THE JOY OF FOOD FOR A BETTER LIFE

OUR SUSTAINABILITY STORIES

2025

Barilla
The Italian Food Company. Since 1877.

ACCESSIBLE DOCUMENT, SUITABLE
FOR READING WITH ASSISTIVE TECHNOLOGIES.

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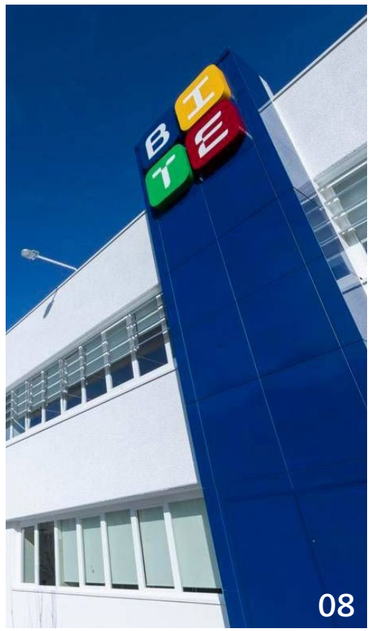

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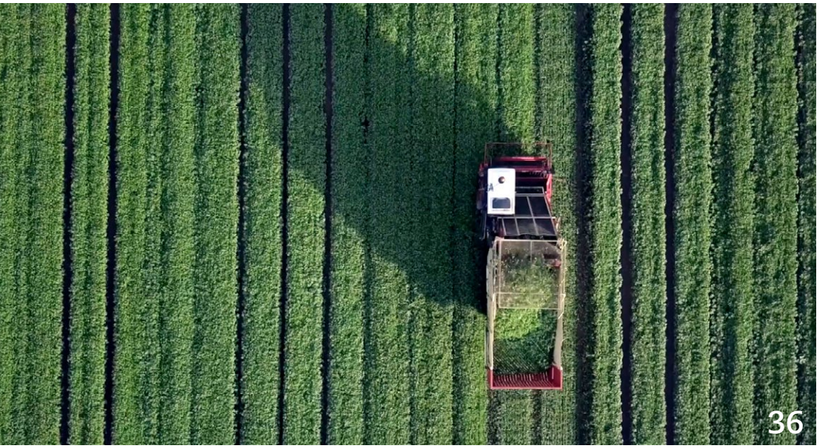

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OUR SUSTAINABILITY JOURNEY TELLS **OUR STORY** AND THE STORY OF OUR COMMITMENT **TO PEOPLE AND THE WORLD** WE LIVE IN, TO ALLOW **ACCESS TO FOOD** TO A GROWING NUMBER OF PEOPLE, FOSTERING INCLUSION AND DEVELOPMENT OF LOCAL AREAS.

GUIDO, LUCA and PAOLO BARILLA,
Chairman and Vice-Chairmen

WE ARE A FAMILY COMPANY

*Our story begins in **Parma in 1877**, when Pietro Barilla opens a small bakery and pasta shop.*

Our values

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

PASSION
Putting heart and soul into the excellence of our products

COURAGE
Overcoming challenges to move forward

CURIOSITY
Listening humbly to find innovative solutions

TRUST
Working together towards a common future

INTEGRITY
Being transparent in respect to people and the planet

BARILLA GROUP

Our Group brands

*We have a presence **in over 100 countries** thanks to our brands.*

Barilla around the world 2025

8,823 BARILLA PEOPLE

30 PRODUCTION FACILITIES*

2,048 KTONS VOLUMES SOLD

€4,837 MILLION REVENUES

€47 MILLION INVESTMENTS ON RESEARCH & DEVELOPMENT

€30 MILLION INVESTED IN ENERGY & WATER** EFFICIENCY

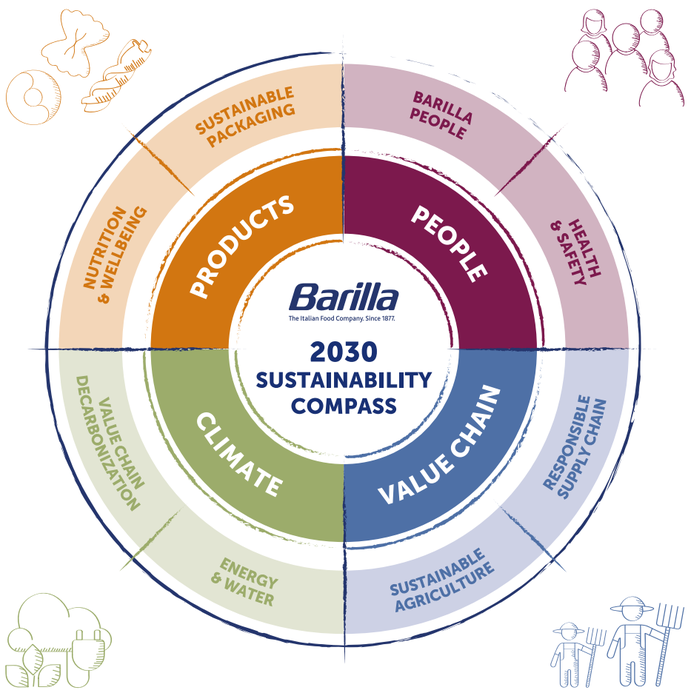
4,000 TONS PRODUCT DONATED TO COMMUNITIES

€2 MILLION DONATED TO COMMUNITIES

** Including one or more sites | ** Investments approved in 2024 and 2025*

BARILLA 2030 COMPASS

A framework guiding our way of doing business that connects products, people, climate and value chain – shaping Barilla's journey toward sustainable growth.



Barilla's **Sustainability Compass** translates the company's purpose — *The Joy of Food for a Better Life* — into a **clear strategic direction** for the years ahead. At the centre are Barilla's products: the expression of taste, quality and nutritional balance that have defined the company for generations. Around them, four interconnected priorities guide action across the business — **Products**, **People**, **Climate** and **Value Chain**. These pillars reflect our priorities, capturing both the areas where Barilla has the greatest impact on people and the environment and — on the other side — how the environmental and social factors most influence the business. This is how all ESG related activities align and contribute to the 2030 goals defined under each pillar.

More than a framework, it is a way of doing business — guiding decisions and actions across the entire value chain of Barilla products — from farm to fork.

PRODUCTS	STATUS 2025		GOAL 2030
WITH MAX OF 5 GR OF **SUGAR** PER PORTION[1]	89%	▲	90%
NOT EXCEEDING 0.5 GR OF **SALT** PER PORTION[1]	90%	▲	90%
CONTAINING A SOURCE OF **FIBER**[1]	90%	▲	95%
BAKERY MONOPORTIONS NOT EXCEEDING **150KCAL**[1]	72%	▲	75%
PACKAGING DESIGNED FOR **RECYCLING**	99.9%	▲	>99%
RECYCLED MATERIALS IN THEIR PACKAGING	52%	=	54%

PEOPLE	STATUS 2025		GOAL 2030
WOMEN IN **EXECUTIVE ROLES** *(GRADE 33)*	35%	=	40%
INTERNAL **REPUTATION** INDEX	80%	▼	85%
REDUCTION OF **ACCIDENTS** IN THE PRODUCTION PLANTS & MILLS	-35%[2]	▼	zero

CLIMATE	STATUS 2025		GOAL 2030
ENERGY POWER FROM **PHOTOVOLTAIC PLANTS**	8.3 MWp	▲	24 MWp
WATER RECYCLED AND **REUSED** IN WATER-STRESSED AREAS	+196%[3]	▲	+250%[3]
CARBON EMISSIONS SBTi PERIMETER (Scope 1+2+3)	-5%[3]	▼	-29%[3]

VALUE CHAIN	STATUS 2025		GOAL 2030
TONS FROM **SUSTAINABLE AGRICULTURE**	816,000 TONS		
OF WHICH **REGENERATIVE AGRICULTURE**	4,160 TONS	▲	250,000 TONS
FARMERS INVOLVED IN SUSTAINABLE FARMING MODEL	6,835		

1. % of volumes of products sold
2. vs 2024
3. vs 2022

Notes:
The coloured arrows indicate progress made in 2025 toward the 2030 targets.

The chart reports a synthetic view of the Barilla Sustainability strategic KPI. The complete reporting of commitments, actions and progress along the Group sustainability journey is available in the "Barilla Sustainability Report 2025", available on www.barillagroup.com

OPEN INNOVATION

THE FUTURE OF BARILLA'S FOOD IS SHAPED TOGETHER

*Food is an ever-evolving system: meeting today's needs and anticipating tomorrow's challenges through innovation requires a collaborative approach. This is the ambition that stands behind the BITE – **Barilla Innovation & Technology Experience**: Barilla's global innovation hub, uniting 200 highly skilled experts and a worldwide network of universities and research centers to shape together the future of Barilla's food.*

Our relationship with food is changing, alongside the way we live. Today, people look to balance flavor and tradition with greater attention to **nutrition, safety, environmental impact, and accessibility**. And food must at the same time nourish, bring enjoyment, and fit seamlessly into modern lifestyles. Delivering on these expectations means finding new solutions for tasty, high quality products made with ingredients from increasingly sustainable supply chains.

It is difficult to achieve this balance alone, hence it requires continuous research, opening up and listening closely, bringing together expertise and perspectives that do not usually sit at the same table.

Barilla's response to this evolving setting takes shape in the BITE — Barilla Innovation & Technology Experience — a new innovation center built next to the company's historic mills and pasta factories in Parma, in the same city where the story began 148 years ago.

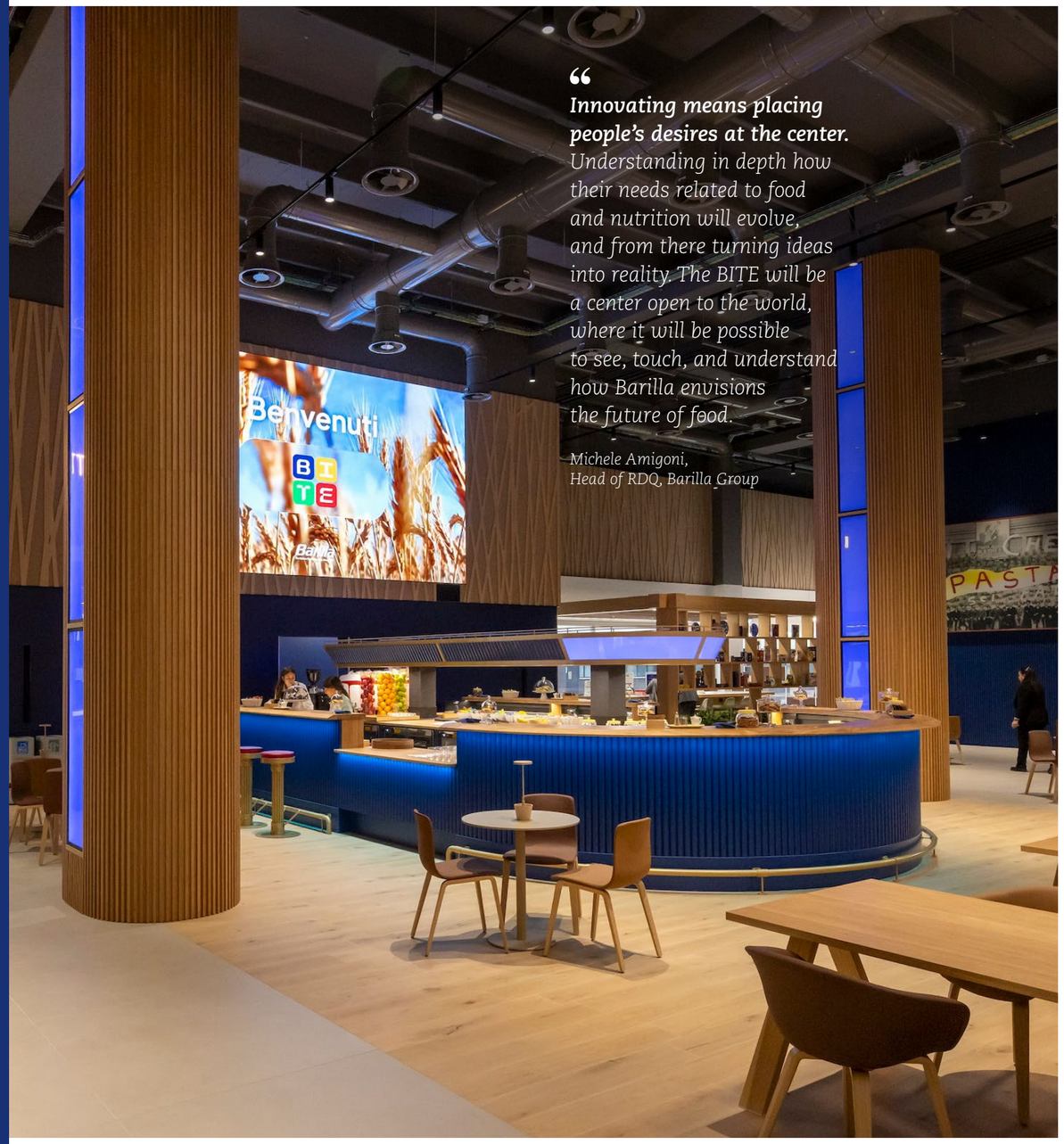
Spanning nearly **14,000 square meters** — the equivalent of two football pitches — the BITE is conceived as a working space where people's love for good food turns into hands on work to make improvements, and the space is designed to encourage cross-fertilization of ideas. Around **4,800 square meters are dedicated to the Innovation Center**, with areas for **design thinking, sensory analysis and tasting, two experimental kitchens for pasta and bakery**, and an auditorium. A further **9,000 square meters** house pilot plants and small production lines, where ideas are tested and processes refined.

OVER
€20
MILLION
IN INVESTMENTS

1,200
STARTUP APPLICATIONS
FROM **41 COUNTRIES**
SINCE 2019

FROM 2019
ACTIVATED
28
COLLABORATIONS
WITH START-UPS
RANGING FROM
SUSTAINABLE INDOOR
AGRICULTURE TO
AI-DRIVEN LOGISTICS
AND INGREDIENT
TRACEABILITY

OVER
1,000
SAMPLES TASTED
ANNUALLY
BY CERTIFIED EXPERTS

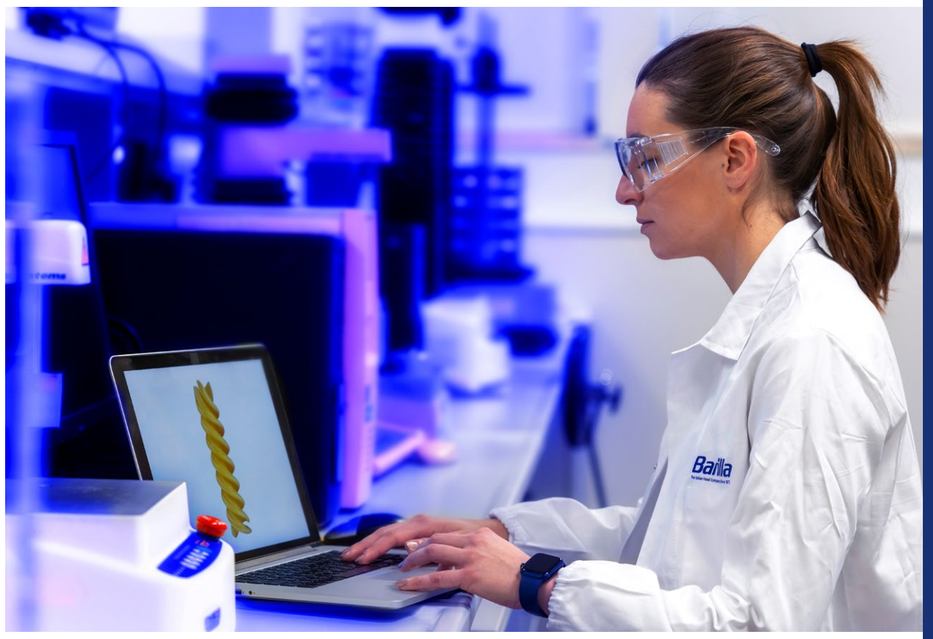


> ***Innovating means placing people's desires at the center.*** *Understanding in depth how their needs related to food and nutrition will evolve, and from there turning ideas into reality. The BITE will be a center open to the world, where it will be possible to see, touch, and understand how Barilla envisions the future of food.*
>
> *Michele Amigoni,*
> *Head of RDQ, Barilla Group*

MORE THAN
200
PEOPLE WORK HERE EVERY DAY

84
COLLABORATIONS WITH UNIVERSITIES AND RESEARCH CENTERS IN ITALY AND ABROAD

BITE | BARILLA INNOVATION & TECHNOLOGY EXPERIENCE



But what gives the BITE its real energy are the people.

More than 200 professionals — food technologists, researchers, engineers, food designers, tasters and chefs — work side by side. Their work moves from the crop fields to the laboratory, from recipe development to sensory evaluation, reflecting the complexity behind foods that often appear simple on our tables.

Along this innovation journey, culinary culture and gastronomic expertise continue to play a key role in shaping the sensory quality that defines Barilla's products. This work is strengthened through collaboration with the wider scientific community. Barilla's teams have established 84 collaborations with universities and research centers in Italy and abroad — including the University of Parma, Wageningen University & Research, the University of Naples Federico II, the Free University of Bolzano, Italy's National Research Council (CNR), TNO in the Netherlands and the University of Gastronomic Sciences in Pollenzo.

And collaboration receives a further boost with the new Customer Collaboration Center (CCC), an environment dedicated to dialogue with clients to advance together through shared commitments.

These collaborations reflect a shared conviction: any improvement — from agricultural practices to ingredient selection and sensory quality — requires collective responsibility. Attention to sustainability topics and challenges influences research, product development and supply chain decisions, shaping both daily work and future direction.

Another expression of this integrated vision is the **effort to reduce even physical barriers**, for a **truly inclusive approach to innovation**. In collaboration with Barilla's longstanding partner — **Dynamo Academy** — inclusive design principles have been studied and embedded into BITE's spaces through accessible pathways, flexible environments and careful attention to diverse needs. This design perspective strengthens collaboration, broadens viewpoints and contributes to more robust, forward-looking solutions for all.

The BITE marks the beginning of a long-term journey dedicated to the ongoing innovation of Barilla's products, so that they can continue to be of quality, consumed In line with balanced diet choices and accessible today and tomorrow. This journey unfolds through collaboration — to shape together the future of Barilla's food ■

A SPACE THAT WELCOMES EVERYONE

Designing inclusion at the BITE with Dynamo Academy.

When Barilla began imagining the new space dedicated to developing the future of Barilla's food, the vision extended **beyond an Innovation Center**. The BITE — Barilla Innovation & Technology Experience — was conceived as a **shared space for collaboration and experimentation**. From the outset, the focus was on **inclusion**: creating an environment where different needs are considered, barriers are reduced, and **everyone can participate, move independently, and contribute fully**.

To support this vision, Barilla partnered with Dynamo Academy, drawing on the experience developed at Dynamo Camp — a place designed to **welcome children and families facing serious or chronic illnesses**. There, inclusion takes shape through **paths, spaces, and daily gestures**, offering practical insight into how **architecture can respond to different needs**.

That experience became part of a **two-year collaboration** that helped shape BITE's development.

BITE | BARILLA INNOVATION & TECHNOLOGY EXPERIENCE

> *We developed a strong partnership with architects, engineers, and designers. The best outcome that we were able to see was the shift in their mindset: they started to give us suggestions and independently identify physical and emotional barriers.*
>
> *Milagrosa Rancilio, Senior Advisor at Dynamo Academy*

The work began in 2023 with a detailed review of the renovation project. Architects, engineers, and the R&D team worked alongside Dynamo specialists to analyze plans, identify critical points, and translate inclusive principles into concrete design choices. Internal experiences, combined with Dynamo's expertise, generated a fruitful exchange of ideas and helped embed inclusion in operational reality.

Renovation decisions were evaluated through a **360-degree inclusive lens**, assessing how each intervention could enhance accessibility and autonomy.

The development of the BITE was guided by three complementary approaches — Inclusive Design, a People-Centered Approach, and Cultural Awareness — shaping the building not only as a functional space, but as **an expression of shared values**.

Those principles are now visible in four accessibility solutions 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 allowing comfortable access for everyone. A centrally located elevator includes pedal controls for ease of use. Height-adjustable desks enable each person to choose the most suitable working position.

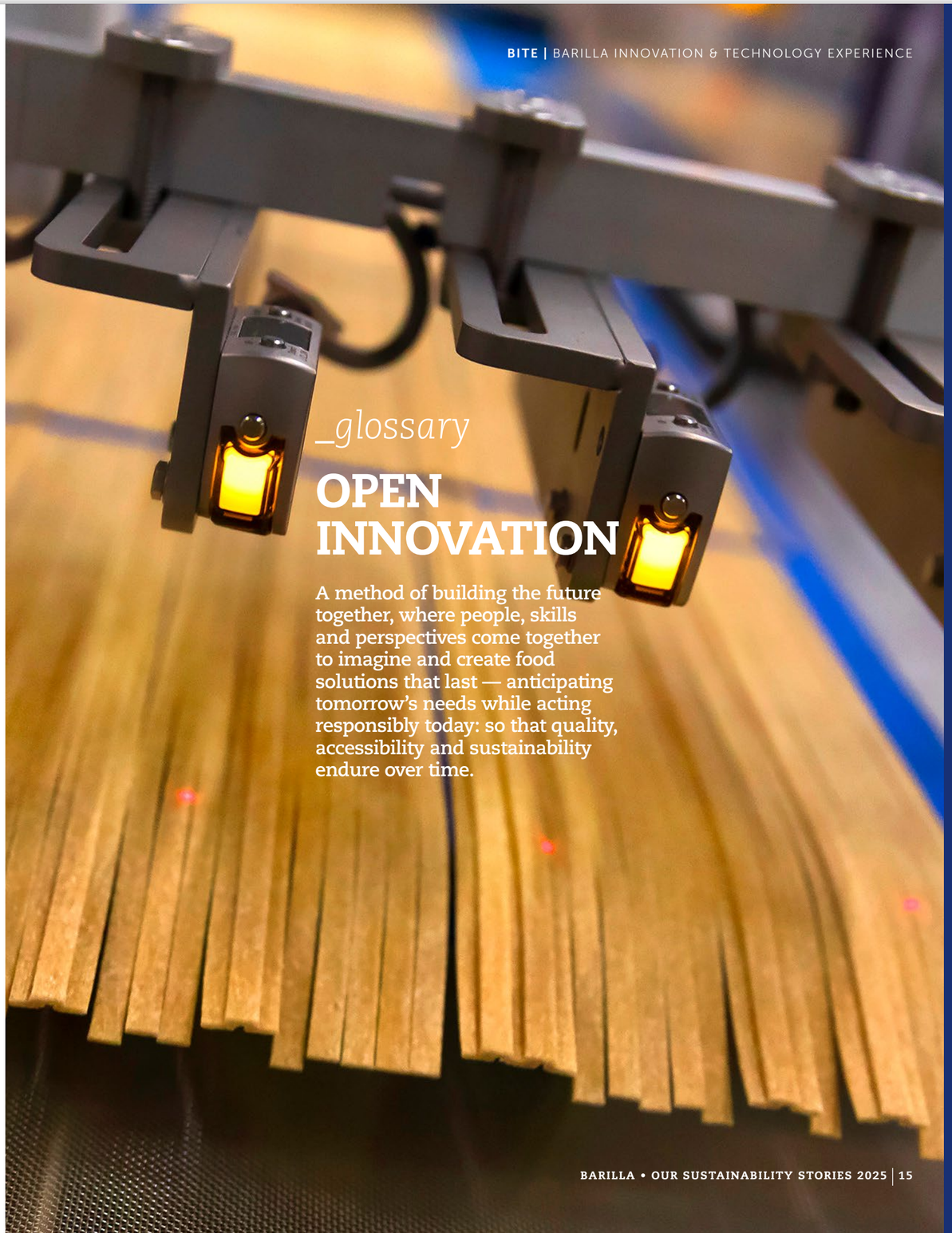
Each element is simple. Together, they **anticipate diverse needs** and contribute to a more welcoming experience. The result is a space that encourages participation and signals belonging, internally and externally.

A place dedicated to shaping the future of Barilla's food begins by ensuring that **everyone can be part of building it** ■

4 ACCESSIBILITY SOLUTIONS INTEGRATED WITHIN THE INNOVATION CENTER

1. TACTILE MAPS
2. DUAL-HEIGHT CAFETERIA COUNTER
3. CENTRALLY LOCATED ELEVATOR WITH PEDAL CONTROLS
4. HEIGHT-ADJUSTABLE DESKS

BITE | BARILLA INNOVATION & TECHNOLOGY EXPERIENCE



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OPEN INNOVATION

A method of building the future together, where people, skills and perspectives come together to imagine and create food solutions that last — anticipating tomorrow's needs while acting responsibly today: so that quality, accessibility and sustainability endure over time.

PRODUCTS

Food can be source of well-being and joy.

Barilla's goal is to make everyday food choices that are accessible, wholesome and capable of contributing to a better future. From ingredient choices to packaging design, each decision can be an opportunity to measure and, if possible, to mitigate our impact while preserving what people value most: the pleasure of eating well.

QUALITY & SAFETY

WHERE TRUST TAKES ROOT IN FOOD

In a rapidly changing world – shaped by climate change, evolving regulations and increasingly complex global supply chains – ***protecting the quality and safety of food is a strategic priority****. It begins long before production, through investments in prevention and through the collaboration of Barilla's quality and food safety experts with suppliers, service providers, partners, scientists and universities.*

Long before food reaches the plate, it passes through many hands. Farmers who cultivate the fields, scientists who study crop risks and farming practices, and Barilla's almost 250 quality and food safety specialists who safeguard every stage of the supply chain. Together they contribute to something that rarely appears as a visible ingredient yet is present in every Barilla product: **trust**.

Today the work behind food safety is becoming more complex. Climate change, global supply networks and evolving regulatory frameworks are reshaping how risks are monitored and managed. In cereal crops such as wheat, conditions like temperature, humidity and rainfall can influence the development of contaminants such as mycotoxins, making **anticipation and prevention increasingly important**.

Each ingredient comes with its own characteristics and vulnerabilities and is therefore evaluated through a **dedicated risk assessment**. The whole system is built with a preventive approach, complement by around 650,000 analyses are carried out every year on raw materials and packaging — **more than one every minute**.

"Ensuring food safety in a changing world requires science, collaboration and the ability to anticipate risks before they occur.

Roberto Buttini, Global Quality & Food Safety VP, Barilla Group.

The work begins even before ingredients are purchased and continues when grains arrive at Barilla's mills, where **every single durum wheat kernel is photographed and selected**.

Addressing these challenges requires knowledge that spans the entire food chain. Farmers observe conditions in the field, researchers study how climate patterns affect crop development, and food safety specialists analyse data to monitor potential risks. When these perspectives come together, they help **identify emerging issues earlier** and strengthen the systems that protect food safety.

Digital transformation is playing an increasingly important role in this effort. At Barilla, advanced data analytics and AI-supported monitoring systems help streamline quality and food safety processes, improving the ability to anticipate potential issues across raw materials and supply chains. **Predictive models are used to mitigate potential risks** across different crops — for example, anticipating conditions that may increase the development of mycotoxins in durum wheat.

At the same time, these tools are strengthening capabilities across the organisation. By making data more accessible and easier to interpret, digital systems help translate experience into shared knowledge, supporting the **transition from individual expertise to more data-driven decision-making** and enabling new generations of employees to contribute to food safety management.

Yet even the most advanced tools rely on something irreplaceable: the experience and passion of the people who use them.

Long before food reaches the table, trust has already taken root in the work of the people behind it ■

250

BARILLA QUALITY SPECIALISTS MONITORING FOOD SAFETY ACROSS THE SUPPLY CHAIN

650,000

ANALYSES CARRIED OUT EVERY YEAR ON RAW MATERIALS AND PACKAGING

1+ PER MINUTE

AVERAGE PACE OF QUALITY ANALYSES CONDUCTED ACROSS THE SUPPLY CHAIN

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RISK ASSESSMENT

A systematic, science based process to identify, analyse and evaluate potential hazards across raw materials, processes and supply chains. It enables early detection of vulnerabilities, supports preventive decision making and helps prioritise actions to protect food safety and quality before risks materialise.

SUSTAINABLE PACKAGING

DESIGN THAT MAKES A DIFFERENCE

*Protecting food, reducing waste and enabling circularity – a **sustainable packaging** strategy begins with design and grows through collaboration across the value chain.*

A package often speaks before the food inside it does.

On a shelf, it catches the eye through colour, images and familiar shapes, inviting people to pause, recognise and choose.

But beyond that first moment of attention, packaging plays a more Important role. It preserves aroma, protects taste and safeguards the quality of the food we bring to our tables. It allows products to travel safely across supply chains and reach homes far from where they were made.

At the same time, packaging is also one of the areas where food companies face growing environmental challenges — from the materials used to the emissions generated in their production and disposal.

For Barilla, addressing these challenges means developing packaging fulfilling its essential functions - food protection and shelf-life optimisation - while minimizing its environmental impact.

This principle has guided the company's approach for decades. The first internal guidelines for packaging design date back to 1997, and since then the strategy has continuously evolved alongside scientific knowledge, technological innovation and changing expectations around food.

Today "Barilla's sustainable packaging strategy" rests on a set of principles that shape every design decision.

These include validating solutions through scientific analysis such as Life Cycle Assessment (LCA), **reducing the quantity of materials used, sourcing renewable resources responsibly, increasing recyclability and recycled content, and promoting reuse models wherever possible**.

99.9%
PACKAGING IS **DESIGNED FOR RECYCLING**

52%
MATERIALS USED IN PACKAGING ARE **RECYCLED** EVERY DAY

Science plays a central role in this process. Through its LCA Pack Design Tool, Barilla evaluates the environmental performance of packaging solutions during the design phase, comparing alternatives and guiding decisions considering lower-impact options.

The results of this long-term work are visible across the portfolio. Today **99.9% of Barilla packaging is designed for recycling**, using technologies already available at industrial scale, and according to the most common methods[1] for the assessment of recyclability. At the same time, **more than 50% of the materials used in packaging are recycled**, mainly glass and corrugated cardboard boxes, supporting the transition toward more circular material flows.

Yet, generally speaking, sustainable packaging solutions are rarely the result of a single innovation. It emerges through continuous improvements — small changes that, taken together, can generate significant environmental benefits.

Several initiatives developed in recent years illustrate how these principles take shape in practice.

1. CEFLEX assessment methodology for flexible materials; 4EVERGREEN assessment methodology for paper-based materials

FROM PRINCIPLE TO PRACTICE

Five Packaging initiatives that turned "Barilla's sustainable packaging strategy" into action.

MATERIAL MATTERS

Working with one of its key suppliers, **Barilla introduced an innovation in the cardboard used for most of its pasta boxes**. Advances in material technology made it possible to reduce the grammage of the board while maintaining the same mechanical performance and protection.

The improvement resulted in a saving of **600 tons of cardboard** (6% in weight), showing how advances in material performance can translate into significant resource efficiency.

DESIGNING TOGETHER

In another project, the design of Barilla's Tagliatelle packaging was revisited through close collaboration between the Packaging team and the Pasta Product Development team. By adjusting the shape of the pasta nests, it became possible to reduce the size of the box itself.

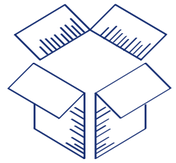
The change generated a saving of around **150 tons of packaging** material (11% of board and corrugated weight) and improved pallet loading efficiency, leading to **20% lower CO_2 emissions from transport**.

> *Good packaging **protects food**. Thoughtful design **protects more**.*
>
> *Giacomo Canali, Global Packaging R&D, Barilla Group*

GLASS TO GLASS

Circularity also plays a growing role in packaging materials. Through collaboration with its main glass supplier, Barilla increased the share of recycled glass used in jars for its ready-made sauces.

In 2025 the use of jars containing **around 65% recycled** glass was further expanded, leading - as of today- to a reduction of virgin raw materials demand by approximately **4,600 tons** (8%) avoiding around **1,700 tons of CO_2 emissions**.



PRECISION PAYS

Innovation sometimes comes through **precise adjustments**. In the Novara bakery plant, the height of the packaging bags for some of the biscuits[2] produced there was **reduced by 25 millimeters**, corresponding to about **9% less material per pack**, while maintaining the same production efficiency. The modification also improved logistics, allowing pallets to carry significantly more product — around **30% more weight per pallet — improving distribution efficiency across the supply chain**.

EASY BY DESIGN

Sustainability solutions also include usability. For the **Grissini Ricchi** range — including Sgranocchi e Pangrì — produced in Rubbiano, Barilla developed a new **easy-open packaging solution** that allows the pack to be opened without scissors, simply by pulling two flaps.

The solution required close collaboration with packaging suppliers to develop a material capable of combining functionality, product protection and ease of use.

Across all these initiatives, a common thread emerges: sustainable packaging innovation is not only about materials, but about the choices made at every stage of thoughtful design, taking into account the whole life of a packaging material, from production to disposal ■

2. Cioccograno, Intrecci, Nascondini, Scacchieri, Schiaccianoci, Gocciole Caramel, Gocciole Wild

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LIFE CYCLE ASSESSMENT (LCA)

A structured method to quantify the environmental impacts of a product across its full life cycle. Applied to packaging LCA includes material sourcing, production, distribution, use and end-of-life of a pack, helping identify where the main impacts occur and how they can be reduced.

VALUE CHAIN

Progress takes shape through collaboration and shared responsibility.

Barilla works alongside its partners to support the transition towards sustainable agriculture for our strategic raw materials, encourages innovation and ensures their long-term availability. By aligning efforts and ambitions, value is created not only for the business, but also for communities and the ecosystems that sustain them.

REGENERATIVE AGRICULTURE

BUONGRANO. WHERE REGENERATION BEGINS

Improving the health of the soil is becoming central to the future of food. *Through the evolution of the* ***Carta del Mulino****, starting with* ***Buongrano****, Barilla is working with farmers, researchers and partners to introduce* ***regenerative agricultural practices across the soft wheat supply chain*** *while safeguarding the quality of this ingredient.*

Across the fields where soft wheat grows, the work of food begins long before the harvest.

It begins with the decisions farmers make about how to cultivate the land: how to protect the soil, preserve biodiversity with a view to ensuring that fields remain fertile for the years ahead.

These decisions are becoming increasingly important today. Climate change, biodiversity loss and pressure on natural resources are reshaping the conditions in which agriculture operates.

Ensuring the availability of high-quality ingredients in the future therefore requires approaches that go beyond reducing environmental impact. It requires working with the land so that it stays healthy over time. **This is the principle behind regenerative agriculture: the health of the soil and the surrounding ecosystem are at the center of farming practices.** Techniques such as crop rotations and the creation of biodiversity areas help rebuild fertility, support pollinators and other useful insects and improve water cycles.

One visible expression of this work is in the soft wheat of a familiar Mulino Bianco biscuit: **Buongrano**.

The product has entered a new phase of its journey. It is now the **first Mulino Bianco biscuit produced with 100% soft wheat flour from regenerative agriculture**, certified according to the Regenerative Agriculture Standard developed by FoodChain ID.

Behind this transformation lies the work of the entire soft wheat supply chain.

Farmers experiment with cultivation techniques that improve soil health, such as soil cover, minimum tillage and organic fertilization. Agronomists support them in adapting these practices to local conditions. Mills transform the wheat into flour while maintaining strict quality standards. Researchers work alongside farmers and agronomists to translate scientific evidence into actionable practices that can be adopted, measured and scaled.

SUPPLY CHAIN

256,000

TONS OF SOFT WHEAT CULTIVATED UNDER CARTA DEL MULINO PROGRAM

OF WHICH

4,160

TONS FROM REGENERATIVE PRACTICES ON BUONGRANO

BIODIVERSITY

2,000

HECTARES DEDICATED TO BIODIVERSITY AREAS SUPPORTING POLLINATORS AND BENEFICIAL INSECTS

+40%

POLLINATING INSECTS RECORDED IN MONITORED AREAS

For those who choose us, the result is a biscuit that combines familiar taste with renewed attention to how soft wheat is grown. For the supply chain it represents a step toward a different way of cultivating soft wheat.
Regenerative agriculture practices bring even greater emphasis on soil health and fertility, based on agronomic techniques and measurements of soil organic carbon and biodiversity.

Through training programs, digital tools and agronomic support, farmers are gradually integrating regenerative practices into their soft wheat cultivation methods, already producing measurable results. So far this is reality for Buongrano.

This further step towards regenerative agriculture originates from the Mulino Bianco commitment started in 2018 with the definition of **Carta del Mulino**, a sustainable cultivation disciplinary for soft wheat. In 2025, for Buongrano, the rules of Carta del Mulino have been integrated by the Regenerative Agriculture certification which recognizes the improvement of soil fertility. Today the Carta del Mulino initiative involves around **1,855 farmers** cultivating more than **256,000 tons of soft wheat**, supported by **14 milling partners** and around **70 storage centers** across Italy.

Compared with conventional cultivation systems, **Carta del Mulino** approaches have contributed to a **10% annual reduction in CO_2-equivalent emissions**, corresponding to around **9,000 tons of emissions avoided each year**[1].

At the same time, around **2,000 hectares have been dedicated to biodiversity areas**, supporting pollinators and beneficial insects. Monitoring carried out with the **University of Bologna** has recorded a **40% increase in pollinating insects** in these areas.

Understanding whether these practices are delivering real benefits requires reliable scientific monitoring.

For this reason, Barilla works with universities and research institutions to monitor soil health and environmental performance across the supply chain of Mulino Bianco.

1. Analysis is based on primary data available on the "Barilla Farming" digital platform. Calculation method compliant with ISO 14040.

One example is **SOCRATE**: an innovative **model, developed in collaboration with CNR-IBE, that uses satellite data and artificial intelligence to measure soil organic matter**, one of the key indicators of soil fertility. By analyzing these data across agricultural fields, **researchers can track how cultivation practices influence soil conditions over time**.

Innovation in farming — through the application of Carta del Mulino for sustainable soft wheat cultivation — depends on collaboration across many disciplines.

Research institutions including **CNR-IBE, the Universities of Turin, Bologna and Tuscia**, together with organisations such as **WWF**, contribute scientific expertise to validate agricultural practices and monitor environmental outcomes.

Technology and service partners such as xFarm and Open Fields support farmers with digital tools that enable more precise management of crops and resources.

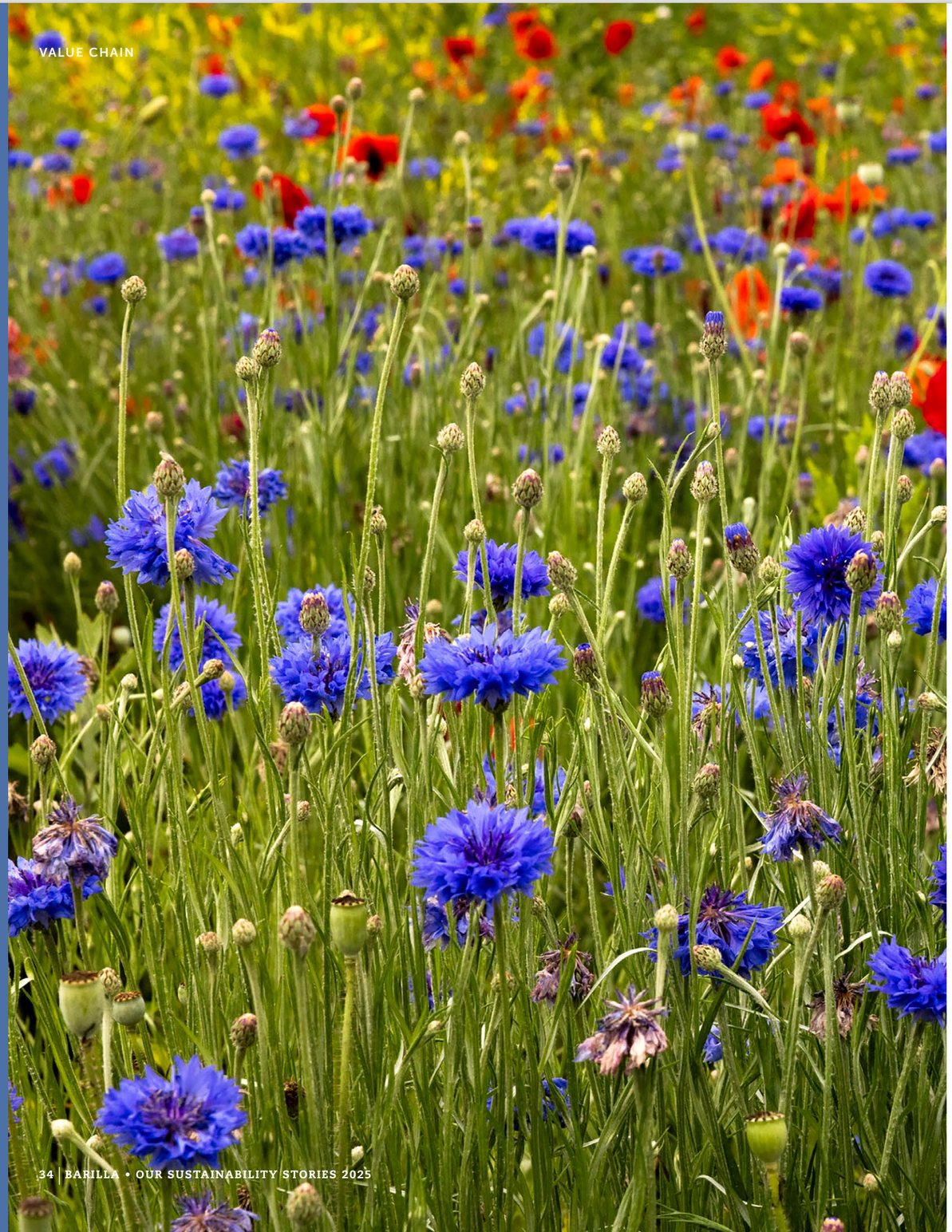
Through this network, agronomic knowledge, scientific research and farming experience come together to support a shared objective: producing soft wheat while strengthening the ecosystems that sustain agriculture.

Buongrano represents an important milestone for the transition to regenerative agriculture, which is only at the beginning.

The ambition for Barilla is to progressively extend regenerative agriculture practices throughout its supply chain, targeting a supply of 250,000 tons of raw materials from certified regenerative productions by 2030[2].
Regenerative agriculture — and its application to soft wheat — reminds us that the future of food is also rooted in the health of the soil.

Because when farmers, scientists and companies work together to care for the land, the result is more than a harvest — it is the possibility of continuing to grow food, biodiversity and resilience for generations to come ■

2. Detailed plan reported on Barilla Sustainability Report 2025, available for download at https://www.barillagroup.com/en/sustainability/



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SUSTAINABLE AGRICULTURE & REGENERATIVE AGRICULTURE

Sustainable agricultural practices aim to reduce environmental impacts and protecting key natural resources – including soil and biodiversity – limiting pressures on ecosystems.

Regenerative agricultural practices aim to proactively restore ecosystem functions and improve natural capital such as soil health, biodiversity and water. These practices not only focus on limiting environmental impacts but do contribute to requalifying the environment over time.

PARTNERSHIP WITH FARMERS

ACCADEMIA DEL BASILICO

The knowledge behind the basil

*With Accademia del Basilico, Barilla invests in **shared knowledge and long-term partnerships with farmers**: a specific training programme designed to share scientific findings, unlock digitalization in the field management and enable the implementation of basil sustainable cultivation practices.*

The taste and quality of Pesto Barilla begin long before the jar is opened. They begin in the basil fields — in the care of the basil soil, in the experience of those who cultivate it and in the attention given during preparation of Pesto Barilla in the plant. And today, they also begin in the classroom.

Barilla launched **Accademia del Basilico** — a **training programme created for the farmers that provide basil to the Group**. Not as a standalone initiative, but as a natural extension of a broader commitment to promote resilience in this particular supply chain. **Because quality grows where knowledge, responsibility, and collaboration meet.**

Developed in collaboration with Dinamica — a certified agrifood training body in Emilia-Romagna — and supported by Open Field, the programme unfolded across a mix of theoretical and on-field sessions, engaging a growing network of partners, including farmers and key stakeholders.

> *Before joining the Pesto Barilla basil supply chain, we didn't even know what sustainability meant. Today we have a different awareness. **The Accademia was not just training – it was a real moment of exchange.** We no longer feel alone in our fields; we feel part of one network, where mutual support is the only rule.*
>
> *Giuseppe Bonati,*
> *Azienda Agricola 'La Felina'*

Participants explored **soil health**, integrated management of phytosanitary challenges, and technological innovation. They analyzed the economic and agronomic impact of diseases and pests, learned to recognize early symptoms, and discussed prevention and control techniques. Regulatory frameworks governing crop protection products were examined collectively, with the shared objective of **selecting naturally resistant varieties** as a way to implement sustainable agricultural practices.

Agriculture 4.0 became part of the conversation. Digital tools and Decision Support Systems (DSS) allow interventions tailored to the specific needs of the plant — applied at the right time and with greater precision. These technologies support planning, improve productivity, and help reduce environmental impact.

Innovation, in this context, **strengthens experience rather than replacing it**.

The objective of Accademia del Basilico is twofold.

On one side, it strengthens relationships with farmers — whose field experience is invaluable — creating space to exchange expertise and continuously improve agricultural practices in basil cultivation.

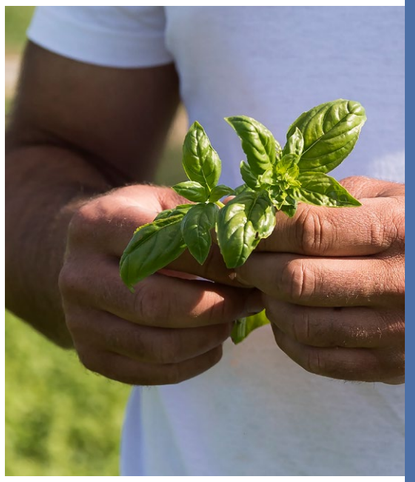
On the other, it reinforces the sustainable and innovative model of the Barilla's farmers basil plantation also based on the application of the ISCC PLUS third-party certification scheme[1]. This commitment is also reflected in how Barilla supports its growers long-term.

Long-term supply agreements also empower growers. Multi-year contracts ensure continuity of production while mitigating economic uncertainty. They enable investment, support innovation and contribute to **fair income distribution across the supply chain**.

Quality grows where collaboration takes root ■

> ***Technology has become an essential part of our work**. It allows us to optimize our time and obtain high-quality raw materials. Being the first actors in the supply chain is a source of pride – but also a responsibility. **Continuous training and digitalization** are essential to achieving **quality and advancing our journey towards sustainability**.*
>
> *Simone Bernardi,*
> *Agricola Bernardi*

1. https://www.barilla.com/global/help-with/our-company/carta-del-basilico



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DSS - DECISION SUPPORT SYSTEMS

Digital tools that support farmers in making informed decisions by analyzing field data and weather conditions, helping them act at the right time through precise interventions. DSS enable agricultural choices that improve productivity while optimizing the use of water and other resources, to reduce environmental impact.

SUPPLIER DEVELOPMENT

BUILDING A MORE INCLUSIVE SUPPLY CHAIN

Through its Supplier Business Development programme, Barilla is expanding access to opportunity within the supply chain ***– bringing new ideas, capabilities and perspectives into the partnerships that support its products every day****.*

Behind every Barilla product lies a network of people and companies working together — from ingredient producers and packaging suppliers to logistics partners and service providers.

For Barilla, building an inclusive supply chain therefore means ensuring quality, safety and competitiveness, while also widening access to opportunity.

Barilla's Supplier Business Development programme was created with this goal in mind: expanding the network of suppliers including businesses that are historically disadvantaged — opening doors that might otherwise remain closed — to ensure they have a fair opportunity to collaborate with the company.

Since the programme's early development, progress has been steady: the share of Barilla's global procurement spend directed to inclusive suppliers grew from 0.6% in 2020 to 3.42% in 2025.

Talent, innovation and entrepreneurial energy exist everywhere. Yet many smaller or diverse companies face structural barriers when approaching large organisations — from limited networks and visibility to the complexity of corporate procurement systems.

Supplier Business Development helps bridge this gap. The programme actively identifies inclusive suppliers and creates opportunities for them to engage with Barilla's procurement teams.

The objective is not to create a separate pathway, but to ensure that more companies have the chance to compete on equal footing.

All partners continue to be evaluated according to the same fundamentals that guide every collaboration: quality, safety, reliability, innovation and competitiveness.

Alongside business opportunities, the programme also encourages dialogue and shared learning - opening the door to fresh perspectives. Through roundtables, events and exchanges with external organisations, Barilla and its partners share experiences, exchange best practices and explore new ways to build more inclusive value chains.

The ambition of the programme is both practical and long-term: opening access to business today while helping suppliers grow stronger over time.

Because when more companies have the opportunity to participate, supply chains become richer, more innovative and more representative of the communities they serve.

And the journey from field to table becomes one that includes many voices ■

WEConnect INTERNATIONAL
IMPACT SOURCING
TOP GLOBAL CHAMPION
2025
Barilla
The Italian Food Company. Since 1877.

The Global Supplier Diversity Programme led the Group to be recognized as **Silver Top Global Champions for Supplier Diversity & Inclusion in 2025** by WeConnect International, a global not-for-profit that brings together corporate buyers and women-owned suppliers. The recognition considers some of the world's largest corporations that have demonstrated their commitment to **global inclusive sourcing from diverse groups** including minority, women, LGBTQ+ and disabled-owned businesses.

BARILLA'S INCLUSION CRITERIA:

WOMAN OWNED ENTERPRISE (WBE)

MINORITY BUSINESS ENTERPRISE (MBE)

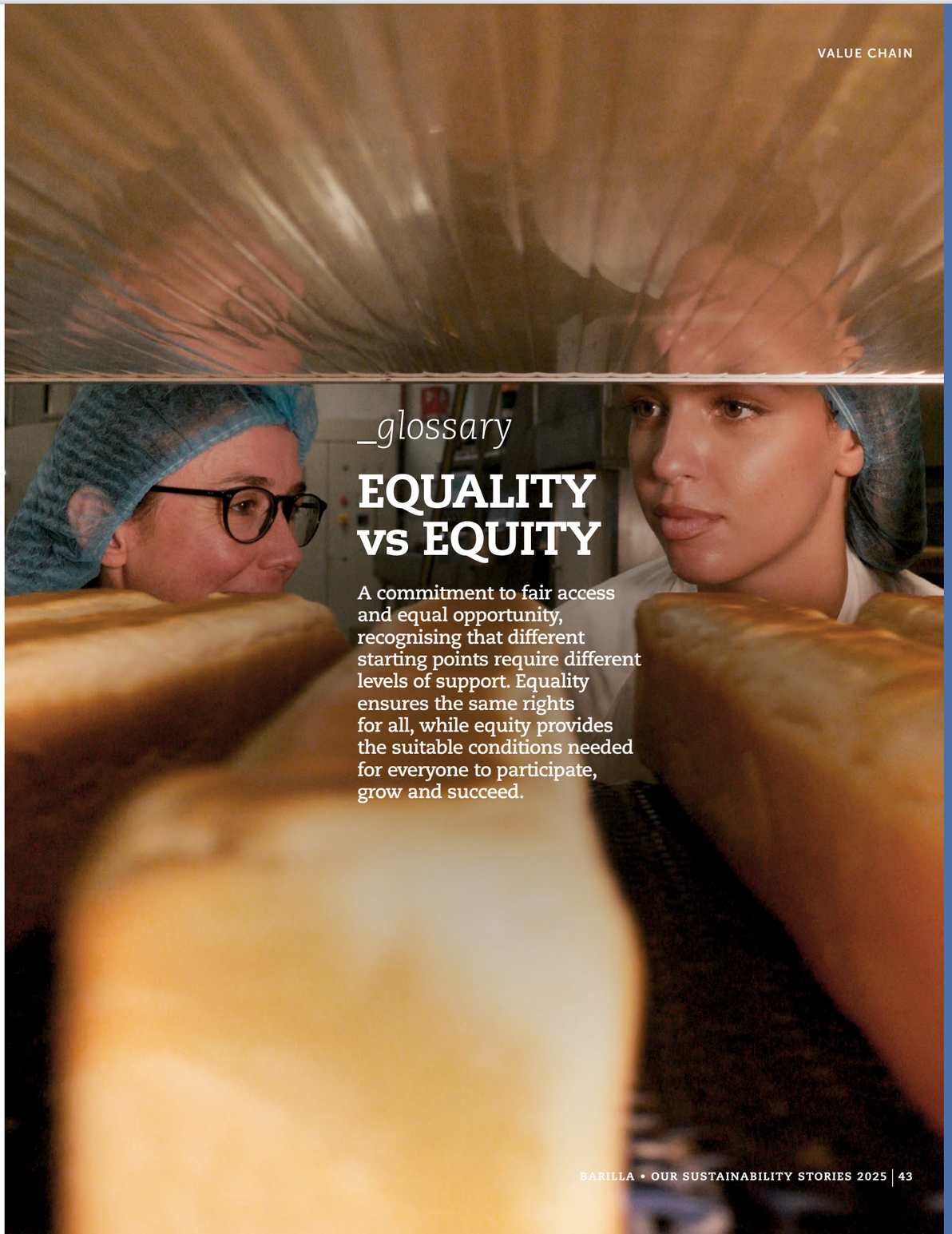
LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER (LGBTQ+)

PEOPLE WITH DISABILITY (PWD)

VETERAN BUSINESS (VB)

"In an increasing complex global scenario, we choose collaboration, open dialogue and shared values. Because inclusivity means being part of a system where everyone has value.

Neni Rossini, President at SIT Group



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EQUALITY vs EQUITY

A commitment to fair access and equal opportunity, recognising that different starting points require different levels of support. Equality ensures the same rights for all, while equity provides the suitable conditions needed for everyone to participate, grow and succeed.

PEOPLE

A strong business is built on the well-being, safety and engagement of its people.

At Barilla, health and safety are a fundamental priority, together with inclusion and skills development they can make a positive contribution to organisational growth and to the social and local communities in which the company operates.

IMPACT ON COMMUNITIES

SHARING MORE THAN FOOD

Barilla's presence in the communities *where it operates takes many forms – from moments of collective engagement to programs that build skills and* ***create pathways into work****. From city squares to classrooms and workplaces, the following stories show how this commitment takes shape in practice.*

Impact on communities does not take a single form. It emerges through initiatives that vary in scale, duration and context, yet move in a consistent direction.

Some unfold over the course of a day, others develop over time through structured programmes and ongoing collaborations. They take place across different settings – schools, public spaces, workplaces – showing **how food can act as a point of connection in diverse contexts.**

What links these experiences is an approach built on partnership and continuity: working alongside local actors, supporting the development of skills and creating opportunities where inclusion becomes something concrete and lived.

€2 MILLION
DONATED TO SUPPORT SOCIAL CAUSES

4,000 TONS
OF BARILLA PRODUCTS DONATED TO NOT-FOR-PROFIT ORGANISATIONS

WHERE SUPPORT MEETS ADVOCACY

When a biscuit becomes a sign of tangible support for communities

Some initiatives begin with something very simple: a familiar product, a public square and a conversation. That is the case with Biscotti Senza Frontiere and Biscotti della Felicità, two initiatives that turn a biscuit into a way of making causes visible, inviting participation and raising support.

Developed with Medici Senza Frontiere, **Biscotti Senza Frontiere contributed to humanitarian medical interventions in crisis contexts, helping sustain the work of teams that operate where access to care is fragile or disrupted**. Alongside the fundraising event, Barilla contributed to raising attention towards the urgency of humanitarian interventions by reaching 8 million contacts through multiple communication channels.

Biscotti della Felicità, carried out with Fondazione Dynamo Camp, supported recreational therapy programs for children and young people living with serious or chronic illnesses, funding spaces where care is expressed through play, relationships and shared experience. Alongside the fundraising event, again, Barilla contributed to raising attention towards the support needed for families that are living these diseases, by reaching 20 million contacts through multiple communication channels.

In city squares across Italy, volunteers distribute biscuits, met people and collected donations — transforming a simple interaction into an opportunity to support the work of partner organisations. Short in duration but repeated over time, this type of initiatives helps sustain long-term causes while giving partner organisations visibility, resources and a direct connection with the public.

BISCOTTI SENZA FRONTIERE
OCT 2025

60,000
PACKS DONATED BY BARILLA

92
CITIES

2,000+
VOLUNTEERS

BISCOTTI DELLA FELICITÀ
MAR 2026

40,000
PACKS DONATED BY BARILLA

100+
SQUARES

3,000+
VOLUNTEERS

LEARNING BY DOING

Growing skills for the future of food: a school-enterprise model

In Parma is born **Food Farm 4.0, a school-enterprise model designed to connect education with the real functioning of the agri-food system**, allowing students to learn directly within a working production environment.

Developed through **collaboration between schools, companies and public institutions**, the initiative was launched with an **initial shared investment of €1.6 million in infrastructure, technology and educational facilities**. Barilla, together with the other partners, contributed to co-develop the educational programme including working experiences.

The project – that already operates within a **3,000 m² facility** and **involves around 500 students each year** – further expanded with the foundation of the Food Farm Academy in 2025. With an additional shared investment of **more than €5 million**, dedicated to developing highly specialistic spaces including labs, bakery facilities and an integrated restaurant.

Through Food Farm 4.0 students follow the full journey of food from raw materials to transformation, working on tomato-based products, fruit preparations, bakery and dairy items within spaces that include packaging lines and quality control laboratories. Because raw materials are sourced locally, the learning experience remains closely connected to the agricultural identity of the Parma region and to the supply chains that shape it.

What makes Food Farm special is the way theory and practice are woven together. Technical knowledge develops alongside an understanding of systems: how production works, how quality is monitored, how collaboration across institutions and companies can help **prepare people for the world of work**.

€1.6 MILLION

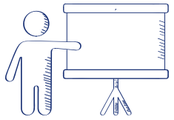
INITIAL INVESTMENTS IN INFRASTRUCTURE BY PARTNER COMPANIES

€5 MILLION

EXPANSION INVESTMENT IN INFRASTRUCTURE BY PUBLIC & PRIVATE

500+

STUDENTS EACH YEAR



MAKING TALENT VISIBLE

Creating the conditions for talent to be seen with La Scuola di Fondazione Barilla

8

WEEKS

54

STUDENTS

92%

EMPLOYMENT AFTER INTERNSHIPS

Access to opportunity is never only about technical training. It also depends on whether people are given the conditions to learn, the support to persist, and the chance to enter environments that might otherwise remain out of reach. La Scuola di Fondazione Barilla was built around precisely that idea.

Since 2023, **the programme has offered a free eight-week culinary course, including accommodation for young people from disadvantaged socio-economic backgrounds who share a strong interest in cooking**. The training is deliberately intensive: theoretical lessons alternate with hands-on kitchen work, while moments of dialogue with psychologists and psychotherapists help participants strengthen confidence, resilience, and a clearer sense of direction.

The course also encourages a deeper awareness of the value of food, respecting raw materials, and the importance of fighting food waste. This human dimension is reinforced by the way the programme is taught. The relationship between chefs and students is not one-directional: it becomes a space of mutual exchange, in which listening, adaptation, and shared growth matter as much as instruction.

The faculty is led by chef and former social worker Alberto Gipponi and coordinated by gastronomic expert Andrea Grignaffini, with contributions from scientists and professionals, including Riccardo Valentini, Professor of Ecology and Nobel Peace Prize laureate with the IPCC. Participants are identified through collaboration with the Italian Red Cross and a network of over 200 third-sector organisations.

Between March 2023 and May 2025, 54 students took part in the program. In the 2025 edition, **92% of participants entered employment after completing their internships, a result that reflects the value of combining training, support, and real access to work environments.** This is possible **thanks to partners such as Esselunga and Megamark** that host paid internships in restaurants, bistros, and food retail spaces across Italy.

It is in this combination of access, support, and real work experience that opportunity becomes tangible, and **the transition into the world of work becomes possible**.

INCLUSION IN PRACTICE

Turning inclusion into daily work: the birth of PastAut

Barilla and PizzAut bring their collaboration to a step forward: after more than 2,500 kg of raw materials donated — including flour, bread and biscuits — and financial contributions that helped sustain the restaurants' activities, Barilla's support has expanded over time into a broader project always with the aim of fostering independence for young autistic people. From 2026, indeed, that collaboration evolves into PastAut, with Barilla pasta entering the menu of the two PizzAut restaurants in Cassina de' Pecchi and Monza.

What makes the partnership special is the fact that it **builds opportunities inside a real working environment**, where learning happens through daily operations, shared standards and growing responsibility.

For the PastAut project, Barilla has contributed to the donation of professional equipment for preparing and serving pasta, together with structured training delivered by chefs from Academia Barilla, who work alongside the young people in the kitchen. In this way, participants are able to **acquire new skills in the preparation and service of first courses** while continuing to strengthen confidence, autonomy and professional competence.

The pathway also creates direct employment opportunities. A young autistic person has been hired by Barilla and works on secondment at PizzAut — **a tangible sign of how collaboration can translate inclusion into real employment pathways**.

2,500 KG
RAW MATERIALS DONATED

PROFESSIONAL EQUIPMENT

STRUCTURED TRAINING WITH ACADEMIA BARILLA CHEFS

> *Our journey with PizzAut is much more than a collaboration: it is a concrete, ongoing commitment to building a model of inclusion able to support people and families who live with disability every day.*
>
> *Fabrizio Vago, Sales Manager, Barilla Group*

> *PastAut is the natural evolution of the path we are building with Barilla to create a more inclusive world. Offering our young people new skills and new job opportunities means giving them autonomy, dignity and a future.*
>
> *Nico Acampora, founder of PizzAut*

FOOD, MOVEMENT AND PLAY AS ONE

Giocampus: twenty-five years of encouraging healthy habits

25 TH
ANNIVERSARY IN 2025

8 MILLION
CONTACTS REACHED THROUGH COMMUNICATION

In Parma, **Giocampus has become one of the most established examples of long-term approach to wellbeing**, bringing together sport, nutrition education and play within a model rooted in partnership and continuity.

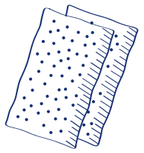
Barilla is among the founding partners of the initiative and has played a continuous role in its development, contributing to the design of the programme – particularly on nutrition education – and helping build an integrated model that connects food, movement and everyday habits through collaboration with local institutions and schools. The programme engages children and families across different moments of the year, from school-based activities to summer experiences.

What gives Giocampus its strength is the way these dimensions reinforce one another: movement is linked to learning, food education is connected to everyday choices and play becomes part of a broader educational pathway.

In 2025, the programme marks its 25th anniversary, confirming the durability of a model that has **reached around 8 million people**. The scale matters, but so does the continuity behind it: the ability to remain present over time and accompany new generations as they form habits that can last well beyond the programme itself.

SHAPING HABITS

Making well-being easier in everyday life



In Sweden, Barilla, through Wasa, supports Generation Pep, a not-for-profit organisation focused on the vision that **children and young people should have the possibility and will to live an active and healthy lifestyle**. The premise is simple but important: healthier choices are easier to sustain when the surrounding environment helps make them possible.

For this reason, the initiative is built around the collaboration with schools, institutions and local partners to encourage healthier routines in daily life.

Beyond financial support, the collaboration between Wasa and Generation Pep takes shape through shared projects including the donation of products to support healthy snacking moments.

Educational tools, campaigns and community engagement all play a role, but the broader objective is cultural: **helping build environments in which movement and balanced eating become more accessible, visible and normal.**

That wider view gives Generation Pep its relevance: **lasting change often depends on what communities make possible together** ■

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SOCIAL IMPACT

It is the change that activities generate in people's lives and in the communities they are part of. It can take different forms—creating opportunities, supporting inclusion, improving everyday habits or strengthening local connections—and it unfolds over time, through both immediate results and longer-term effects.

INCLUSIVE PLANTS

MANY WAYS TO BELONG

From a bakery plant in Basilicata to a pasta one in Puglia, and a bakery one in France – three Barilla plants, three stories, ***one shared direction: making possible that every person in every workplace is truly included****.*

Inclusion looks like a building entrance everyone can walk through, a conversation between a 25-year-old and a colleague with thirty years on the same line, a protocol that makes room for a different way of processing the world. It touches generation, gender, nationality, faith, the way a body or mind works — every dimension, equally. At Barilla, **inclusion is recognized as an essential value in the Company's life into the Ethical Code and lived out by the people who make up the organisation**.

Policy alone does not change the workplace. That takes something harder to design: **real encounters between real people** — on production floors, in corridors, in rooms where conversations happen that would not otherwise happen.

That is where these three stories begin.

A PLANT WHERE EVERYONE BELONGS

*At the Barilla production facility in **Melfi**, a collaboration with **Dynamo Academy** is bringing inclusion **from principle into practice** – through listening, experiential learning, and a willingness **to reach every person on every shift**.*

THREE GOALS GUIDING THE MELFI PROGRAM

1. ELIMINATING UNCONSCIOUS BIAS
2. GETTING TO KNOW EACH OTHER
3. BRIDGING THE GENERATIONAL GAP

340

PEOPLE REACHED

THE ENTIRE MELFI WORKFORCE PARTICIPATED ACROSS ALL SHIFTS, WITHOUT LEAVING ANYONE BEHIND

The Barilla plant in Melfi has been producing bakery products since 1986. Today, about 300 people work across seven production lines — in a community where solidarity is already lived.

When Dynamo Academy began working alongside the team, what emerged was not a gap in goodwill. It was a gap in tools — and in language.

In October 2023, the **D&I Board of Barilla Group spent two days at Dynamo Academy's campus in Tuscany, experiencing firsthand how environments can create barriers**. The Plant Manager in Melfi returned with a clear conviction: the same work needed to happen on the factory floor.

Dynamo's methodology centers on "residual abilities" — what a person can do, not what they cannot. When the Dynamo team visited the plan in early 2024, an unexpected thread emerged: not only disability, but time. The generational gap between long-serving workers and new arrivals was both a tension and an untapped resource.

In April 2024, sessions were organized across all shifts so that every one of the 340 people could participate. "After so many years working together", one participant said, "thanks to Dynamo we discovered a way to get to know each other better". Another offered a simpler measure: "Thank you. It's been a long time since I laughed like this".

Building on the success of the first phase, **the programme continued in 2025**, strengthening the connections and shared culture created across the plant.

At Melfi, belonging is being built one shift at a time.

SIX NEW OPPORTUNITIES

*At the Barilla plant in **Foggia**, a **partnership with iFun** – an association of families of autistic children and young people – has brought **six young people with autism into working life**.*

The plant in Foggia has been making pasta for forty years — one of Barilla's principal production sites, in the heart of the Tavoliere delle Puglie.

It began with a conversation. On 3 April 2023 — World Autism Awareness Day — iFun came to the plant to share what it means to have a child with autism who is capable and yet always on the outside of working life. They asked to be heard. The employees listened.

A process of deliberate steps followed: in late 2023 **the plant donated a 9 seats minibus to iFun**, and the ThisAbility Employee Resource Group, formed by volunteers at the plant, became the engine of what was quietly building.

On 26 March 2025, six young people began work at the plant. Through Cooperativa Chara, they prepare the monthly pasta packages for the plant's 200 employees. Safety shoes. Work overalls. A role, a schedule, a place. In addition to devising the initiative and collaborating with Chara on the organisational set-up of the activity, **Barilla adapted the premises and equipment, in collaboration with psychologists and educators, to enable the young people to carry out their activities**.

Maurizio Alloggio, founder of iFun, puts it simply. **"Workers", he says. "Not fragile, not disabled. Workers. People.** Souls, dignified in this world — no longer standing at the window, watching life pass by for others".

Plant Director Francesco Grieco adds: "With this project we continue contributing in a meaningful way to the well-being of the community".

In Foggia, six people have put the basis for future working experiences.

LEARNING TO WORK TOGETHER

*At the Barilla **La Malterie** production site, **inclusion takes shape** through work – through the conditions that make it possible for **people with autism to enter, remain, and grow** within a working environment.*

Established in the region for decades, La Malterie produces baked goods under the Harrys brand and is closely connected to the local community it is part of.

In 2021, this connection took a new direction when the team encountered the model developed by the not-for-profit organisation *Vivre et travailler autrement*: an approach that combines **employment in a regular workplace — in this case offered by Barilla** — with structured support in daily life — provided by the not-for-profit organisation — helping adults with autism build autonomy over time.

From that moment, the focus shifted from intention to implementation — understanding what it takes, in practice, for La Malterie to become accessible to people with autism and different ways of processing the world.

What followed was a process of adaptation.

Workstations were redesigned and tasks structured to provide clarity and repetition, supported by **an ergonomic study conducted with ARACT, the French public body dedicated to improving working conditions**.

Teams were prepared through dedicated training and awareness-building across the organisation, delivered by Formavision. A dedicated space was also created to support moments of pause.

The project was supported by AGEFIPH, the French national body that finances initiatives for the inclusion of people with disabilities.

In September 2022, a colleague with autism joined the team at La Malterie. M. joined the production team and is **now permanently employed, working independently across two roles**.

Since then, the programme has grown step by step.

Since 2025, thanks to a secondment agreement with a French association working in favor to disabled people, a new resource has been collaborating with the hygiene team in the La Malterie production site and is now also autonomous in his daily tasks.

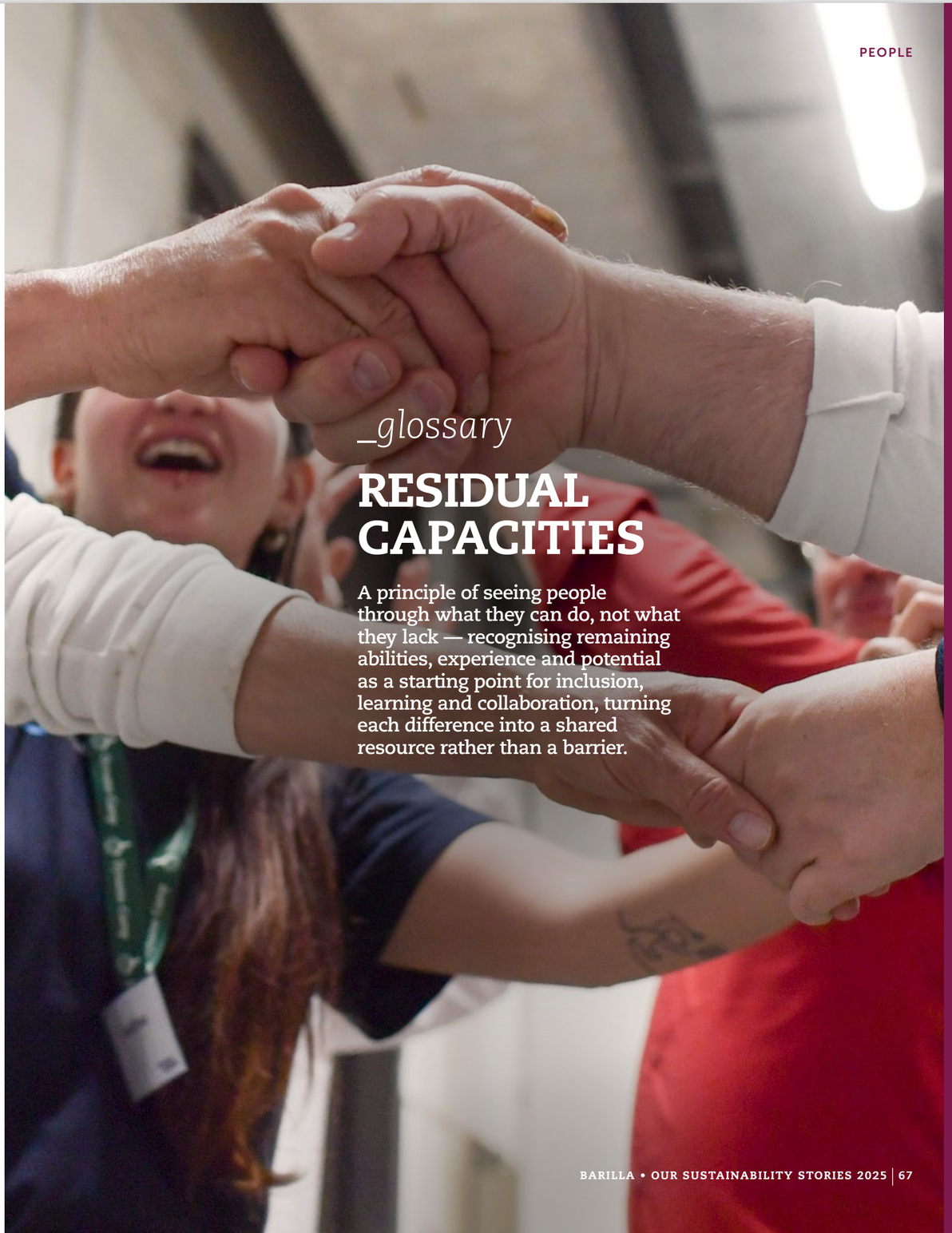
What has changed is not only who works in the plant, but how people work together. Teams have learned to observe more closely, to communicate more clearly, and to adapt where needed. What initially required attention has become part of everyday routines.

The impact goes beyond the factory floor.

Work has meant greater autonomy, confidence and connection. For the families involved this has been a source of support. For the plant, it has strengthened cohesion and a shared sense of purpose.

At La Malterie, and across the whole Barilla Western Europe organisation, **inclusion is not a separate initiative. It is a journey — one that is gradually becoming part of how work happens every day**, and one we truly believe can contribute to the improvement of the organisation's performances ■

> *"They are supported so that they can go all the way to signing a permanent contract, and have the same opportunities as everyone else.*
>
> *Marylin Causse, Director at Vivre et travailler autrement*



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RESIDUAL CAPACITIES

A principle of seeing people through what they can do, not what they lack — recognising remaining abilities, experience and potential as a starting point for inclusion, learning and collaboration, turning each difference into a shared resource rather than a barrier.

CLIMATE

The future of food depends on the protection of natural resources.

Barilla invests on the efficiency of energy and water use across its operations and value chain to drive continuous resources optimization and to advance its decarbonisation pathway. Acting today means contributing to a food system that can endure and thrive over time.

ENERGY AND WATER

SHAPING A MORE EFFICIENT PRODUCTION SYSTEM

*Across its production sites, Barilla **works to use energy and water more efficiently** – investing in renewable energy, improving industrial processes and strengthening the resilience of its production system.*

Energy and water are essential to every stage of production — from milling grain to making pasta, bakery products and sauces. For Barilla, improving how these resources are used is not only a technical challenge, but **a shared value across the organisation, involving engineers, plant teams and colleagues who work every day to make production more efficient**.

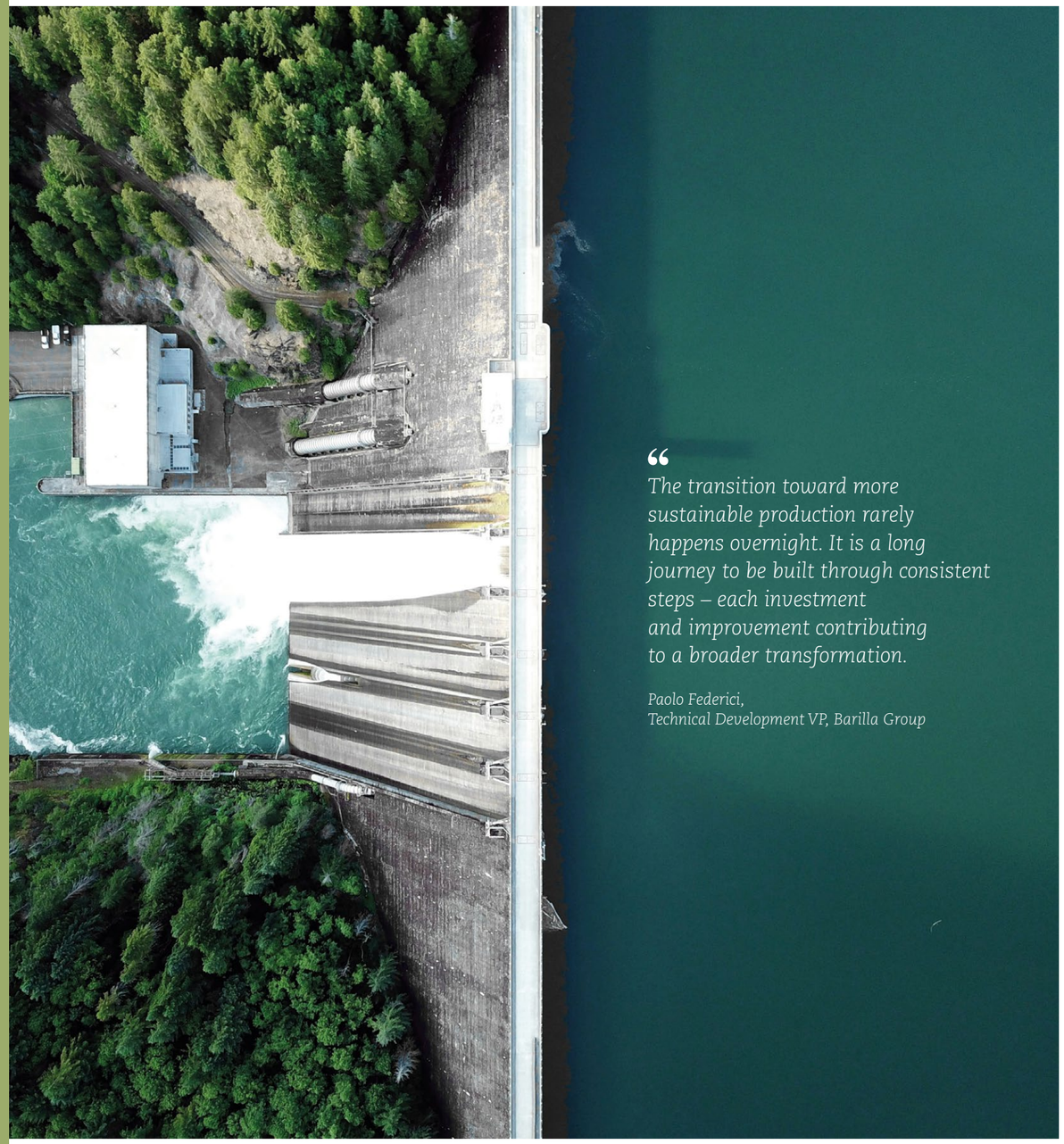
Over the past two decades, the company has built a structured environmental management system across its production sites. Today, **28 plants are certified under the internationally recognised environmental management standard (ISO 14001) and 25 of them also under the energy management standard (ISO 50001)** — systems that enable continuous monitoring of consumption, the identification of improvement opportunities and the sharing of best practices across sites.

Energy efficiency is paired with a growing use of renewable sources. Since 2008 electricity used to produce brands such as Mulino Bianco, Pan di Stelle, Gran Cereale, Wasa, Harrys and Barilla sauces is **fully covered by renewable electricity certificates (Guarantees of Origin)**. At the same time, the company is expanding the production of renewable energy directly at its sites.

Over time, this structured approach has shown that consistency — supported by clear industrial strategies — is what turns ambition into measurable results.

In 2025, **Barilla has committed to the Science Based Targets initiative (SBTi)** — a global framework that helps companies set greenhouse-gas reduction targets aligned with climate science and the goal of limiting global warming to 1.5°C.

These targets guide the company's investments in energy efficiency, renewable energy and more sustainable agricultural supply chains. In the last three years, **Barilla more than quadrupled the photovoltaic capacity** installed across its production plants, **reaching over 8 MW of installed power**. New installations were completed in several sites such as Foggia (IT), Melfi (IT) and Thiva (GR), as well as Ascoli Piceno (IT) and Cremona (IT) — operative since April 2026 — while further systems in Novara (IT), Ferrara (IT) and Celle (DE) will continue to expand this capacity in the coming years.



"The transition toward more sustainable production rarely happens overnight. It is a long journey to be built through consistent steps – each investment and improvement contributing to a broader transformation.

Paolo Federici,
Technical Development VP, Barilla Group

FROM BEGINNING OF PLAN TO 2025:

€17 MILLION
ENERGY-EFFICIENCY INVESTMENTS APPROVED

€10 MILLION
PHOTOVOLTAIC INSTALLATIONS INVESTMENT APPROVED

€3 MILLION
WATER EFFICIENCY INVESTMENTS APPROVED

Efficiency improvements also focus on industrial processes and utilities. Across several sites, energy systems have been analysed in an integrated way to maximise **heat recovery, optimise utilities and reduce dependence on natural gas**. Projects underway in sites including La Malterie (France), Novara and Castiglione delle Stiviere (Italy) represent **investments for approved projects of more than €11 million, enabling reductions in both energy use and emissions**.

Water stewardship is another essential part of this work. In sites particularly exposed to **potential water scarcity, targeted projects are improving cooling systems and industrial processes** to reduce water consumption while maintaining product quality and safety. Over the last three years, **Barilla almost tripled the recycled water across its production plants in water-stress areas**, reaching 110,537 m^3 recycled and reused water in 2025.

Examples of further implementation include the sauces plant in Rubbiano (Parma, Italy) and La Malterie in France, where interventions on cooling systems are helping to improve both energy and water efficiency.

Another important initiative was implemented at the Foggia plant (Italy), where the upgrade of the potable water filtration system will contribute to reducing water consumption, with benefits expected from 2026 onwards.

Step by step, these efforts help strengthening the resilience of Barilla's production system — showing how consistent choices, made over time, can mitigate our environmental impact while safeguarding the resources that make food possible ■

_glossary

Scope 1+2+3 EMISSIONS

The emissions scopes describe where greenhouse gas emissions occur across a company's activities.
Gas emissions can originate from: direct operations (***Scope 1***), purchased energy (***Scope 2***), activities across the wider value chain, including both upstream activities – suppliers – and downstream activities – customers (***Scope 3***).

The complete reporting of commitments, actions and progress along the Group sustainability journey is available in the "Barilla Sustainability Report 2025", available on www.barillagroup.com

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Barilla's wheat fields in Pedrignano (Parma) are dedicated to agronomic research. Here our regenerative agriculture was born.
www.barillagroup.com