RISKS AND OPPORTUNITIES		ESRS E1 CLIMATE CHANGE
MDR-P – POLICIES ADOPTED TO MANAGE MATERIAL SUSTAINABILITY MATTERS		ESRS E1 CLIMATE CHANGE
E1-2 – POLICIES RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION		ESRS E1 CLIMATE CHANGE
MDR-A – ACTIONS AND RESOURCES IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS E1 CLIMATE CHANGE
E1-3 – ACTIONS AND RESOURCES IN RELATION TO CLIMATE CHANGE POLICIES		ESRS E1 CLIMATE CHANGE
MDR-T – TRACKING EFFECTIVENESS OF POLICIES AND ACTIONS THROUGH TARGETS		ESRS E1 CLIMATE CHANGE
E1-4 – TARGETS RELATED TO CLIMATE CHANGE MITIGATION AND ADAPTATION	(1), (2), (3)	ESRS E1 CLIMATE CHANGE
MDR-M – METRICS IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS E1 CLIMATE CHANGE
E1-5 – ENERGY CONSUMPTION AND MIX	(1)	ESRS E1 CLIMATE CHANGE
E1-6 – GROSS SCOPES 1, 2, 3 AND TOTAL GHG EMISSIONS	(1), (2), (3)	ESRS E1 CLIMATE CHANGE
E1-7 – GHG REMOVALS AND GHG MITIGATION PROJECTS FINANCED THROUGH CARBON CREDITS	(4)	ESRS E1 CLIMATE CHANGE
E1-8 – INTERNAL CARBON PRICING		ESRS E1 CLIMATE CHANGE
E1-9 – ANTICIPATED FINANCIAL EFFECTS FROM MATERIAL PHYSICAL AND TRANSITION RISKS AND POTENTIAL CLIMATE-RELATED OPPORTUNITIES	(2), (3)	ESRS E1 CLIMATE CHANGE

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS E3 - WATER AND MARINE RESOURCES		
ESRS 2 IRO-1 E3 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL WATER AND MARINE RESOURCES-RELATED IMPACTS, RISKS AND OPPORTUNITIES		ESRS E3 WATER AND MARINE RESOURCES
MDR-P – POLICIES ADOPTED TO MANAGE MATERIAL SUSTAINABILITY MATTERS		ESRS E3 WATER AND MARINE RESOURCES
E3-1 – POLICIES RELATED TO WATER AND MARINE RESOURCES	(1)	ESRS E3 WATER AND MARINE RESOURCES
MDR-A – ACTIONS AND RESOURCES IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS E3 WATER AND MARINE RESOURCES
E3-2 – ACTIONS AND RESOURCES RELATED TO WATER AND MARINE RESOURCES		ESRS E3 WATER AND MARINE RESOURCES
MDR-T – TRACKING EFFECTIVENESS OF POLICIES AND ACTIONS THROUGH TARGETS		ESRS E3 WATER AND MARINE RESOURCES
E3-3 – TARGETS RELATED TO WATER AND MARINE RESOURCES		ESRS E3 WATER AND MARINE RESOURCES
MDR-M – METRICS IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS E3 WATER AND MARINE RESOURCES
E3-4 – WATER CONSUMPTION	(1)	ESRS E3 WATER AND MARINE RESOURCES
E3-5 – ANTICIPATED FINANCIAL EFFECTS FROM WATER AND MARINE RESOURCES-RELATED IMPACTS, RISKS AND OPPORTUNITIES		ESRS E3 WATER AND MARINE RESOURCES

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS E5 - USE OF RESOURCES AND CIRCULAR ECONOMY		
ESRS 2 IRO-1 E5 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL RESOURCE USE AND CIRCULAR ECONOMY-RELATED IMPACTS, RISKS AND OPPORTUNITIES		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
MDR-P – POLICIES ADOPTED TO MANAGE MATERIAL SUSTAINABILITY MATTERS		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
E5-1 – POLICIES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
MDR-A – ACTIONS AND RESOURCES IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
E5-2 – ACTIONS AND RESOURCES RELATED TO RESOURCE USE AND CIRCULAR ECONOMY		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
MDR-T – TRACKING EFFECTIVENESS OF POLICIES AND ACTIONS THROUGH TARGETS		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
E5-3 – TARGETS RELATED TO RESOURCE USE AND CIRCULAR ECONOMY		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
MDR-M – METRICS IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
E5-4 – RESOURCE INFLOWS		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
E5-5 – RESOURCE OUTFLOWS	(1)	ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
E5-6 – ANTICIPATED FINANCIAL EFFECTS FROM RESOURCE USE AND CIRCULAR ECONOMY-RELATED IMPACTS, RISKS AND OPPORTUNITIES		ESRS E5 USE OF RESOURCES AND CIRCULAR ECONOMY
ESRS S1 - OWN WORKFORCE		
ESRS 2 SBM-2 S1 – INTERESTS AND VIEWS OF STAKEHOLDERS		ESRS S1 OWN WORKFORCE
ESRS 2 SBM-3 S1 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL	(1)	ESRS S1 OWN WORKFORCE
MDR-P – POLICIES ADOPTED TO MANAGE MATERIAL SUSTAINABILITY MATTERS		ESRS S1 OWN WORKFORCE
S1-1 – POLICIES RELATED TO OWN WORKFORCE	(1), (3)	ESRS S1 OWN WORKFORCE
S1-2 – PROCESSES FOR ENGAGING WITH OWN WORKFORCE AND WORKERS' REPRESENTATIVES ABOUT IMPACTS		ESRS S1 OWN WORKFORCE

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS S1 - OWN WORKFORCE		
S1-3 – PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR OWN WORKFORCE TO RAISE CONCERNS	(1)	ESRS S1 OWN WORKFORCE
MDR-A – ACTIONS AND RESOURCES IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS S1 OWN WORKFORCE
S1-4 – TAKING ACTION ON MATERIAL IMPACTS ON OWN WORKFORCE, AND APPROACHES TO MANAGING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO OWN WORKFORCE, AND EFFECTIVENESS OF THOSE ACTIONS		ESRS S1 OWN WORKFORCE
MDR-T – TRACKING EFFECTIVENESS OF POLICIES AND ACTIONS THROUGH TARGETS		ESRS S1 OWN WORKFORCE
S1-5 – TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES		ESRS S1 OWN WORKFORCE
MDR-M – METRICS IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS S1 OWN WORKFORCE
S1-6 – CHARACTERISTICS OF THE UNDERTAKING'S EMPLOYEES		ESRS S1 OWN WORKFORCE
S1-7 – CHARACTERISTICS OF NON-EMPLOYEES IN THE UNDERTAKING'S OWN WORKFORCE		ESRS S1 OWN WORKFORCE
S1-8 – COLLECTIVE BARGAINING COVERAGE AND SOCIAL DIALOGUE		ESRS S1 OWN WORKFORCE
S1-9 – DIVERSITY METRICS		ESRS S1 OWN WORKFORCE
S1-10 – ADEQUATE WAGES		ESRS S1 OWN WORKFORCE
S1-11 – SOCIAL PROTECTION		ESRS S1 OWN WORKFORCE
S1-12– PERSONS WITH DISABILITIES		ESRS S1 OWN WORKFORCE
S1-13 – TRAINING AND SKILLS DEVELOPMENT METRICS		ESRS S1 OWN WORKFORCE
S1-14 – HEALTH AND SAFETY METRICS	(1), (3)	ESRS S1 OWN WORKFORCE
S1-15 – WORK-LIFE BALANCE METRICS		ESRS S1 OWN WORKFORCE
S1-16 – REMUNERATION METRICS (PAY GAP AND TOTAL REMUNERATION)		ESRS S1 OWN WORKFORCE
S1-17 – INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS	(1), (3)	ESRS S1 OWN WORKFORCE

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS S4 - CONSUMERS AND END-USERS		
ESRS 2 SBM-2 S4 – INTERESTS AND VIEWS OF STAKEHOLDERS		ESRS S4 CONSUMERS AND END-USERS
ESRS 2 SBM-3 S4 – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES AND THEIR INTERACTION WITH STRATEGY AND BUSINESS MODEL		ESRS S4 CONSUMERS AND END-USERS
MDR-P – POLICIES ADOPTED TO MANAGE MATERIAL SUSTAINABILITY MATTERS		ESRS S4 CONSUMERS AND END-USERS
S4-1 – POLICIES RELATED TO CONSUMERS AND END-USERS	(1), (3)	ESRS S4 CONSUMERS AND END-USERS
S4-2 – PROCESSES FOR ENGAGING WITH CONSUMERS AND END-USERS ABOUT IMPACTS		ESRS S4 CONSUMERS AND END-USERS
S4-3 – PROCESSES TO REMEDIATE NEGATIVE IMPACTS AND CHANNELS FOR CONSUMERS AND END-USERS TO RAISE CONCERNS		ESRS S4 CONSUMERS AND END-USERS
MDR-A – ACTIONS AND RESOURCES IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS S4 CONSUMERS AND END-USERS
S4-4 – TAKING ACTION ON MATERIAL IMPACTS ON CONSUMERS AND END-USERS, AND APPROACHES TO MANAGING MATERIAL RISKS AND PURSUING MATERIAL OPPORTUNITIES RELATED TO CONSUMERS AND END-USERS, AND EFFECTIVENESS OF THOSE ACTIONS	(1)	ESRS S4 CONSUMERS AND END-USERS
MDR-T – TRACKING EFFECTIVENESS OF POLICIES AND ACTIONS THROUGH TARGETS		ESRS S4 CONSUMERS AND END-USERS
S4-5 – TARGETS RELATED TO MANAGING MATERIAL NEGATIVE IMPACTS, ADVANCING POSITIVE IMPACTS, AND MANAGING MATERIAL RISKS AND OPPORTUNITIES		ESRS S4 CONSUMERS AND END-USERS

REPORTING OBLIGATIONS	REGULATORY REFERENCES: (1) SFDR (2) THIRD PILLAR (3) BENCHMARK REGULATION REFERENCE (4) EU CLIMATE REGULATION	SUSTAINABILITY REPORTING SECTION
ESRS G1 - BUSINESS CONDUCT		
ESRS 2 GOV-1 G1– THE ROLE OF THE ADMINISTRATIVE, SUPERVISORY AND MANAGEMENT BODIES		ESRS G1 BUSINESS CONDUCT
ESRS 2 IRO-1 G1 – DESCRIPTION OF THE PROCESSES TO IDENTIFY AND ASSESS MATERIAL IMPACTS, RISKS AND OPPORTUNITIES		ESRS G1 BUSINESS CONDUCT
MDR-P – POLICIES ADOPTED TO MANAGE MATERIAL SUSTAINABILITY MATTERS		ESRS G1 BUSINESS CONDUCT
G1-1– BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE	(1)	ESRS G1 BUSINESS CONDUCT
G1-2 – MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS		ESRS G1 BUSINESS CONDUCT
G1-3 – PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY		ESRS G1 BUSINESS CONDUCT
G1-4 – INCIDENTS OF CORRUPTION OR BRIBERY	(1), (3)	ESRS G1 BUSINESS CONDUCT
G1-5 – POLITICAL INFLUENCE AND LOBBYING ACTIVITIES		ESRS G1 BUSINESS CONDUCT
G1-6 – PAYMENT PRACTICES		ESRS G1 BUSINESS CONDUCT
MDR-A – ACTIONS AND RESOURCES IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS G1 BUSINESS CONDUCT
MDR-M – METRICS IN RELATION TO MATERIAL SUSTAINABILITY MATTERS		ESRS G1 BUSINESS CONDUCT
MDR-T – TRACKING EFFECTIVENESS OF POLICIES AND ACTIONS THROUGH TARGETS		ESRS G1 BUSINESS CONDUCT

ANIMAL WELFARE APPENDIX

Barilla animal welfare guidelines

In line with its commitment to caring for people and the planet, Barilla acknowledges animal welfare as an essential element for the construction of responsible and sustainable supply chains. For years, the Group has therefore been committed to introducing higher standards in the field of animal welfare, starting from the most impactful supply chains.
To support this commitment, Barilla – in conjunction with the international organisation Compassion in World Farming (CIWF) – has developed the Barilla Guidelines on Animal Welfare, a benchmark document that establishes the fundamental principles for the ethical management of animals in supply chains.

The guidelines are based on respect for the internationally recognised Five Animal Freedoms, which ensure the physical and mental wellbeing of animals and their ability to express species-specific behaviours:

- freedom from hunger and thirst;
- freedom to have a suitable physical environment;
- freedom from pain, injury and disease;
- freedom to manifest natural species-specific behaviours;
- freedom from fear and discomfort.

Barilla applies stringent criteria for the procurement of raw materials of animal origin, with particular attention to the egg, meat, fish and fresh milk supply chains.

Compliance with animal welfare standards is integrated into supply contracts and verified through regular audits. In the event of non-compliance, remedial plans proportional to the seriousness of the situations encountered are drawn up. 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 ESG Board. In addition, Barilla does not use, commission or finance animal testing to assess the safety or quality of its products or raw materials, either directly or through third parties.

The company promotes the use of alternative methods and collaborates with institutions, the scientific community and NGOs to support research and the dissemination of techniques that do not involve animal testing.

Any new scientific evidence on the subject is shared with transparency and made available to the supply chain. Finally, Barilla collaborates with CIWF in the Global Supply Quality Management and Purchasing areas, to consolidate the culture of animal welfare throughout the supply chain. Specific projects are also active with meat and egg suppliers, aimed at promoting breeding in enriched environments, which encourage the expression of the animals' natural behaviours.

Barilla encourages suppliers to use animal welfare indicators to monitor the state of animal welfare to identify areas for improvement and develop action plans.

Actions implemented and results on animal welfare[1,2]

Eggs & egg products

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 cage-free. 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 2025, Barilla reconfirmed its commitment to exclude the use of combined aviaries in all global supply chains.

Pork & beef

Pork and beef are essential ingredients for Barilla's ready-made ragù and stuffed pasta produced in Italy. Since 2014, Barilla has developed, in conjunction with its meat suppliers, its Animal Welfare Guidelines. In 2025, the Guidelines covered 100% of the supply of pork and beef used for sauces and filled pasta produced in Italy and 100 98% 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 strives towards 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. In 2025, 1,690 tons of pork were purchased, with 100% of it was produced in line with the SAC (1,690 t); in the same year 573 tons of beef were purchased, of which 100% was pro-duced in line with the SAC (573 t).

Chicken meat

Barilla uses a very limited amount of chicken meat for the production of some products for the Chinese market produced at a copacker facility. A project is underway with the aim of implementing the criteria of the European Chicken Commitment[3]. The timeline for implementing the criteria will be defined by the end of 2026. In 2025, 5 tons of chicken were purchased.

Milk 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 purchases in line with the principles on animal welfare policy and to preferring local suppliers.

For many Barilla products, fresh milk, yogurt and fresh cream areessential ingredients and the Group has always favoured purchasing from local, traceable and controlled supply chains.

Barilla conducts regular assessments on animal welfare for cattle farming (beef and dairy) together with its main supplier of fresh milk.

In 2025, these assessments were conducted 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.

In 2025, 100% of the fresh milk, yogurt and fresh creamis purchased locally where is used in Italy and Germany5,464 tons were purchased, with 91% of it in line with the SAC (4,989 t).

Finally, 21 tons of caught fish were used at a copacker facility, all in line with the SAC, MSC certified.

1 All the data included take into account the volumes purchased by copackers.
2 Attached to this document is the details of the origin of the raw materials of animal origin that Barilla purchased during 2024.
3 The European Chicken Commitment, also known as the Better Chicken Commitment, provides for the introduction by signatory companies of a series of animal welfare requirements in their poultry supply chains. See https://welfarecommitments.com/.

Results on animal welfare

Investigation on BBFAW Barilla conducts regular analyses 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)[4]. These analyses form the basis for the development of projects to enhance animal husbandry practices, in synergy with the farmers. In 2025, Barilla carried out its annual survey involving Italian meat suppliers, from which 98% 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:

Italian pork

- 18% of sows in the supply chain are free of gestation cages; 46% of sows use gestation cages for the first four weeks; then all animals are transferred to collective pens for the remaining period;
- 14% of sows in the supply chain are free of farrowing cages;
- 60% of reared animals are not subject to tail docking and 100% have access to straw throughout the production cycle;
- 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 stunning is 99% effective and carried out by electronarcosis; the remaining 1% are stunned again with 100% effectiveness.

Italian beef

- 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. 1% of the animals for which the first stunning was ineffective (December 2024) 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 2023;
- 39% of cattle are reared with straw bedding in pens; no animals are lame;
- 100% of cattle reared globally are raised untethered in collective pens;
- 100% of cattle are exempt from breeding with feedlot[5] type and Confined Animal Feeding Operations (CAFO) systems.

4 The Animal Welfare Standards (BBFAW) benchmark analysis evaluates leading food companies based on their animal welfare policies, practices and achievements , based on publicly available information. BBFAW provides an annual analysis of how leading companies manage and document their animal welfare strategy. It offers a tool to reward the commitment of companies that make animal welfare a strategic objective and communicate progressive improvements. See https://www.bbfaw.com/.
5 Intensive breeding for beef cattle.

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

Italian fresh milk, yogurt and fresh cream

- 100% of fresh milk, yogurt and fresh cream purchased globally is sourced locally in Italy (95%) for Italian operations and in Germany (5%) for German operations;
- 0% do not have their horns removed after they have sprouted;
- 91% of dairy cows in the supply chain are kept untethered in open pens;
- for the supply chain, 91% of calves are raised in groups from two weeks of age;
- for the supply chain, 62% of lactating cows are provided with brushes to enhance their environment.

Eggs

- 100% of laying hen farms do not use cages or combination systems, according to specifications defined and agreed with CIWF.

Animal welfare appendix

Animal welfare and responsible sourcing of raw materials of animal origin

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 animals' wellbeing and comfort.
- 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.

BARILLA GROUP ANIMAL WELFARE REQUIREMENTS

	CATTLE[6]	SWINE[7]	POULTRY	CAUGHT FISH	FRESH MILK	BUTTER AND DAIRY PRODUCTS	EGGS AND EGG PRODUCTS[8]	TOTAL CATEGORIES
SPECIES-SPECIFIC ENRICHMENT FOR ALL SPECIES	39%	100%	0%	0%	62%	4%	88%	58%
NO SWINE TAIL DOCKING	NA	60%	NA	NA	NA	NA	NA	60%
EXEMPTION FOR REMOVAL OF SKETCHES/ DEHORNING	100%	NA	NA	NA	0%	3%	NA	5%
THIRD-PARTY CERTIFICATION, INCLUDING ANIMAL WELFARE STANDARDS	100%	89%	0%	100%	87%	23%	100%	74%
TRANSPORT FOR LESS THAN 8 HOURS	100%	100%	0%	NA	91%	19%	88%[9]	68%
STUNNING	100%	100%	0%	NA	87%	7%	100%	70%
NEED FOR SECOND STUNNING FOLLOWING FIRST	1%	1%	NA	NA	0%	NA	NA	0,3%
CATTLE REARED IN GROUPS	100%	NA	NA	NA	91%	0%	NA	33%
CATTLE EXEMPT FROM TYING TO POSTS	NA	NA	NA	NA	91%	0%	NA	31%
SOWS FREE FROM GESTATION CAGES	NA	46%	NA	NA	NA	NA	NA	46%
CARROWING-FREE SOWS	NA	14%	NA	NA	NA	NA	NA	14%
PIGLETS REARED WITHOUT CAGES	NA	18%	NA	NA	NA	NA	NA	18%
CATTLE EXEMPT FROM FEEDLOT AND CAFO BREEDING	100%	NA	NA	NA	NA	NA	NA	100%
CAGE-FREE HENS	NA	NA	NA	NA	NA	NA	100%	100%
DEPECKING	NA	NA	NA	NA	NA	NA	0%	0%
MALE CHICK CULLING AVOIDANCE	NA	NA	NA	NA	NA	NA	6%	6%

6 Classyfarm.
7 DT40 and DTP144.
8 Barilla requirement for laying hens.
9 For laying hens less than 4 hours.

QUANTITY OF RAW MATERIALS, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2025		
	TOTAL PURCHASED (t)	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
BEEF	**573**	**573**	**100%**
ITALY	573	573	100%
PORK	**1,690**	**1,690**	**100%**
ITALY	1,690	1,690	100%
CHICKEN	**5**	**5**	**100%**
CHINA	5	5	100%
PURCHASED FISH	**20**	**20**	**100%**
ITALY	20	20	100%
BUTTER	**6,529**	**0**	**0%**
ITALY	5,854	0	0%
FRANCE	675	0	0%
FRESH MILK	**5,464**	**5,464**	**100%**
ITALY	5,208	5,208	100%
GERMANY	256	256	100%
DAIRY PRODUCTS AND DERIVATIVES	**7,378**	**3,219**	**47%**
ITALY	6,849	3,219	50%
FRANCE	16	0	0%
GERMANY	513	0	0%
TOTAL	**21,659**	**10,971**	**51%**

Disclaimer

This document includes forward-looking statements concerning future events and the operational, economic and financial performance of Barilla Group. Such statements are inherently subject to risks and uncertainties, as they rely on future events and developments. Actual results may therefore differ, potentially materially, from those indicated, as a result of various factors, the majority of which are beyond the Group's control.

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