

2024 SUSTAINABILITY REPORT

THE JOY OF FOOD FOR A BETTER LIFE



Barilla

The Italian Food Company. Since 1877.

2024 SUSTAINABILITY REPORT

THE JOY OF FOOD FOR A BETTER LIFE

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

It includes the key results that have been achieved and the roadmap for coming years, consistently with the United Nations' Sustainable Development Goals, part of the 2030 Agenda.
The results presented in this Report were achieved thanks to all Barilla people, their passion and dedication.

The information and data contained in the report relate to Barilla Group for the period from 1st January to 31st December 2024, unless otherwise indicated.

CONTENTS

THE JOY OF FOOD
FOR A BETTER LIFE 04

ABOUT US 08

A FAMILY BUSINESS 10

OUR VALUES.....16

OUR PRODUCTS ARE
MADE WITH LOVE..... 18

HISTORICAL ARCHIVE 30

BOTTEGA BARILLA
& ACADEMIA BARILLA.....31

FONDAZIONE BARILLA..... 32

BARILLA AROUND THE WORLD 36

FROM FARM TO FORK..... 38

BUSINESS RISK & RESILIENCE 40

SUSTAINABILITY GOVERNANCE..... 44

OUR WAY
OF DOING BUSINESS 46

SUSTAINABILITY PATHWAY..... 48

SUSTAINABILITY STRATEGY 52

DOUBLE MATERIALITY ANALYSIS 54

MATERIALITY ALONG
THE SUPPLY CHAIN..... 56

STAKEHOLDER ENGAGEMENT 58

RESULTS & OBJECTIVES 64

ECONOMIC RESULTS 67

ESG RESULTS & OBJECTIVES
BY STRATEGIC PROGRAMMES..... 68

ESG RESULTS BY STRATEGIC
SUPPLY CHAINS..... 69



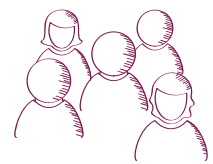
1 PRODUCTS 86

INTRODUCTION 88

FOCUS:
QUALITY & FOOD SAFETY..... 92

NUTRITION & WELLBEING..... 96

SUSTAINABLE PACKAGING 104



2 PEOPLE 112

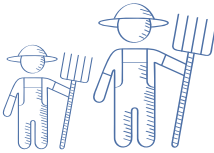
INTRODUCTION 114

BARILLA PEOPLE 118

HEALTH & SAFETY 132

FOCUS:
COMMUNITY RELATIONS 142

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.



3 VALUE CHAIN 152

INTRODUCTION..... 154

RESPONSIBLE SUPPLY CHAIN 160

SUSTAINABLE
AGRICULTURE 174

FOCUS:
REGENERATIVE AGRICULTURE 190



4 CLIMATE 194

INTRODUCTION 196

ENERGY & WATER..... 202

FOCUS:
ENVIRONMENTAL PRODUCT
DECLARATION 224

DECARBONISATION..... 232

GOVERNANCE 242

HOW THE ADMINISTRATIVE,
SUPERVISORY AND MANAGEMENT
BODIES WORK 244

CORPORATE CONDUCT
POLICIES AND COMPANY
CULTURE 248

PREVENTION AND FIGHT
AGAINST ALL FORMS
OF ILLEGALITY 250

SERIOUS ACCIDENTS,
COMPLAINTS AND IMPACTS
ON HUMAN RIGHTS,
CORRUPTION AND BRIBERY..... 254

PAYMENT PRACTICES..... 255

FISCAL RESPONSIBILITY..... 256

APPENDIX 260

GENERAL INFORMATION 262

DISCLOSURE IN RELATION
TO SPECIFIC CIRCUMSTANCES 264

METRICS: SUPPLY CHAINS..... 265

METRICS: CLIMATE..... 271

IROs..... 277

LIST OF INFORMATION REFERRED
TO IN THE INTERDISCIPLINARY
AND THEMATIC PRINCIPLES..... 281

THE JOY OF FOOD FOR A BETTER LIFE

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

Joy of food, nutrition, health, environment and accessibility are the terms that summarise our work and define the quality of the products we consume every day. They are the points of reference for our daily lives, while around us the scenario changes quickly and drives us to constantly review our way of doing business.

People's tastes, the ties they have with brands, purchasing power and the way food is prepared are changing. But what doesn't change is our approach to improvement.

We have already embarked on a wide range of actions. We are committed to preparing ourselves to anticipate the transformations we will undergo, reducing the potential impacts on the way we operate. We are doing so because we are convinced that every transition can give rise to an opportunity for improvement for the entire supply chain, from the cultivation of the fields to the product that lands on the table.

What we are sharing in these pages is the result of a vision that will trace the path towards our future. The road will be long and complex as always, but thanks to the commitment and passion of our People we are ready to continue the journey with the same intensity and determination with which we began. This constant awareness is transformed into responsibility. A responsibility that can, if well managed, make us satisfied with the work done and convinced that we can face the evolutions that will be required of us.

Our "thanks" go to all those who work hard every day to continue on this path.

Guido Luca Paolo Barilla



“A path that will guide us through to 2030, transforming our vision into daily actions and concrete commitments”.

THE JOY OF FOOD FOR A BETTER LIFE

GIANLUCA DI TONDO,
Chief Executive Officer

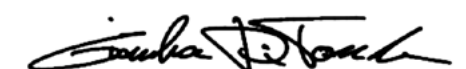
Years ago, when the word ‘sustainability’ had not yet come into public speeches, we decided to embark on a development path based on the quality of our products, our supply chains and the communities in which we operate. This is because Barilla’s way of doing business has always been based not only on attention to the choice of the best ingredients but also on the desire to minimise its impact on the planet.

This constant effort and dedication with which we carry it out represents an important part of who we are as a company and of what we believe in. And we are sure that it is the basis of the relationship of trust built with our consumers wherever we operate in the world.

If you want even a little confirmation of this, it is also represented by the fact that Barilla has, for the second year running, been confirmed as the company with the best reputation in the world food sector, according to the Global RepTrak® 100 2025 rankings. A great satisfaction and acknowledgement of the commitment of our people.

But in an era characterised by major instability and growing uncertainty, we cannot stand still. Therefore, through a continuous assessment of the impacts, risks and opportunities related to our business, we have understood how essential it is to act promptly and with flexibility, and to strengthen our ability to respond to change. We are doing so by innovating in our approach to production plants, investing to ensure energy and water security and thus ensure business continuity. At the same time, we are promoting the transition to regenerative agriculture in our strategic supply chains, generating a positive impact both socially and environmentally.

All this translates into a clear strategy, guided by our purpose: “The joy of food, for a better life”. A commitment that takes concrete shape through a new strategic approach to sustainability, divided into 4 pillars and 8 operational programmes, all fully integrated with our business strategy. A path that will guide us through to 2030, transforming our vision into daily actions and concrete commitments.



ABOUT US

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

A FAMILY BUSINESS	10
OUR GOALS	16
OUR PRODUCTS ARE MADE WITH LOVE.....	18
HISTORICAL ARCHIVE	30
BOTTEGA BARILLA & ACADEMIA BARILLA	31
FONDAZIONE BARILLA	32
BARILLA AROUND THE WORLD	36
FROM FARM TO FORK.....	38
BUSINESS RISK & RESILIENCE.....	40
SUSTAINABILITY GOVERNANCE	44

A FAMILY BUSINESS

| We have been an Italian food company since 1877.



«I STARTED WORK WHEN I WAS 13. MY FATHER SENT ME TO COLLECT A FEW SACKS OF FLOUR WITH THE CART, WHICH WAS MADE INTO BREAD IN OUR ANCIENT BRICK OVEN. A FEW YEARS LATER, IN A SMALL SHOP AND WITH THE HELP OF MY SISTERS AND MY MOTHER AT THE COUNTER, WE SOLD THE BREAD THAT MY FATHER AND I HAD PRODUCED, WORKING UP TO 18 HOURS A DAY»

Riccardo Barilla

«I MAINTAIN THAT THE THREE CHARACTERISTICS OF AN ENTREPRENEUR ARE COURAGE, INTUITION AND OPTIMISM. I THINK THAT THE ENTREPRENEUR HAS AN IMPORTANT ROLE IN ALL FIELDS. BUT FOOD HAS A SPECIFIC ONE, I WOULD SAY A LITTLE MORE PROFOUND AND MORE CHALLENGING, BECAUSE FOOD GOES TO EVERYONE: FROM CHILDREN AND THE ELDERLY TO FAMILIES. FOOD IS THAT SENSITIVE, THAT IMPORTANT FOR PEOPLE'S HEALTH»

Pietro Barilla

«THE ITALIAN FOOD MODEL IS THE FUNDAMENTAL BENCHMARK FOR HEALTHY EATING HABITS, FOR THE RESPECT AND PROTECTION OF OUR PLANET'S NATURAL RESOURCES, FOR THE PROTECTION OF THE RIGHTS OF FUTURE GENERATIONS»

Guido, Luca & Paolo Barilla



«I DON'T THINK OF A LARGE COMPANY IN TERMS OF SIZE; I THINK THE FOCUS SHOULD BE ON THE VALUES AND TRUST IT INSPIRES»

Paolo Barilla

«IT IS IMPORTANT TO EMPHASISE THAT, AS BARILLA IS AN ESTEEMED COMPANY WITH A GOOD REPUTATION AFTER SO MANY YEARS, IT IS ALSO BECAUSE IT HAS ALWAYS BEEN VERY COMMITTED TO CREATING WELLBEING FOR THE COMMUNITY»

Luca Barilla

«THE BRAND MUST BE ABLE TO BUILD RELATIONSHIPS WITH CONSUMERS, NOT JUST TRANSACTIONS; OUR FUTURE WILL BE POSSIBLE IF WE CONTINUE TO REWORK THE WAY WE DO COMPETITION, CREATIVELY»

Guido Barilla

BARILLA HISTORY

THE FIRST FACTORY OPENS

THE FOUNDER WAS SUCCEEDED IN THE EARLY 20TH CENTURY BY HIS SONS RICCARDO AND GUALTIERO. THE FIRST FACTORY WAS ESTABLISHED, WITH 100 WORKERS PRODUCING 80 CWT OF PASTA PER DAY. IN THE SAME YEAR, THE FIRST TRADEMARK WAS REGISTERED: A CHILD POURING AN EGG YOLK INTO A VAT OF FLOUR. RICCARDO BARILLA.

AFTER THE DEATHS OF HIS FATHER AND BROTHER, RICCARDO BARILLA GUIDED THE COMPANY IN ITS GROWTH IN THE 1920S AND '30S. IN 1936, RICCARDO'S SON PIETRO JOINED THE COMPANY AND BEGAN TO DEVELOP THE SALES NETWORK.



RICCARDO AT THE HELM OF BARILLA

1877

BEGINNINGS

THE BARILLA ADVENTURE BEGINS

WITH PIETRO BARILLA, IN A BREAD AND PASTA SHOP IN CENTRAL PARMA, THE HISTORY OF BARILLA BEGAN IN 1877.



GIANNI AND PIETRO AT THE HELM OF THE COMPANY

WHEN RICCARDO BARILLA DIED IN 1947, HIS SONS PIETRO AND GIANNI TOOK OVER THE REINS OF THE COMPANY, DEVELOPING MODERN PRODUCTION SYSTEMS AND INTENSE COMMUNICATION AND ADVERTISING ACTIVITIES.

1947

AFTER WW2

BARILLA, ITALIAN LEADER

1958

1970



THE PEDRIGNANO PLANT OPENS

IN THE EARLY '60S, BARILLA BECAME A JOINT-STOCK COMPANY, WITH 1,300 EMPLOYEES AND 200 SALESPEOPLE. IN 1965, BARILLA ENTERED THE PACKAGED BAKERY MARKET FOR THE FIRST TIME, PRODUCING BREADSTICKS AND CRACKERS.

IN 1969, THE PEDRIGNANO PLANT WAS BUILT NEAR PARMA, AS THE LARGEST PASTA FACTORY IN THE WORLD WITH A PRODUCTION CAPACITY OF 1,000 TONS PER DAY.

THE RETURN OF PIETRO BARILLA

1979

1993



GUIDO, LUCA AND PAOLO AT THE HELM OF THE GROUP

AFTER THE DEATH OF PIETRO BARILLA IN 1993, THE COMPANY PASSED INTO THE HANDS OF HIS SONS GUIDO, LUCA AND PAOLO.

RELAUNCH

IN 1979 PIETRO BARILLA RETURNED TO THE HELM OF THE GROUP. THE HISTORIC BUYBACK COINCIDED WITH THE RESUMPTION OF A LONG-TERM INDUSTRIAL AND COMMUNICATIONS STRATEGY, BASED ON THE IDEA OF RELAUNCHING PASTA AND PASTA/RICE DISHES THE ITALIAN WAY AND DEVELOPING THE RANGE OF BAKERY PRODUCTS.

BCFN

2009

CREATION OF BARILLA CENTRE FOR FOOD & NUTRITION

IN 2009, THE BARILLA CENTRE FOR FOOD & NUTRITION (BCFN) WAS LAUNCHED, AS A MULTIDISCIPLINARY THINKTANK COMMITTED TO PROMOTING AND SHARING ISSUES RELATED TO NUTRITION AND FOOD.



INVESTING IN THE FUTURE

2018

BARILLA ANNOUNCED €1 BILLION OF INVESTMENTS OVER FIVE YEARS IN ITS INDUSTRIAL STRUCTURE. AROUND 60% WILL BE FOCUSED ON INCREASING THE LEVEL OF COMPETITIVENESS AND SUSTAINABILITY BY IMPROVING PROCESSES AND TECHNOLOGIES, WITH THE OTHER 40% DIRECTED TO SUPPORTING GEOGRAPHICAL GROWTH AND INNOVATION.



INTERNATIONAL DEVELOPMENT

2020

CREATION OF A NEW DIGITAL HUB IN LONDON. OCTOBER 2020, ACQUISITION OF PASTA ZARA FACTORY, MUGGIA (TRIESTE, ITALY).



NEW BARILLA VISUAL IDENTITY:

NEW PACKAGING IN THE ICONIC DEEP BLUE WITH MORE SUSTAINABLE PACKAGING, DESIGNED TO BE ENTIRELY RECYCLABLE PRODUCED WITH CARDBOARD FROM RESPONSIBLY MANAGED FORESTS AND **NO LONGER INCLUDING A TRANSPARENT PLASTIC WINDOW.**

NEW AL BRONZO PASTA LAUNCH:

THE NEW AL BRONZO PASTA, MADE WITH FINE 100% ITALIAN DURUM WHEAT, CREATED WITH RAW PROCESSING, THE TRADITIONAL METHOD OF BRONZE DRAWING.

30 YEARS OF BARILLA PESTO

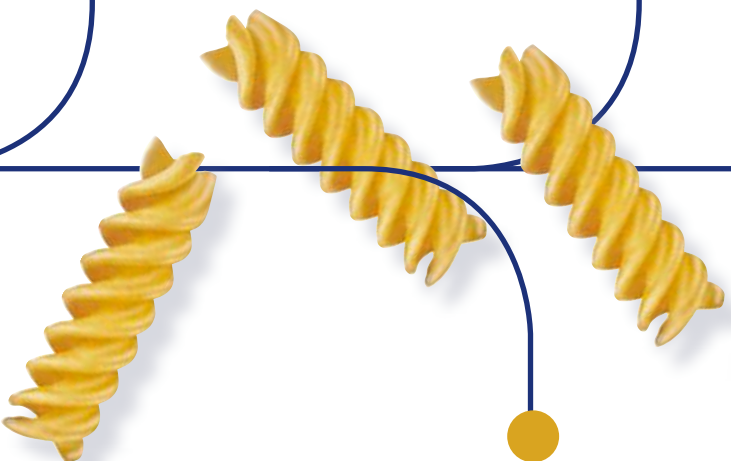
2024

THE GROUP CELEBRATES 30 YEARS OF BARILLA PESTO, ONE OF THE ICONIC PRODUCTS IN THE ITALIAN TRADITION.



INNOVATION

2022



2021

PASTA EVANGELISTS AND CATELLI

JANUARY 2021: ACQUISITION OF A MAJORITY STAKE IN PASTA EVANGELISTS, A PREMIUM BRITISH BRAND SPECIALISED IN PRODUCTION AND DIGITAL DISTRIBUTION OF FRESH PASTA AND HIGH-QUALITY SAUCES.

FEBRUARY 2021: ACQUISITION OF CATELLI IN CANADA, INCLUDING THE LANCIA® AND SPLENDOR® BRANDS AND THE PLANT IN MONTREAL (QUEBEC).



FUSILLI IN SPACE

IN DECEMBER, THE ANNOUNCEMENT THAT BARILLA PASTA HAD GONE INTO ORBIT FOR THE FIRST TIME, ABOUT THE INTERNATIONAL SPACE STATION (ISS) SPACE CAPSULE OF THE AX-3 MISSION.

OUR VALUES

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



Passion

Putting our heart into the excellence of our products

Courage

Overcoming challenges to move forward



Trust

Working together towards a common



Curiosity

Ability to listen to find innovative solutions



Integrity

Being transparent in terms of respect for people and the planet

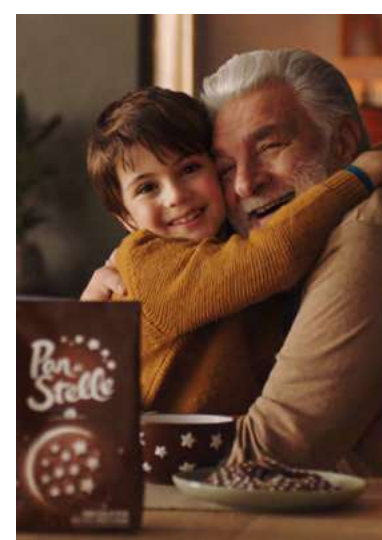


OUR PRODUCTS ARE MADE WITH LOVE



GROUP BRANDS

All the Barilla Group brands are linked by the same **goal: to bring joy and the pleasure of being together to every table around the world.**





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



ARTISIA

BY BARILLA

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





Barilla pesto, created in 1994 with the first Pesto alla Genovese, soon distinguished itself for its creaminess. Today it boasts a strong identity and a broad product offering, helping to define and expand the pesto segment.



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





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



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





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



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



HISTORICAL ARCHIVE

“OUR PAST IS OUR FUTURE”

The Barilla Historical Archive was established in 1987 on the initiative of Pietro Barilla and acts as a pillar of the corporate identity, with the aim of collecting, preserving and leveraging the historical heritage of Barilla and its brands. Over time, it has broadened its documentary heritage and in 1999 obtained acknowledgement from the Ministry of Cultural Heritage and Activities as an initiative of “considerable historical interest”. In 2001, it was one of the founding members of **Museimpresa**, an association that brings together Italian museums and business archives. It has

issued publications on Barilla and Pavesi and, in 2023, contributed to the history of the Voiello family thanks to genealogical research and unpublished documents. As part of a broader cultural network, the Archive collaborates with the **Gastronomic Library** at **Accademia Barilla**, the **family’s Modern Art Collection** and the **Pasta Museum**.

In 2024, the archive was renovated by focusing on digital, to preserve the **more than 60,000 documents** and mark a major step forward in terms of efficiency and archival innovation.



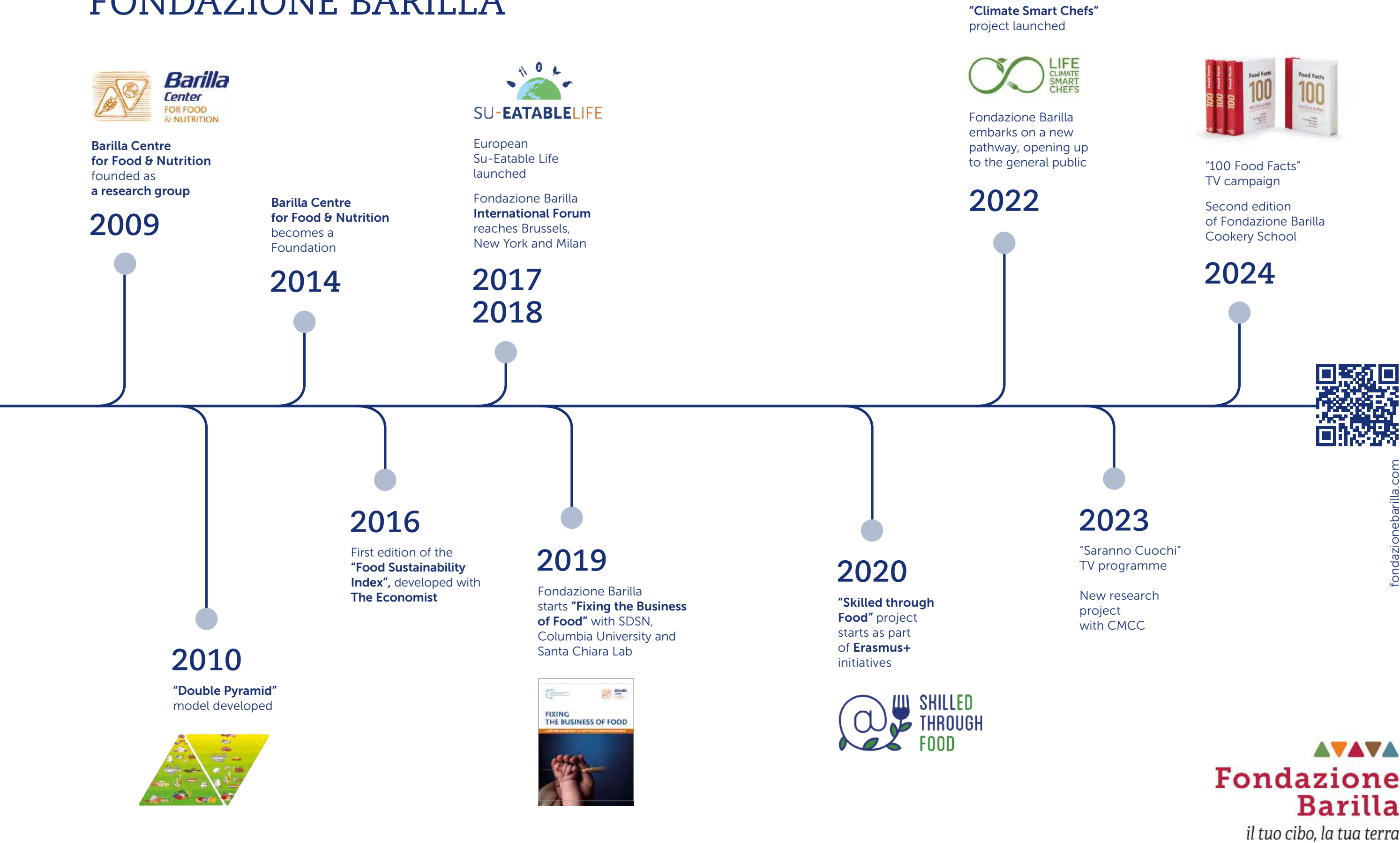
BOTTEGA BARILLA & ACADEMIA BARILLA

In the symbolic loci of Barilla’s history – the first factory and the historic shop in the central Parma – **Bottega 1877** and **Accademia Barilla** have been brought to life as experiential spaces dedicated to customers, consumers and stakeholders. Accademia Barilla and Bottega 1877 promote Italian gastronomic culture with events, meetings and immersive experiences. In these spaces, food becomes a cultural expression and a tool for relationships. Visitors can participate in professional tastings, thematic events,

culinary workshops and meetings with chefs and experts. Every year, thousands of people take part in the activities proposed by Barilla, strengthening the link with the local area and leveraging food as an expression of culture, conviviality and inclusion. Accademia houses the richest **gastronomic library in Europe**, with over 15,000 volumes on food and conviviality and more than 5,000 historical menus, artistic and cultural testimonies to the Italian culinary tradition.



FONDAZIONE BARILLA



FONDAZIONE BARILLA



FOOD FACTS

The Fondazione Barilla is a scientific research body, founded in 2009 with the aim of studying the major issues of food around the world, in the agri-food and scientific fields.

Then as now, Fondazione Barilla encourages responsible behaviours and healthy food choices, to bring about a concrete change in society.

Since 2022, the Fondazione Barilla has focused on the dissemination of its knowledge to help people understand how the weight of small actions can positively affect the environment and health.

The collation of these “clips” led to the drafting and free distribution of the first book published by the Fondazione Barilla: *‘100 Food Facts – A Little Guide for Big Changes’*. From 2022 to 2024, over 210,000 copies were sent out free of charge.

FONDAZIONE BARILLA SCHOOL

In 2023, the first edition of the Fondazione Barilla School was launched, as a cooking course promoted

by the Foundation, provided free of charge to young people from disadvantaged socio-economic backgrounds, who are united by a passion for cooking.

The project proposes a training course – theoretical and practical – to raise professionalism to a high standard, conducted by a team of qualified scientists and cooks, whose specificity lies in focusing on the relationship between food and the environment, training a new generation of conscious cooks with a particular sensitivity to the battle against waste.

The success of the first edition led to the planning of a second, launched in 2024, which involved 20 young people selected with the support of various non-profit organisations, including the Italian Red Cross and the Community of Sant’Egidio.

The two-month training course made use of the contribution of Esselunga which, as a partner, welcomed several students to its Atlantic Bars and the delicatessens in its stores.

The teaching staff is led by the Michelin-starred chef and former social worker **Alberto Gipponi** and the food critic **Andrea Grignaffini**. The tutors also include **Riccardo Valentini**, professor of Ecology at the University of Tuscia and member of the IPCC¹ group, a recipient of the **Nobel Peace Prize**.



THREE-YEAR LIFE CLIMATE SMART CHEFS PROJECT ENDS

The LIFE Climate Smart Chefs project (LIFE20 GIC/IT/001708), co-funded by the European Union LIFE programme and co-ordinated by the Fondazione Barilla, ended in December 2024. The three-year initiative involved 164 chefs from all 27 member countries of the European Union, who were offered a training course of over 250 hours focused on the development of key skills: from the reformulation of recipes and the planning of menus with low environmental impact to the improvement of communication skills towards consumers.

Selected and taken to COP28 in Baku (AZ-BA) in November 2024 as a case study, the project was aimed at highlighting the strategic potential of the figure of the chef in the food transition. As intermediaries between the worlds of production and consumption, the chefs have the potential to actively contribute to guiding and influencing behaviours that promote a food system in balance with the planet’s resources.

NEW PROJECT FOR 2025: “HOW TO SAVE”

Food waste is one of the main global challenges, with significant environmental, economic and social impacts. It is estimated that every year, one-third of the food produced worldwide is wasted, with a total loss of over one billion tons of food. In Europe, more than 59 million tons of food waste are generated, equal to 132 kg per capita, with a market value of €132 billion.


In summer 2024, the Fondazione Barilla took this figure as a starting point to contribute to a scientific study conducted by the University of Bologna, which revealed that each Italian family wastes over €500 per year on uneaten food.




















Subsequently, in autumn the same year, the Fondazione Barilla drew up its second editorial project: “How to Save – 120 handy tips to avoid food waste and save both inside and outside the home”, a free, pocket-sized guide to raise awareness and provide concrete advice on how to reduce food waste.

The book – based on scientific evidence – promotes a conscious lifestyle of limiting waste and optimising the use of resources.

¹ Intergovernmental Panel on Climate Change.

BARILLA AROUND THE WORLD

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

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

8,827
BARILLA PEOPLE

30
PRODUCTION
FACILITIES*
* including one or more sites

15 IN ITALY
15 ABROAD

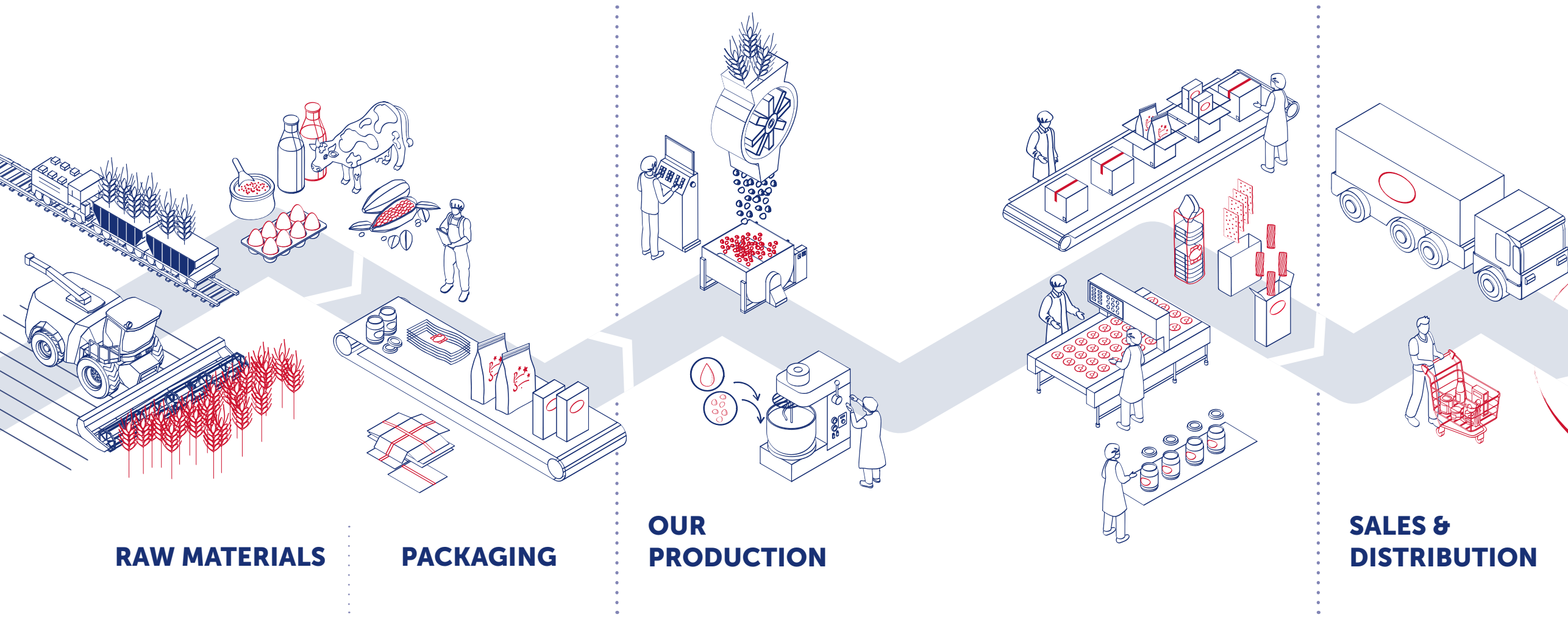


KEY

-  CENTRES OF EXPERTISE
-  PLANTS & MILLS
-  COMMERCIAL OFFICES
-  CUSTOMER COLLABORATION CENTRES
-  BOTTEGA

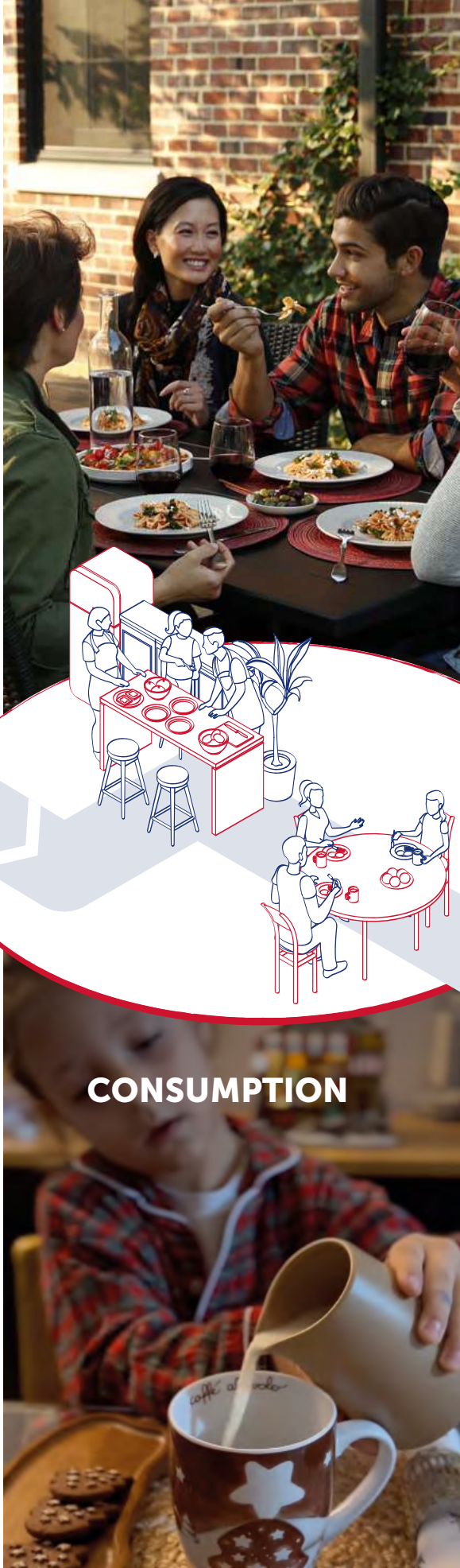
FROM FARM TO FORK

We bring people together
around the **joy of good food**



The quality and goodness
of our products are the point of arrival,
the result of a journey along the entire
production chain, from the procurement

of raw materials to final
distribution, which respects
people and the environment
from farm to fork.



UPSTREAM

OWN BUSINESS

DOWNSTREAM

BUSINESS RISK & RESILIENCE

Barilla adopts an *Enterprise Risk Management* (ERM) model that ensures comprehensive and up-to-date mapping of all potential risks to which the Group is exposed in 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.



IN-DEPTH ANALYSIS OF RISKS RELATED TO IT SYSTEMS

An area of particular importance concerns the risks related to Information Technology, which are constantly monitored by the Group. **To mitigate these risks, Barilla has implemented a disaster recovery service, which is tested annually and also includes cloud components.** The network architecture provides an additional layer of redundancy for accessing systems from remote locations.

Cybersecurity is a top priority for the Group, which continues to invest and develop dedicated projects in this field. In addition to regular risk assessment processes, the Group conducts in-depth analyses of the risks associated with new strategic initiatives, thus ensuring that all relevant factors are considered to support decision-making.

To maintain a constantly adequate level of protection, the Group has intensified its event monitoring activities and its technological defence oversight. Barilla adopts an approach of continuous improvement, developing initiatives in line with the risk treatment plan shared with management. In particular, the Group has embarked on a structured process to integrate the "security by design" approach, including into industrial automation solutions and locally managed systems at subsidiary offices globally.

Confirming its commitment to cybersecurity, **in 2019 the Group obtained ISO 27001 certification for the security of the Information Management System at the Parma Headquarters (Italy).** In the last two years, the certification has also been extended to the offices in Germany, Sweden, France and Greece.



INTEGRATION OF ESG CRITERIA INTO THE RISK MANAGEMENT MODEL

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.

The integration of the Double Materiality approach into the annual Risk Assessment campaign has made it possible 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.

A specific focus was dedicated to the assessment of supply chain risks, with particular regard to climate and supplier-related risks.

In addition to ESG risks, the Group monitors the potential impacts of regulations, market dynamics and concentration risks, elements that could affect continuity of supply and relationships with partners.



CLIMATE RISK ANALYSIS

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.

The Group adopts a proactive approach to managing risks along the value chain, constantly monitoring critical factors and

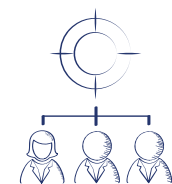
implementing strategies aimed at ensuring their continuity and sustainability in the long term.

SUSTAINABILITY GOVERNANCE

The changing regulatory environment and increasing focus on sustainability require companies to reconsider how to integrate these aspects into business strategies, reporting processes and governance models.

Barilla has been voluntarily working on this integration for the past 15 years and has **recently embarked on a process to redefine its ESG** (*Environmental, Social and Governance*) **strategy for 2024, in line with the company's broader strategic decisions.** The intention is to make ESG a catalyst for differentiation in the business, to gain a competitive advantage and lay the foundations for compliance with 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.



Global Sustainability Team: A central sustainability team, it supports the ESG Board in defining and implementing the sustainability strategy, by co-ordinating the various 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. 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.

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.



OUR WAY OF DOING BUSINESS

*A renewed
sustainability
pathway*



SUSTAINABILITY PATHWAY	48
SUSTAINABILITY STRATEGY	52
DOUBLE MATERIALITY ANALYSIS	54
MATERIALITY ALONG THE SUPPLY CHAIN	56
STAKEHOLDER ENGAGEMENT	58

SUSTAINABILITY PATHWAY

Since it was founded in 1877, Barilla has been committed to offering quality food that respects people and the environment, enriching and evolving this approach in relation to the new knowledge that links the taste and goodness of its products to the way they are designed and manufactured, integrating what has long been defined as sustainability into its way of doing business.

As early as 2008, with the publication of the first voluntary report, **the company chose to share the path taken transparently with its stakeholders**, paving the way for structured dialogue on sustainability issues.

In 2010, this vision found a strategic synthesis in the purpose **“Good for You, Good for the Planet”**, accompanied by a structured action plan to enhance the connections between food, supply chains, production systems and the environment.

This evolution has been dictated by the continuous scientific development to which the **Barilla Center for Food and Nutrition** has also contributed, clearly defining the close connection of eating models with the related environmental impacts (the concept of the Double Pyramid) and, subsequently, the **Fondazione Barilla**, promoting and disseminating its culture with extensive and effective communication.

This way of doing business has continued over time and **in 2022**, for its 145th anniversary,

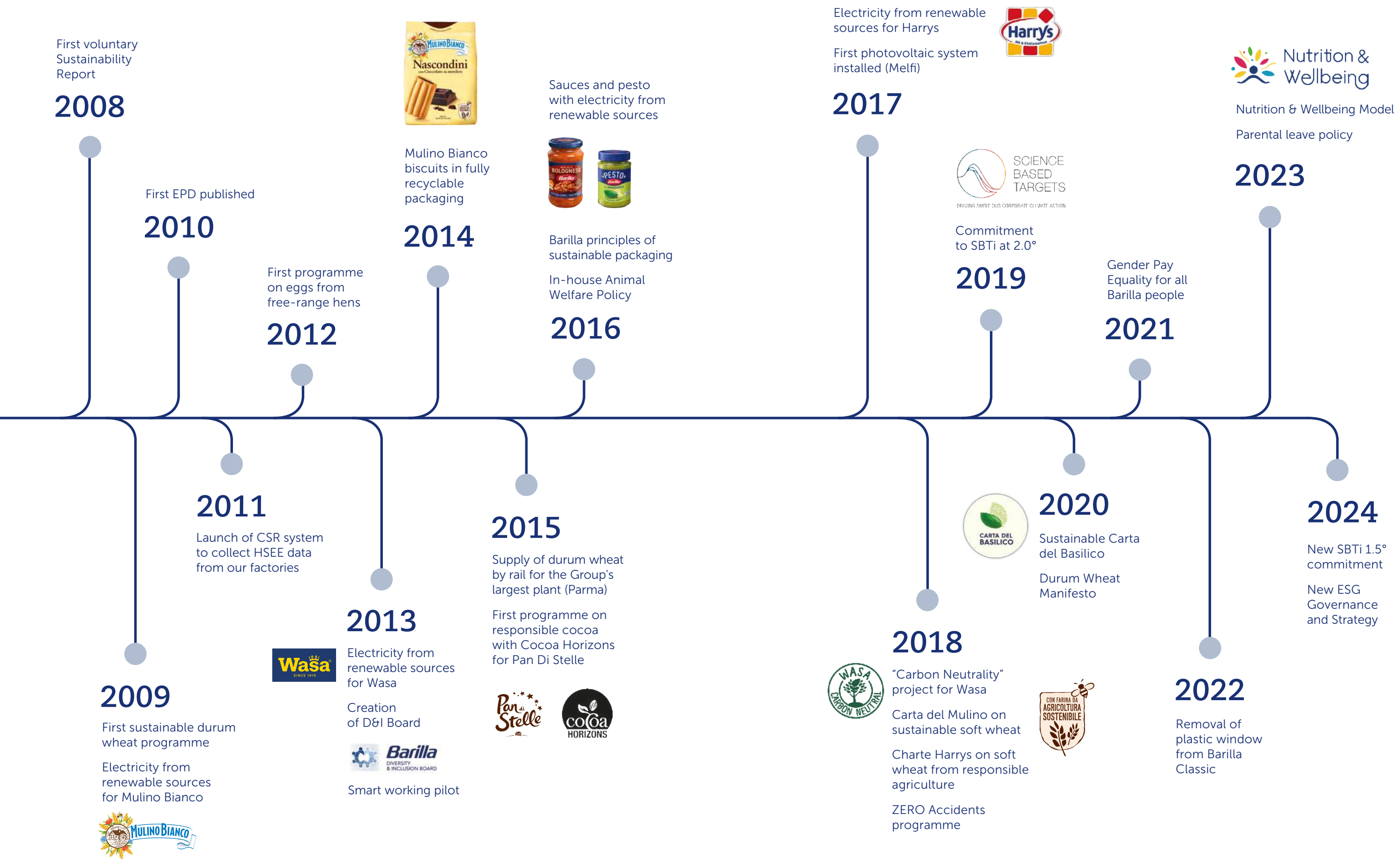
it was bolstered by introducing the new purpose **“The joy of food for a better life”**, accompanied by renewed governance and an updated agenda of commitments and objectives.

The constant and renewed commitment aims to be a benchmark in as changing and highly uncertain a context as we see now, in which everyone is responsible for contributing to increasing the resilience of production systems while mitigating the effects on the entire ecosystem of which the company forms part.

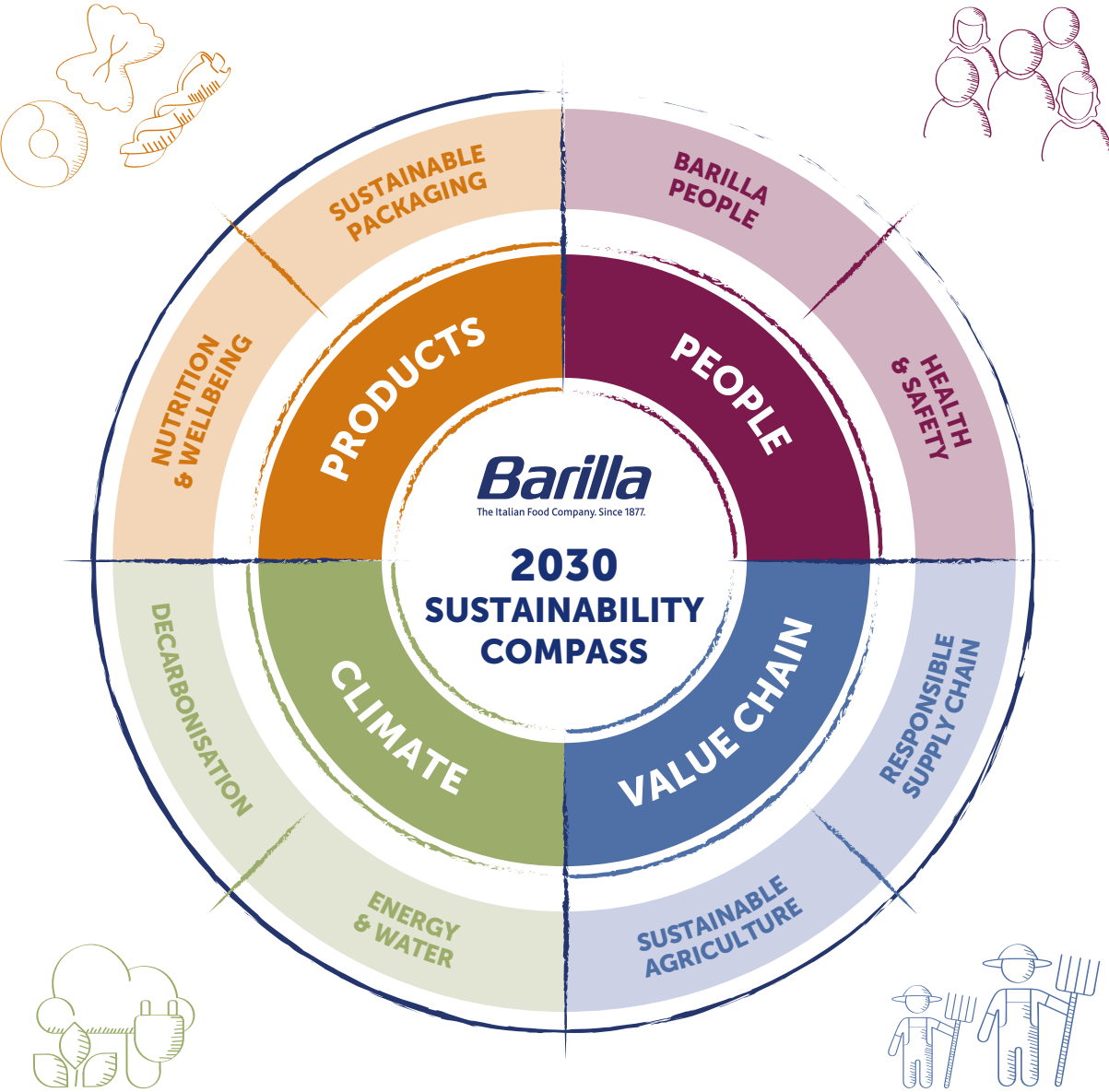
Barilla, with its way of doing business, is determined to continue this journey and **in 2024 integrated sustainability into the corporate strategy, setting goals for 2030.**

With this Report, it also expresses its willingness to prepare for the CSRD by harmonising sustainability reporting using the European ESRS standards.



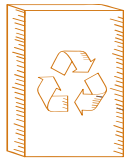


SUSTAINABILITY STRATEGY



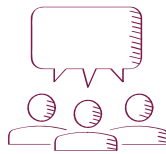
NUTRITION & WELLBEING

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.

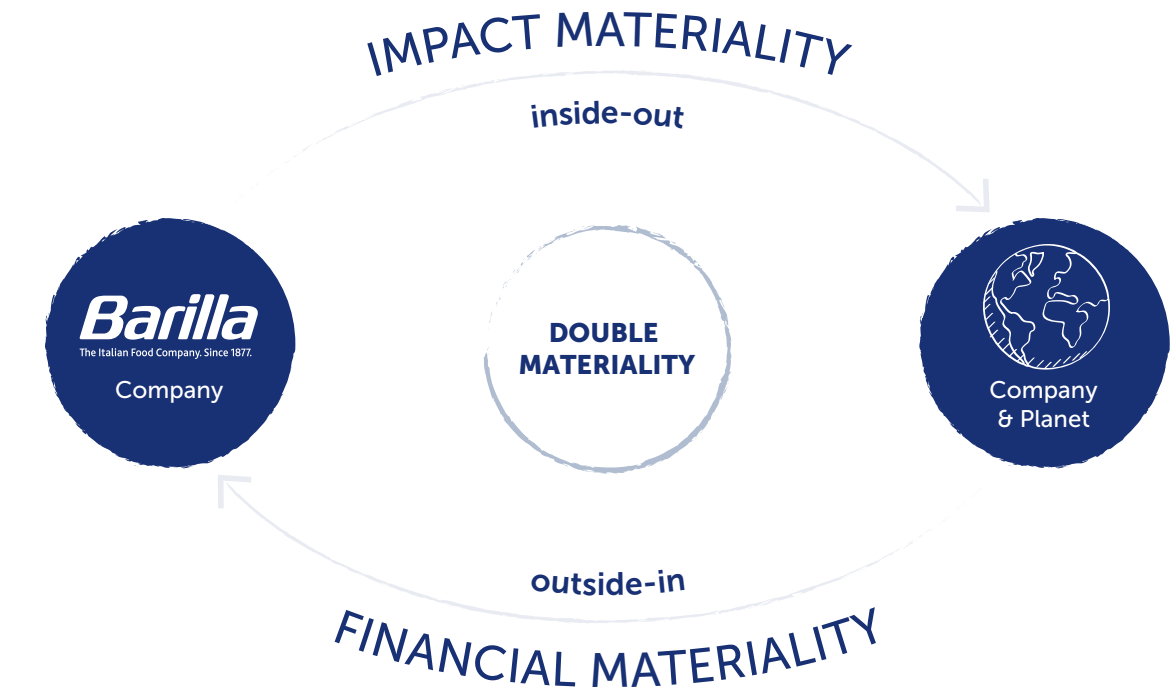
DOUBLE MATERIALITY ANALYSIS

In 2024, Barilla carried out the double materiality analysis to identify the issues of greatest interest to the Group.

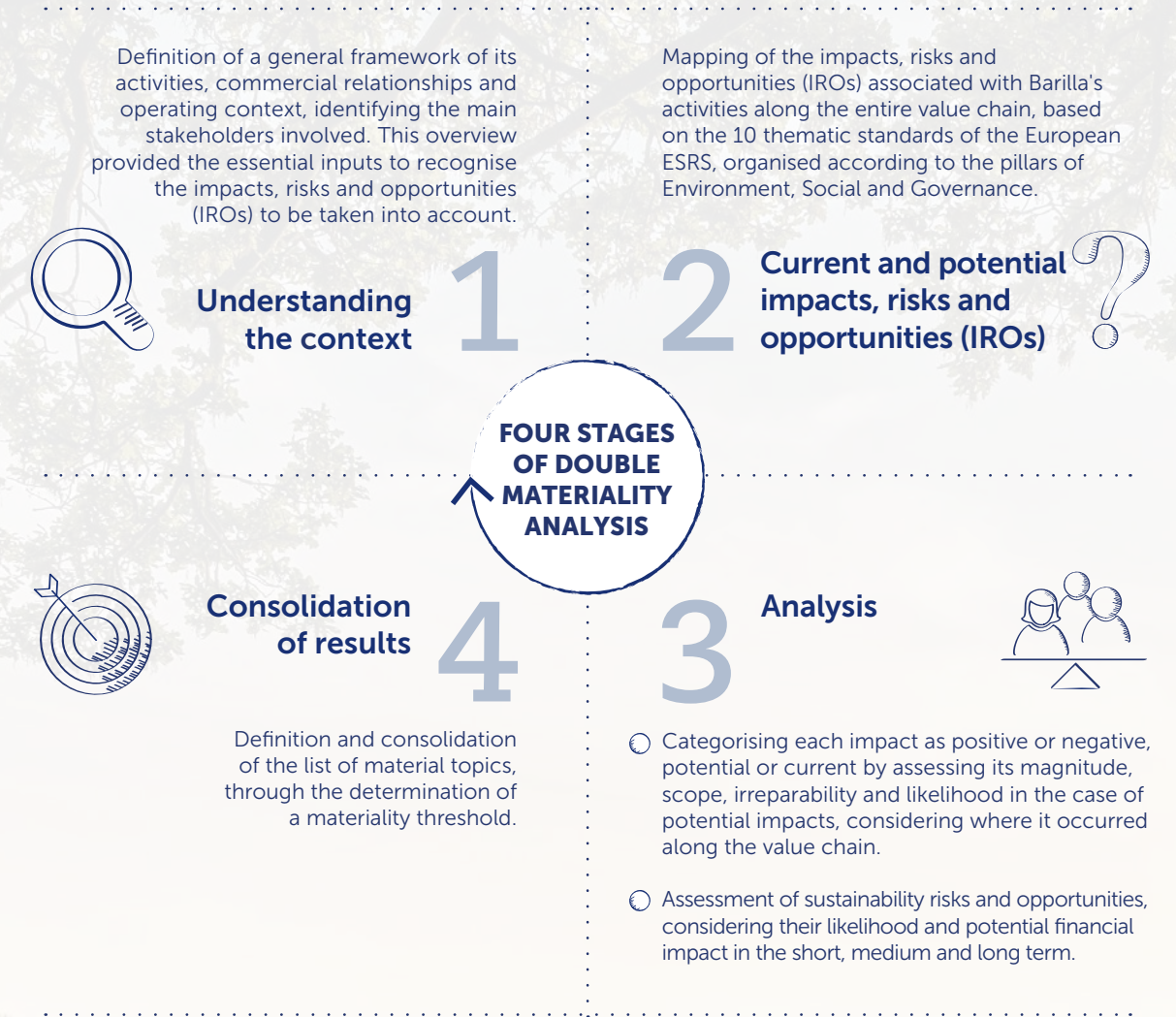
The Double Materiality Analysis, in compliance with the European Commission Delegated Regulation (2023/2772) and the CSRD Directive (2022/2464), identifies as relevant sustainability issues that involve negative or positive, actual or potential impacts on people and the environment in the short, medium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

The double materiality analysis requires us to consider two perspectives:

- **Impact materiality** takes an **inside-out** approach, assessing the effects that the organisation 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 organisation.



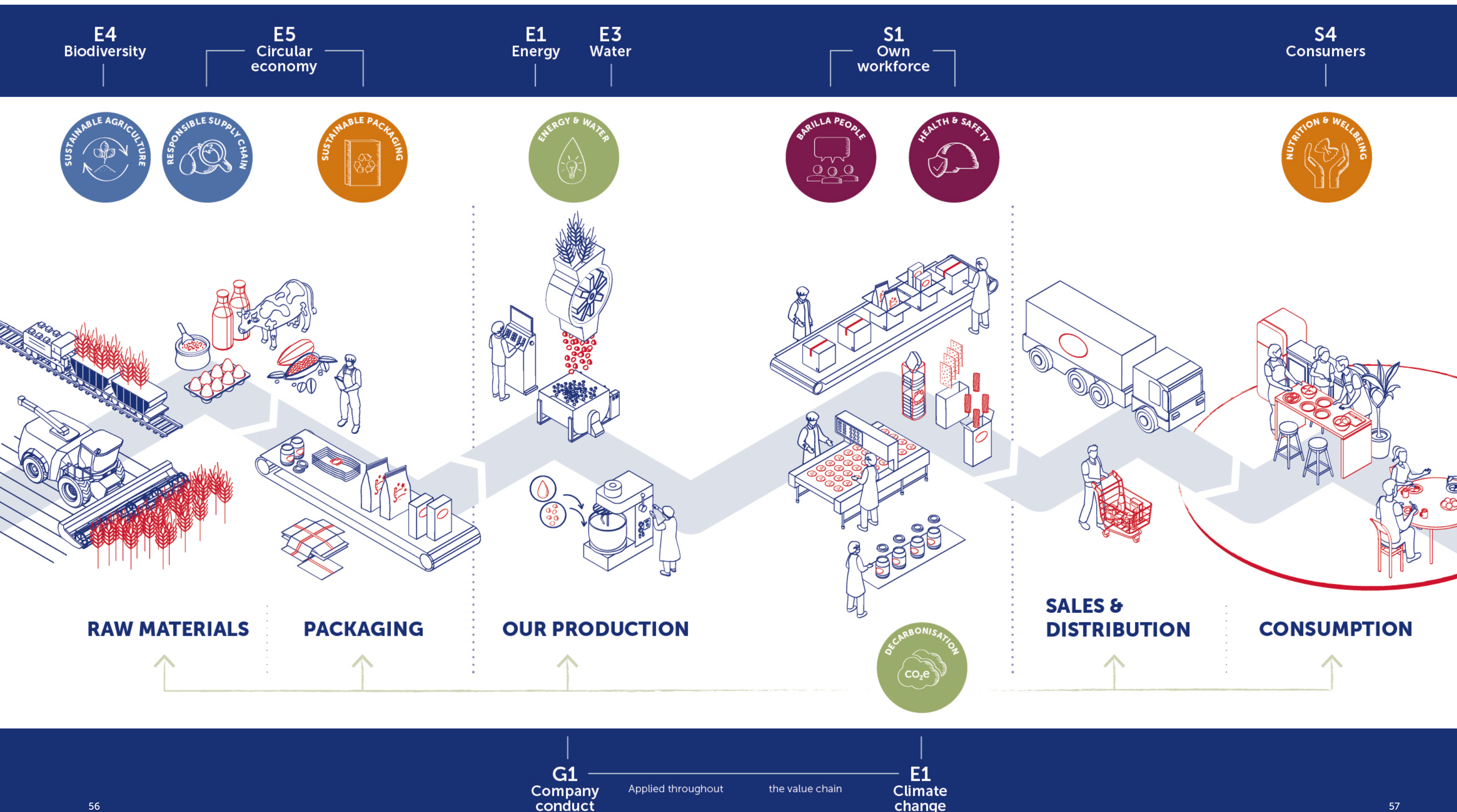
Barilla, in accordance with the guidelines of the European Financial Reporting Advisory Group (EFRAG), has adopted a structured four-step approach to conduct the double materiality analysis, involving both ESG Leaders and the Business Risk & Resilience function.



The results of the double materiality analysis were consequently translated into actions and programmes in line with the company strategy, as shown in the table below:

ESRS	Programme	Value chain
E1 - Climate change	Decarbonisation	Entire value chain
E1 - Climate change	Energy & water	Core - Production
E1 - Energy	Energy & water	Core - Production
E3 - Water	Energy & water	Core - Production
E4 - Biodiversity and ecosystems	Sustainable agriculture	Upstream - Raw materials
E5 - Resource use and circular economy	Responsible supply chains	Upstream - Raw materials
E5 - Resource use and circular economy	Sustainable packaging	Upstream - Packaging
S1 - Own workforce	Barilla People	Core - Production
S1 - Own workforce	Health and safety	Core - Production
S4 - Consumers and end-users	Nutrition and wellbeing	Downstream - Consumption
G1 - Business conduct	Responsible supply chain	Entire value chain

MATERIALITY ALONG THE SUPPLY CHAIN



STAKEHOLDER ENGAGEMENT

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.

In 2024, the stakeholder mapping was updated, identifying the main categories and assessing 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.



CARREFOUR



The collaboration between Barilla and Carrefour, launched in 2017, is an example of structured and progressive stakeholder engagement, based on shared objectives in the field of sustainability.

After initial activities on food waste in Italy and Spain, **Barilla has become co-leader of the Food Transition Pact, committing to climate, nutrition and sustainable packaging.** Since 2019, the Pact has become a global guide, involving multiple suppliers, whereas since 2023 **Barilla has also consolidated its role in the Coalition for Healthier Lives (CHL) of the Consumer Goods Forum, in France and as an Advisor in Italy.**

Activities include **initiatives such as Positive Nutrition and Veggie Delights.** Engagement takes place according to two approaches: joint definition of objectives and co-creation of new ideas.

- CO-LEADER OF THE FOOD TRANSITION PACT
- POSITIVE NUTRITION AND VEGGIE DELIGHTS



Engagement is divided into several levels: **local representations in France and Italy, international co-ordination and annual meetings** for the sharing of best practices. At the same time, new projects are being developed **on the issues of circular economy and diversity, equity & inclusion.**

The case highlights the importance of continuous dialogue, multi-level governance and a shared vision to **turn common ambitions into concrete results.**



CONAD



In 2022, Barilla embarked on a close collaboration with Conad on sustainability issues through Mulino Bianco, one of the most active brands on the subject.

Among the main initiatives, **a digital game accessible through the Conad app** involved customers through quizzes and activities on environmental issues, rewarding participation with coupons and educational content.

The educational commitment has been strengthened with the installation of **three educational apiaries near Conad stores**, and will continue with thematic workshops open to schools and the community.

At the same time, **Barilla supported the reforestation project promoted by Conad as main sponsor.** The collaboration, the launch of which was also made possible by proactive research at Barilla, forms part of the **initiatives linked to the "Carta del Mulino"** and is enriched with in-store competitions and joint promotional activities.

Conad has proven to be an active and autonomous partner in promoting concrete actions for a sustainable future, whereas Barilla, with Mulino Bianco at the forefront, acts as a promoter and facilitator of shared value.



- DIGITAL GAME

- SPECIAL PACK RIGOLI



- APIARIES FOR EDUCATIONAL



THE CONSUMER GOODS FORUM

A global organisation 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.

The Consumer Goods Forum (CGF) 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, representing almost 10 million direct workers and up to 90 million when considering the entire supply chain.** 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.

Within the CGF, Barilla is actively involved in the Collaboration for Healthier Lives (CHL) coalition in France.

Through this initiative, the company contributes to developing programmes that promote a more conscious food culture, guiding consumers and businesses towards healthier and more sustainable nutritional choices in the medium to long term. **The commitment to CHL confirms Barilla's role as a promoter of responsible eating models and sustainable development throughout the value chain.**



WWF

The collaboration between Mulino Bianco and WWF, which has been consolidated for several years, has been a fundamental lever for the strengthening of the Carta del Mulino project, both in terms of consolidation among stakeholders and consumer involvement and emphasised by the inclusion of the WWF logo on the product packaging.

In 2024, WWF supported Mulino Bianco in several key activities: **it provided technical support in the annual review of the 10 rules set out in the Carta del Mulino and contributed to the dissemination of the project's founding principles** through webinars, seminars, meetings with supply chain players and participation in public and institutional events, such as the Green Film Festival in Rome.

The WWF also played the role of technical jury for the Fiori del Mulino photo competition, contributing to the selection of the images and attending the award ceremony, thus increasing the visibility of the project.

Finally, it has **activated a channel of dialogue with Italian academics in agroecology, laying the foundations for the future development of the Carta del Mulino** and further strengthening the value of the path undertaken.

“Part of the aim of the Carta del Mulino is to preserve bees and pollinating insects useful to nature, promoting biodiversity, despite soft wheat not being a crop that directly requires the ecosystem service of pollination.”

Franco Ferroni, Head of Agriculture & Biodiversity, WWF Italy





RESULTS & OBJECTIVES

*A look to the future
starting from goals
achieved*

ECONOMIC RESULTS.....	67
ESG RESULTS & OBJECTIVES FOR STRATEGIC PROGRAMMES.....	68
ESG RESULTS FOR STRATEGIC SUPPLY CHAINS.....	69

ECONOMIC RESULTS

Now, 147 years of history later, our products are there for people at every mealtime.

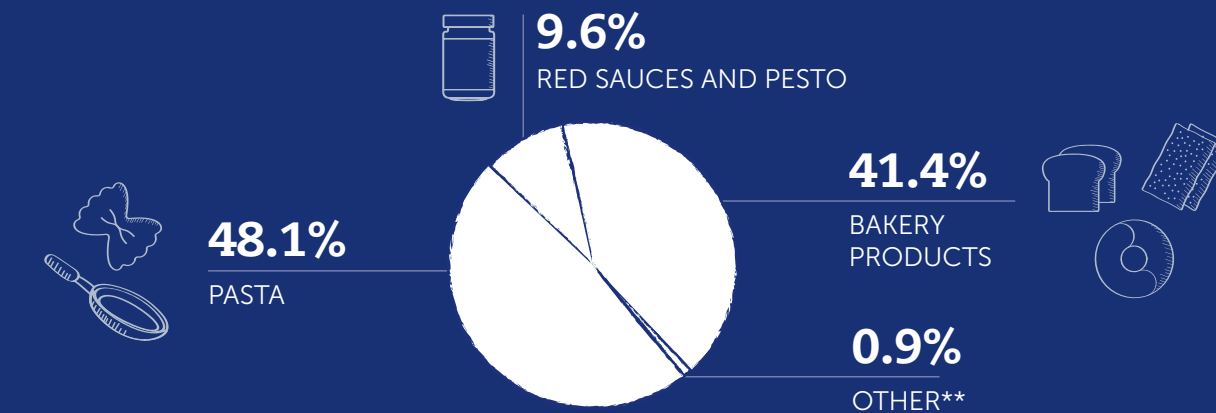
* 2024 data

IN PARMA SINCE **1877**

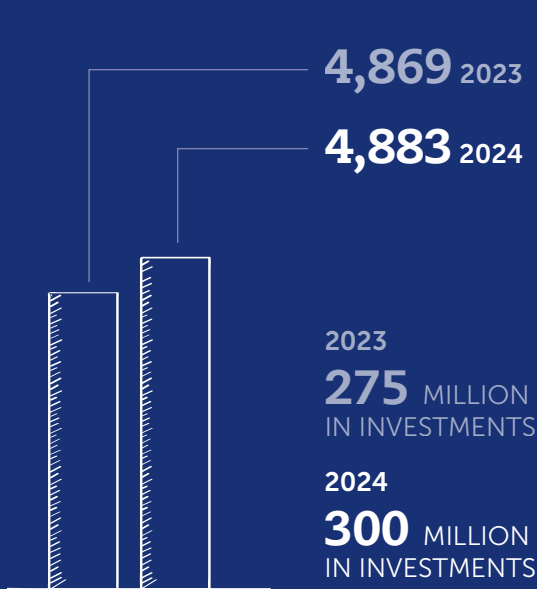
2,040,000
TONS OF PRODUCTS*

21
BRANDS*

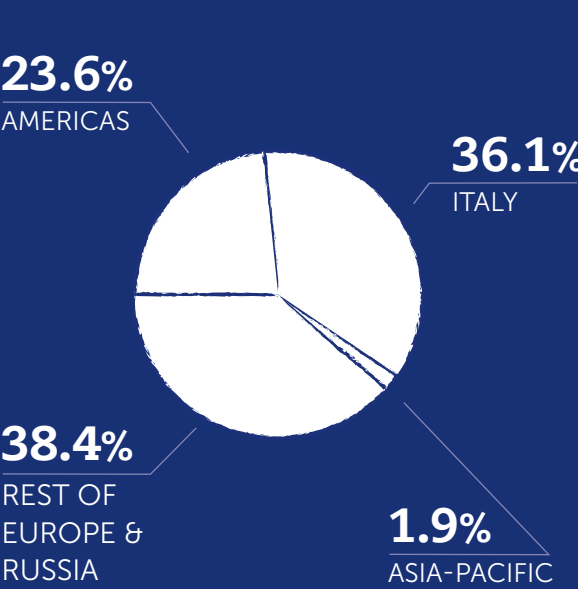
BUSINESS AREA (2024 turnover)



TURNOVER (€ m)



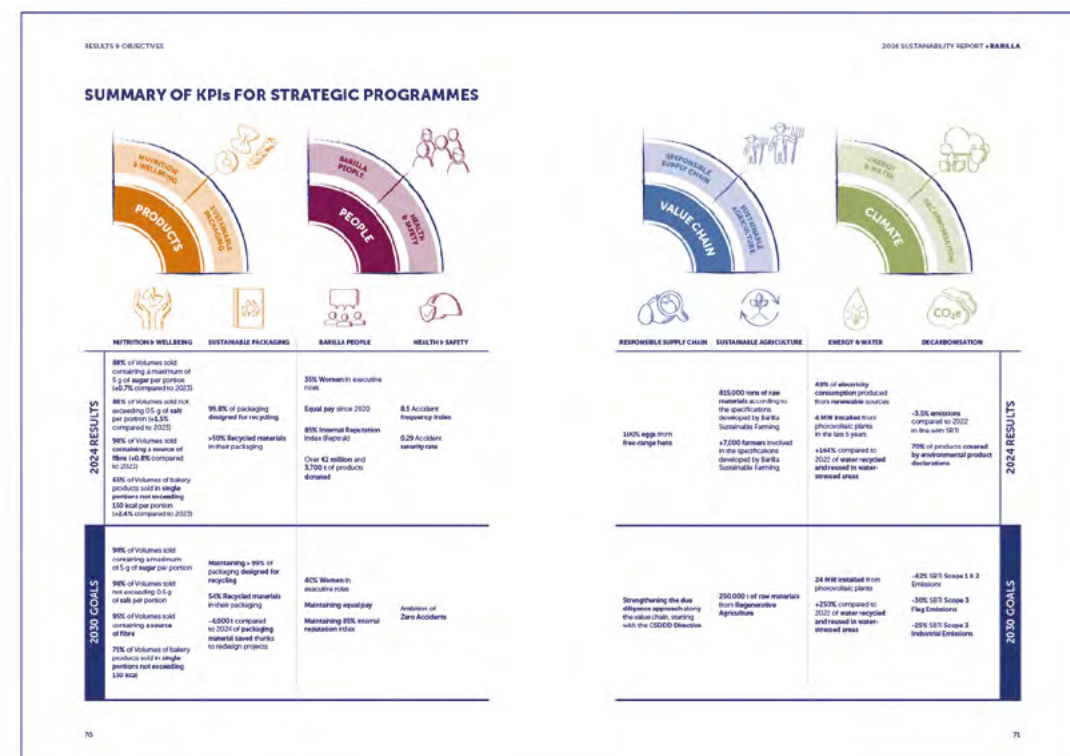
GEOGRAPHICAL AREAS (2024 turnover)



** Includes fresh pasta business at Pasta Evangelists Ltd.

ESG RESULTS & OBJECTIVES FOR STRATEGIC PROGRAMMES

To ensure transparency and measurability of the renewed sustainability path, key performance indicators (KPIs) have been defined for each strategic programme, to measure the results achieved in 2024 and foster continuous improvement towards 2030.



ESG RESULTS FOR STRATEGIC SUPPLY CHAINS

Barilla's impacts affect the entire value chain, so the same strategic KPIs measure the environmental and social impact along key supply chains and guide the work of the Group's brands.





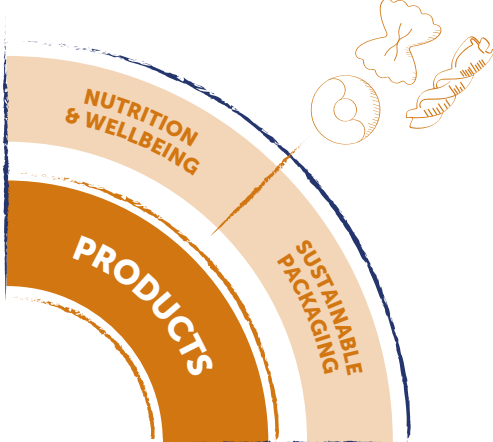
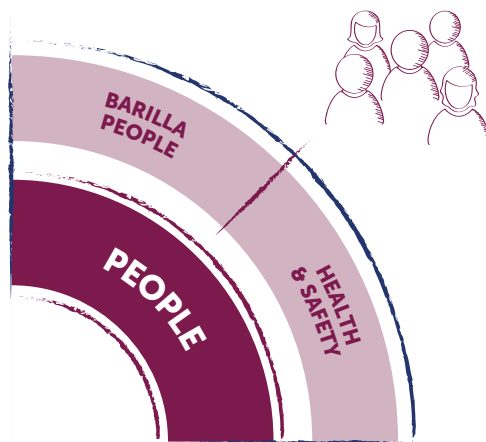













BARILLA CONFIRMS ITS POSITION AS THE WORLD'S LEADING FOOD COMPANY IN TERMS OF REPUTATION



Barilla has been confirmed as **the world's leading company in the food sector by reputation** for the second year running in the latest **Global RepTrak® 100** conducted by **RepTrak**, an American company that has been analysing the companies with the best reputation globally every year since 1999. In these prestigious rankings, which evaluate companies not only for the **quality of their products and services** but also for their **company purpose and shared values**, Barilla has strengthened its leadership position in the Food sector, ranking **25th overall**, gaining 4 positions compared to Global RepTrak 2024 where it ranked 29th. This growth confirms **the Group's continued commitment to consolidating its reputation globally**.

SUMMARY OF KPIs FOR STRATEGIC PROGRAMMES

2024 RESULTS		2030 GOALS	
 NUTRITION & WELLBEING	 SUSTAINABLE PACKAGING	 BARILLA PEOPLE	 HEALTH & SAFETY
			
<p>88% of Volumes sold containing a maximum of 5 g of sugar per portion (+0.7% compared to 2023)</p> <p>88% of Volumes sold not exceeding 0.5 g of salt per portion (+1.5% compared to 2023)</p> <p>90% of Volumes sold containing a source of fibre (+0.8% compared to 2023)</p> <p>65% of Volumes of bakery products sold in single portions not exceeding 150 kcal per portion (+2.4% compared to 2023)</p>	<p>99.8% of packaging designed for recycling</p> <p>>50% Recycled materials in their packaging</p>	<p>35% Women in executive roles</p> <p>Equal pay since 2020</p> <p>85% Internal Reputation Index (Reprtrak)</p> <p>Over €2 million and 3,700 t of products donated</p>	<p>8.5 Accident frequency index</p> <p>0.29 Accident severity rate</p>
<p>90% of Volumes sold containing a maximum of 5 g of sugar per portion</p> <p>90% of Volumes sold not exceeding 0.5 g of salt per portion</p> <p>95% of Volumes sold containing a source of fibre</p> <p>75% of Volumes of bakery products sold in single portions not exceeding 150 kcal</p>	<p>Maintaining > 99% of packaging designed for recycling</p> <p>54% Recycled materials in their packaging</p> <p>-4,000 t compared to 2024 of packaging material saved thanks to redesign projects</p>	<p>40% Women in executive roles</p> <p>Maintaining equal pay</p> <p>Maintaining 85% internal reputation index</p>	<p>Ambition of Zero Accidents</p>

<div><div><div><div><div></div><div>RESPONSIBLE SUPPLY CHAIN</div></div><div><div><div></div><div>SUSTAINABLE AGRICULTURE</div></div><div><div><div></div><div>ENERGY & WATER</div></div><div><div><div></div><div>DECARBONISATION</div></div></div></div><div><div><div><div></div><div>VALUE CHAIN</div></div><div><div><div></div><div>SUSTAINABLE AGRICULTURE</div></div><div><div><div></div><div>CLIMATE</div></div><div><div><div></div><div>ENERGY & WATER</div></div><div><div><div></div><div>DECARBONISATION</div></div></div></div></div></div></div></div></div></div></div></div>				
RESPONSIBLE SUPPLY CHAIN	SUSTAINABLE AGRICULTURE	ENERGY & WATER	DECARBONISATION	
<div></div> <div>100% eggs from free-range hens</div>	<div>815,000 tons of raw materials according to the specifications developed by Barilla Sustainable Farming</div> <div>+7,000 farmers involved in the specifications developed by Barilla Sustainable Farming</div>	<div>48% of electricity consumption produced from renewable sources</div> <div>4 MW installed from photovoltaic plants in the last 5 years</div> <div>+164% compared to 2022 of water recycled and reused in water-stressed areas</div>	<div>-3.5% emissions compared to 2022 in line with SBTi</div> <div>70% of products covered by environmental product declarations</div>	2024 RESULTS
	<div></div> <div>Strengthening the due diligence approach along the value chain, starting with the CSDDD Directive</div>	<div>250,000 t of raw materials from Regenerative Agriculture</div>	<div>24 MW installed from photovoltaic plants</div> <div>+250% compared to 2022 of water recycled and reused in water-stressed areas</div>	<div>-42% SBTi Scope 1 & 2 Emissions</div> <div>-30% SBTi Scope 3 Flag Emissions</div> <div>-25% SBTi Scope 3 Industrial Emissions</div>



An Italian icon that brings everyone together as a family through the timeless tradition of pasta.

424,000

TONS OF DURUM WHEAT EQUIVALENT¹ THANKS TO THE GRANODURO.NET® PROGRAM INVOLVING

4,626

 FARMERS

100%

EGGS FROM FREE-RANGE HENS

95%

OF CARDBOARD FROM SUPPLIERS WHO SOURCE FROM RESPONSIBLY MANAGED FORESTS

We are **EVOLVING** our "milling art" towards an **INCREASINGLY** scientific and digital approach, based on innovation and energy sustainability thanks to the **EXPERTISE** OF OUR PEOPLE

-3,500

VEHICLES PER YEAR THANKS TO THE CONNECTION BY RAIL BETWEEN THE MILL FOR THE GROUP'S LARGEST PLANT (PARMA)

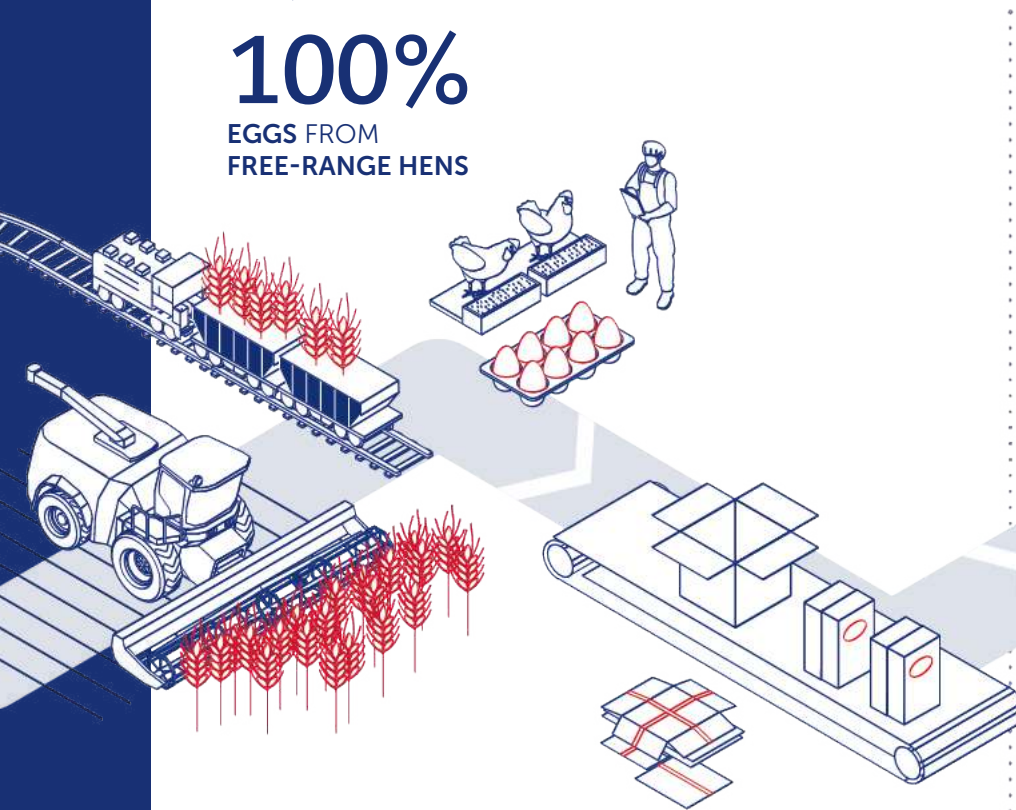
SOLD IN

130

COUNTRIES WORLDWIDE

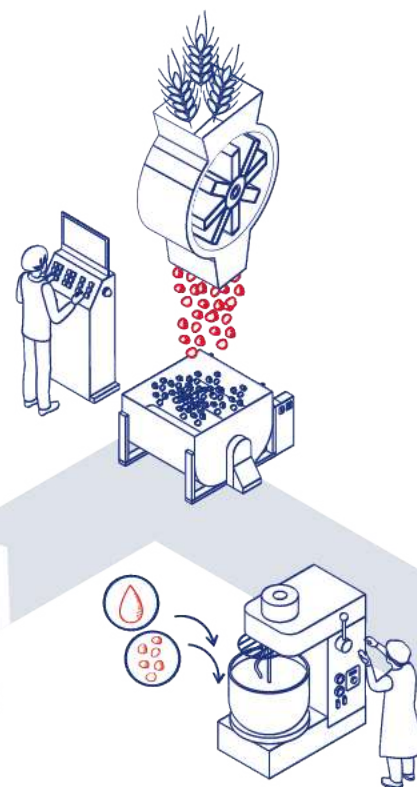
97%

OF VOLUMES CONTAINING A SOURCE OF FIBRE

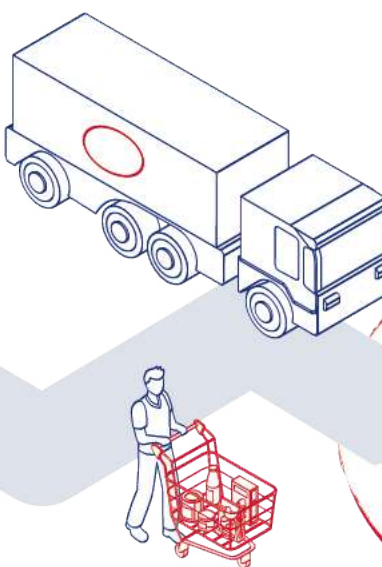


RAW MATERIALS

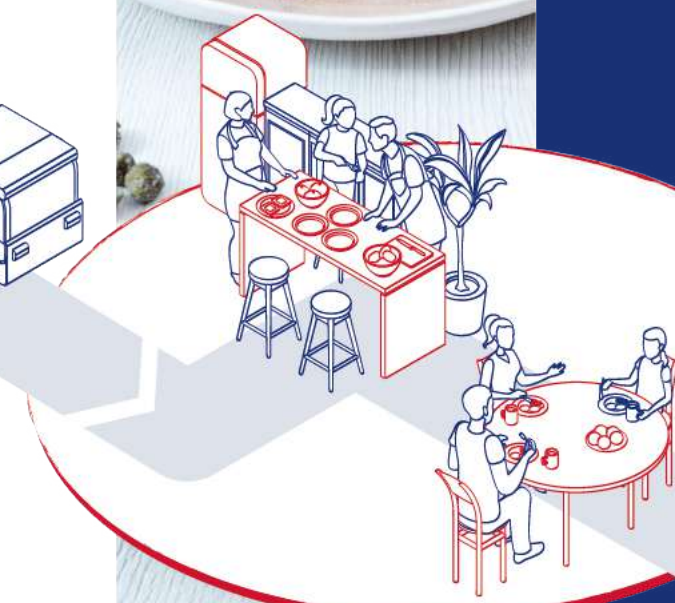
PACKAGING



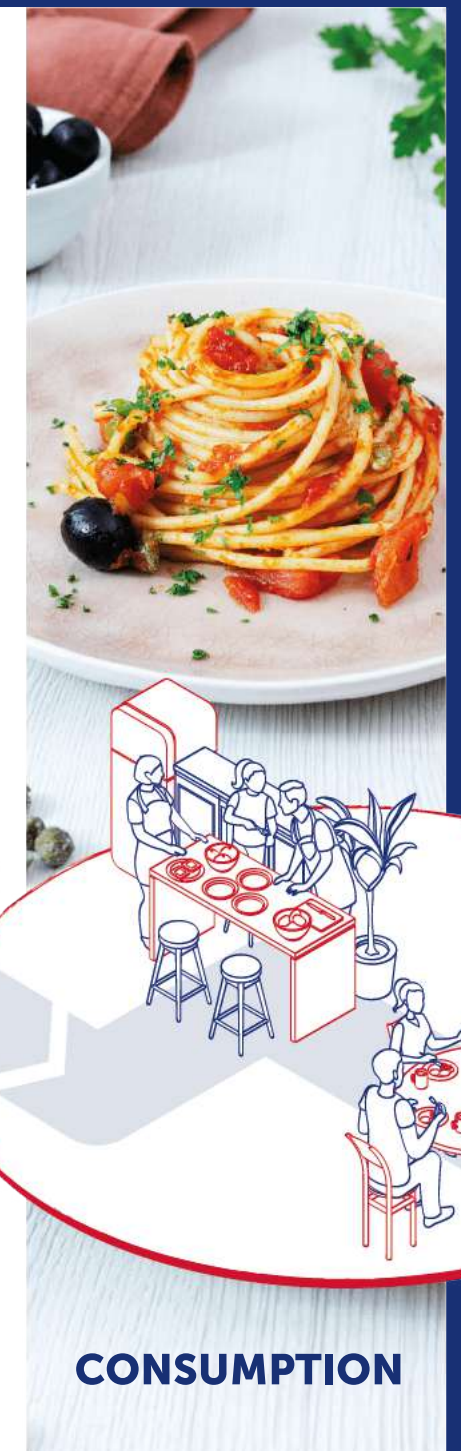
OUR PRODUCTION



SALES & DISTRIBUTION



CONSUMPTION



¹ Cereal necessary for the production of semolina, soft wheat flour and rye flour.



A modern, enthusiastic brand, committed to bringing irresistible tastes to the table through unique flavour experiences, as unique as its creaminess.

100%

OF BASIL FROM SUSTAINABLE AGRICULTURE THANKS TO THE CARTA DEL BASILICO

34%

OF RECYCLED MATERIALS USED FOR GLASS JARS

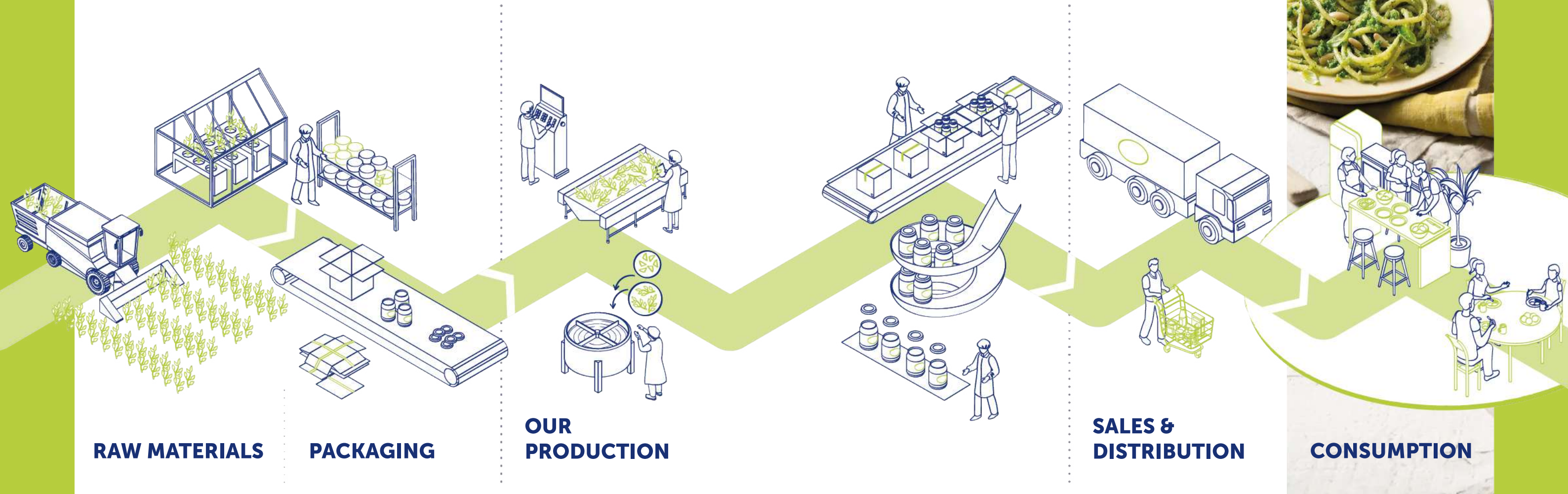
100%

RENEWABLE ELECTRICITY

+60,000 M³

OF WATER RECOVERED AND RECYCLED DURING THE PRODUCTION PROCESS IN THE LAST TWO YEARS²

FULL SUPPLY CHAIN TRACEABILITY THANKS TO THE CONTRIBUTION OF 19 LOCAL FARMERS



² For both pesto and sauces.



For 50 years, the Italian brand has been bringing families together with iconic bakery products, combining tradition and innovation and drawing inspiration from nature.

264,000 TONS
OF SOFT WHEAT EQUIVALENT³
FROM SUSTAINABLE AGRICULTURE
THANKS TO

1,880 FARMERS
INVOLVED IN THE CARTA DEL MULINO

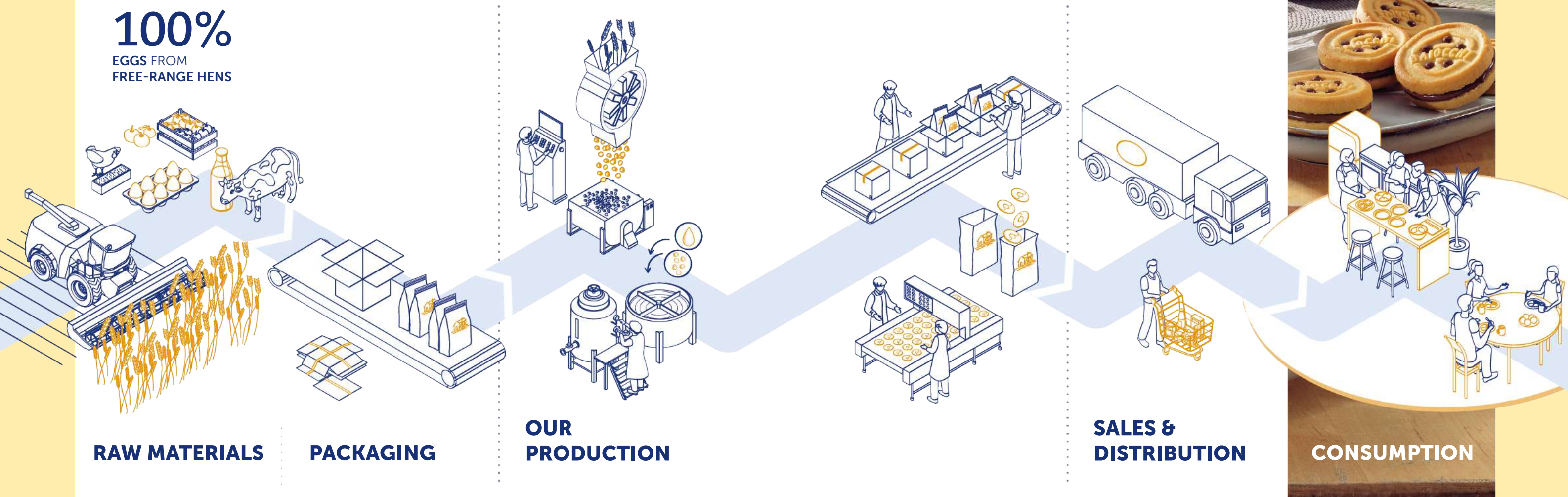
100%
EGGS FROM
FREE-RANGE HENS

100%
RECYCLABLE
PACKAGING

100%
RENEWABLE
ELECTRICITY

IT HAS CHOSEN TO
PURCHASE ONLY
HYDROELECTRIC ENERGY
PRODUCED BY THE PLANT
POWERED BY LAKE RESIA

86%
OF VOLUMES CONTAINING
A MAXIMUM OF 0.5 g
OF SALT PER PORTION



³ Cereal required for the production of semolina, soft wheat flour and rye flour.



A conscious brand connected to nature, which offers the pleasure of vegetable wellbeing through tasty, unprocessed ingredients.

100%

COCOA FROM A RESPONSIBLE SUPPLY CHAIN,
BY SUPPORTING LOCAL FARMERS IN
DEVELOPMENT OF AGRONOMIC PRACTICES

100%

PLANT-BASED
INGREDIENTS

100%

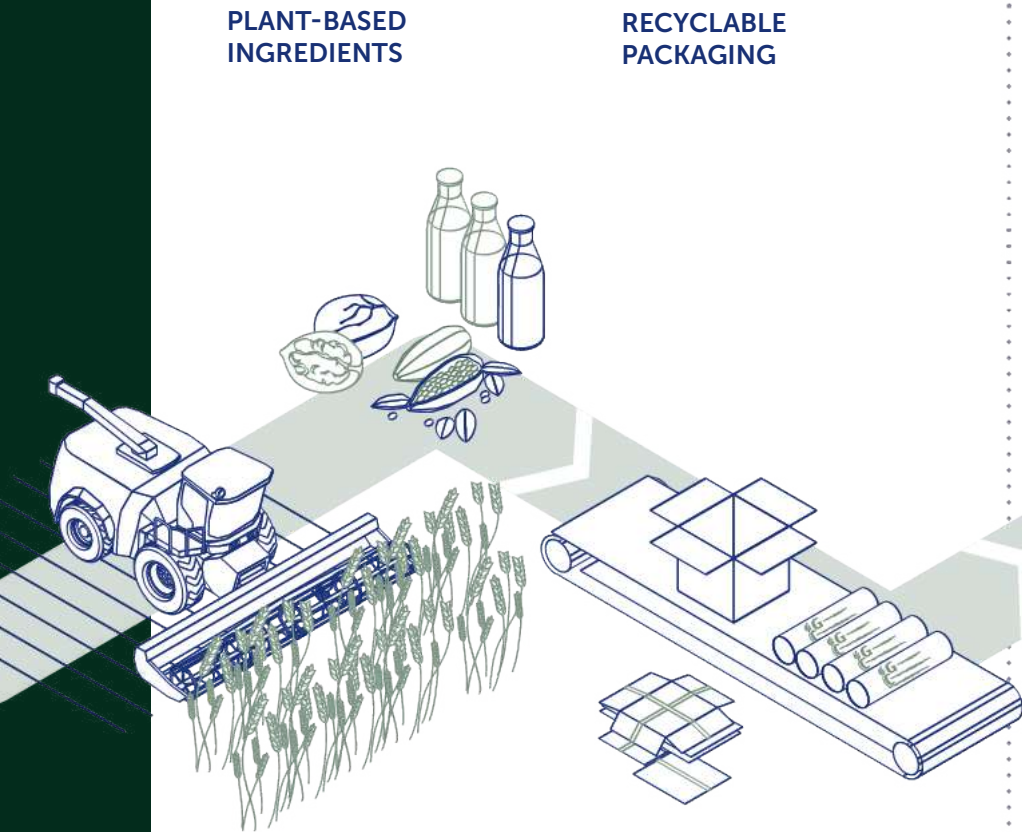
RECYCLABLE
PACKAGING

100%

RENEWABLE
ELECTRICITY

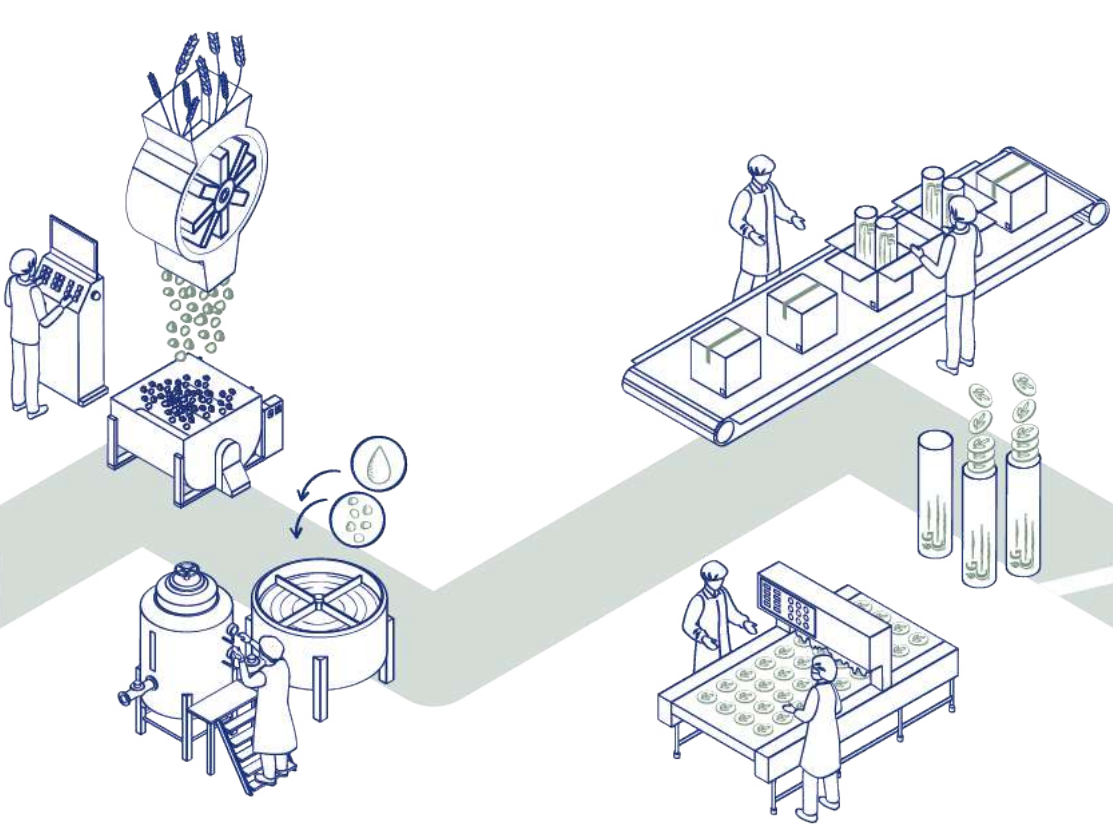
100%

VOLUMES CONTAINING
A SOURCE OF FIBRE

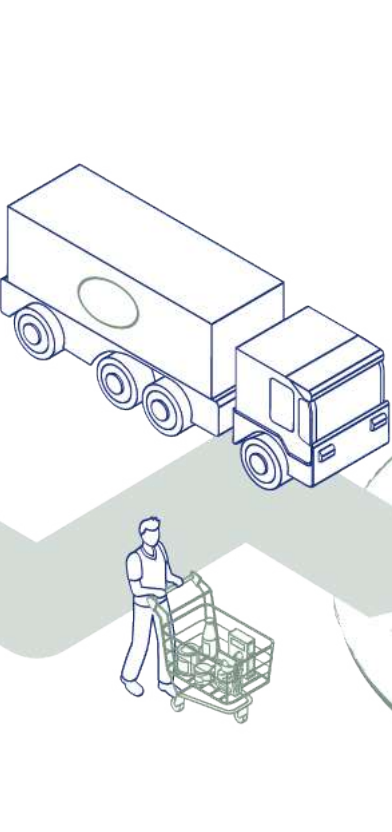


RAW MATERIALS

PACKAGING



OUR
PRODUCTION



SALES &
DISTRIBUTION



CONSUMPTION



A joyful dreamer of a brand that offers innocent pleasure and inspires people to believe in the magic of everyday life.

100%

COCOA FROM A RESPONSIBLE SUPPLY CHAIN, BY SUPPORTING LOCAL FARMERS IN DEVELOPMENT OF AGRONOMIC PRACTICES

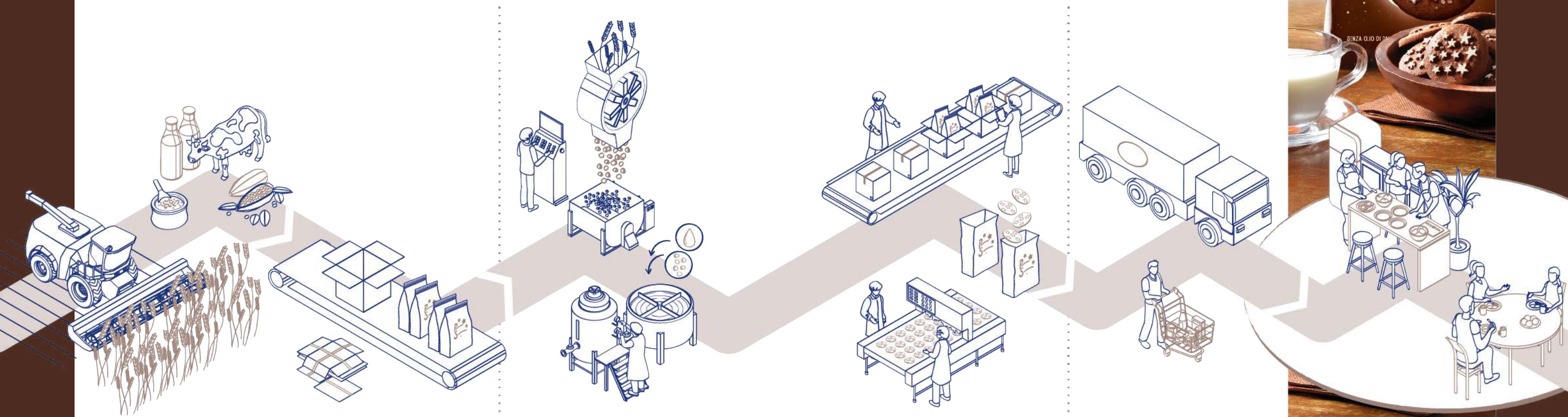
100%

RECYCLABLE PACKAGING

100%

RENEWABLE ELECTRICITY

SUPPORTS THE COCOA HORIZONS FOUNDATION'S COMMUNITY SERVICE PROGRAMME IN CÔTE D'IVOIRE AND GHANA



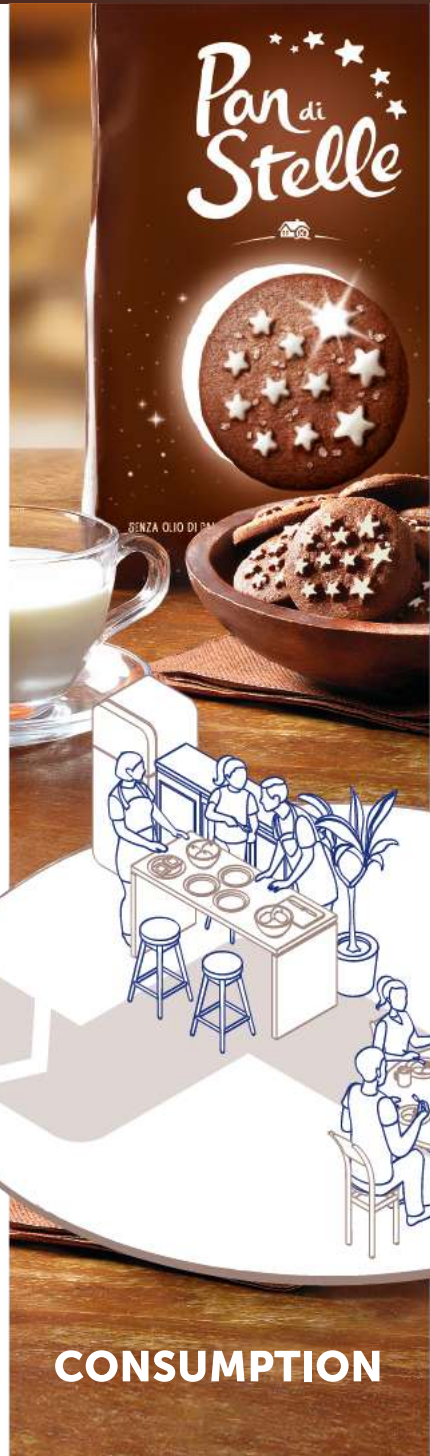
RAW MATERIALS

PACKAGING

OUR PRODUCTION

SALES & DISTRIBUTION

CONSUMPTION





Since 1919, Wasa has been offering genuine products, made with a few simple ingredients. Crispbreads, rich in fibre and whole grain cereals, for a diet inspired by the Nordic tradition.

79%

LOCALLY SOURCED RYE
IN SWEDEN AND GERMANY,
BY SUPPORTING FARMERS
TO MEASURE, MONITOR
AND REDUCE GREENHOUSE
GAS EMISSIONS

100%

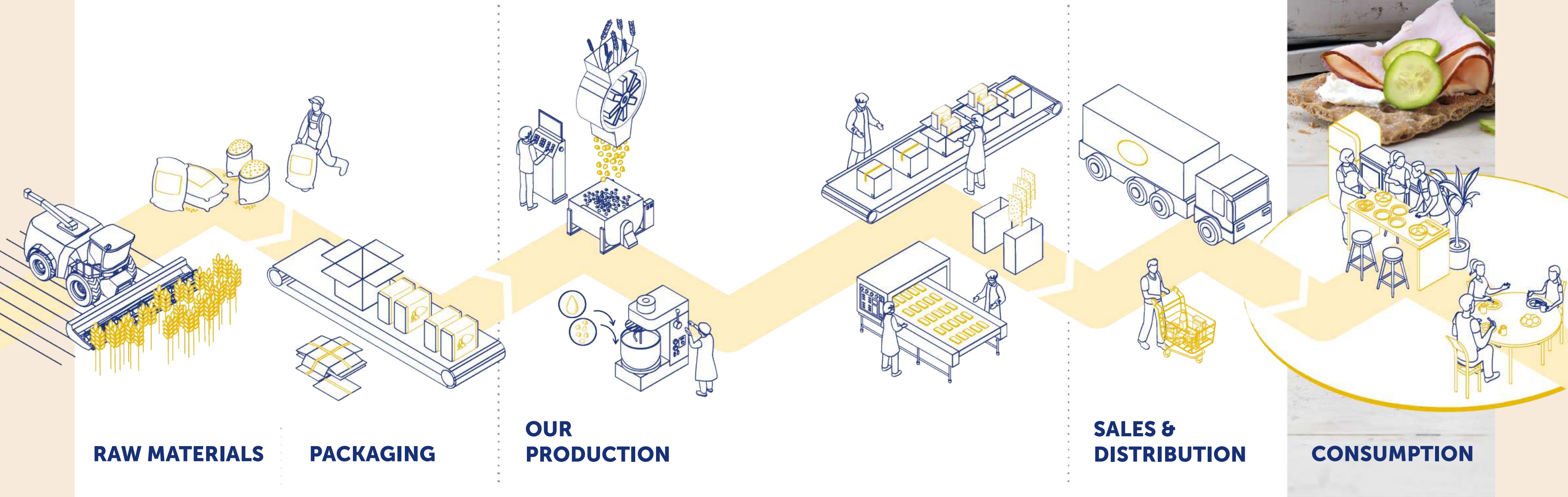
PAPER FROM SUPPLIERS
WHO SOURCE FROM
RESPONSIBLY MANAGED
FORESTS

100%

RENEWABLE
ELECTRICITY

98%

VOLUMES CONTAINING
A SOURCE OF FIBRE





A joyful, spontaneous brand that brings sweetness and lightness to everyday life thanks to simple recipes and quality ingredients.

112,000
TONS OF SOFT WHEAT
EQUIVALENT⁴ FROM
SUSTAINABLE AGRICULTURE

THANKS TO
620
FARMERS INVOLVED
IN THE CHARTE HARRYS

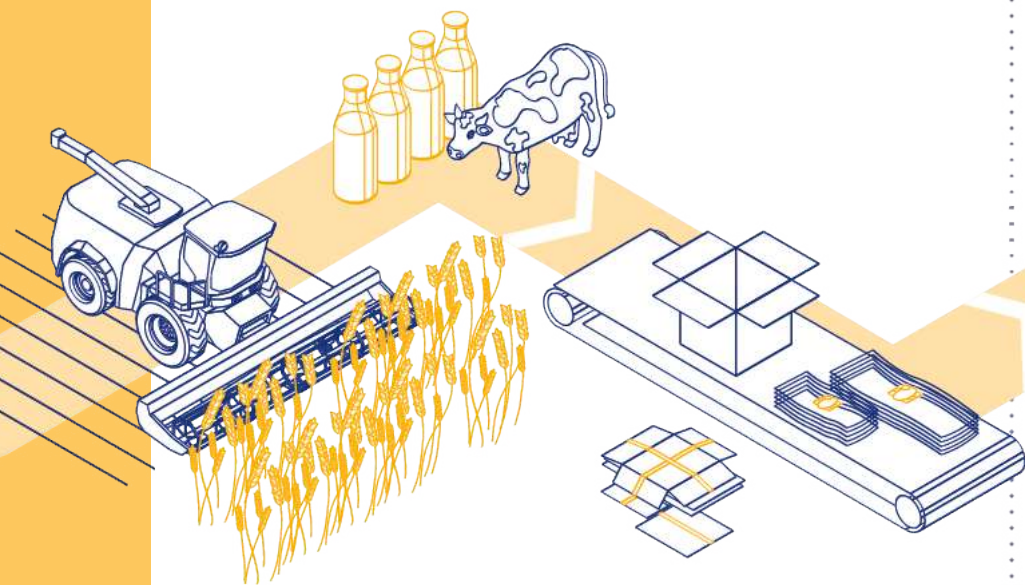
100%
LOCALLY PURCHASED
SOFT WHEAT

100%
EGGS FROM
FREE-RANGE HENS

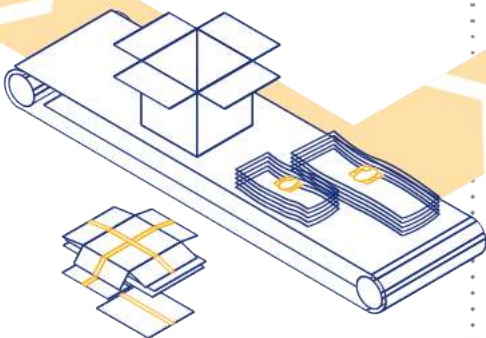
100%
RECYCLABLE
PACKAGING

100%
RENEWABLE
ELECTRICITY

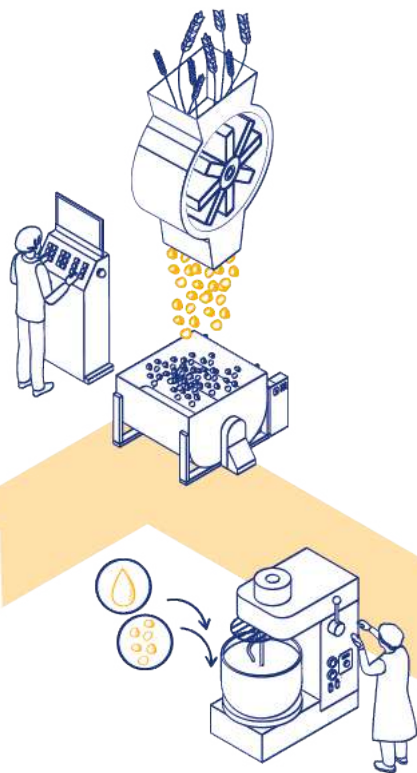
85%
VOLUMES CONTAINING A
MAXIMUM OF 5 g OF SUGAR
PER PORTION



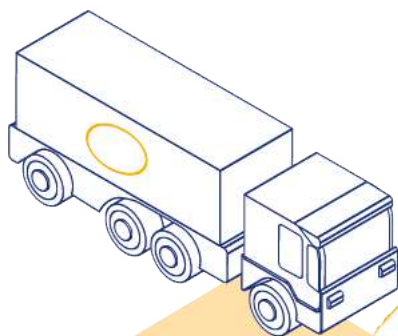
RAW MATERIALS



PACKAGING



**OUR
PRODUCTION**



**SALES &
DISTRIBUTION**



CONSUMPTION

⁴ Cereal necessary for the production of semolina, soft wheat flour and rye flour.



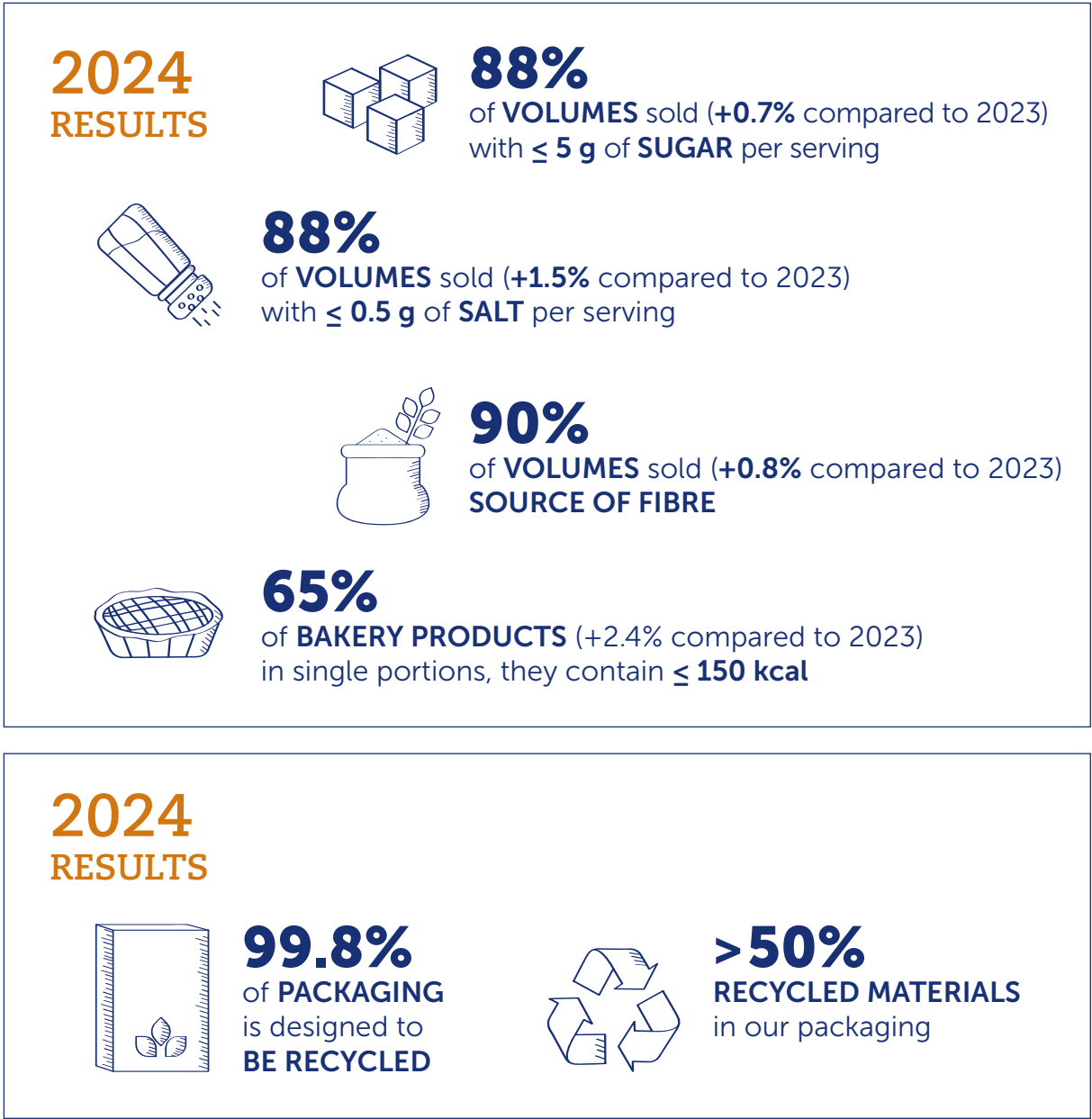
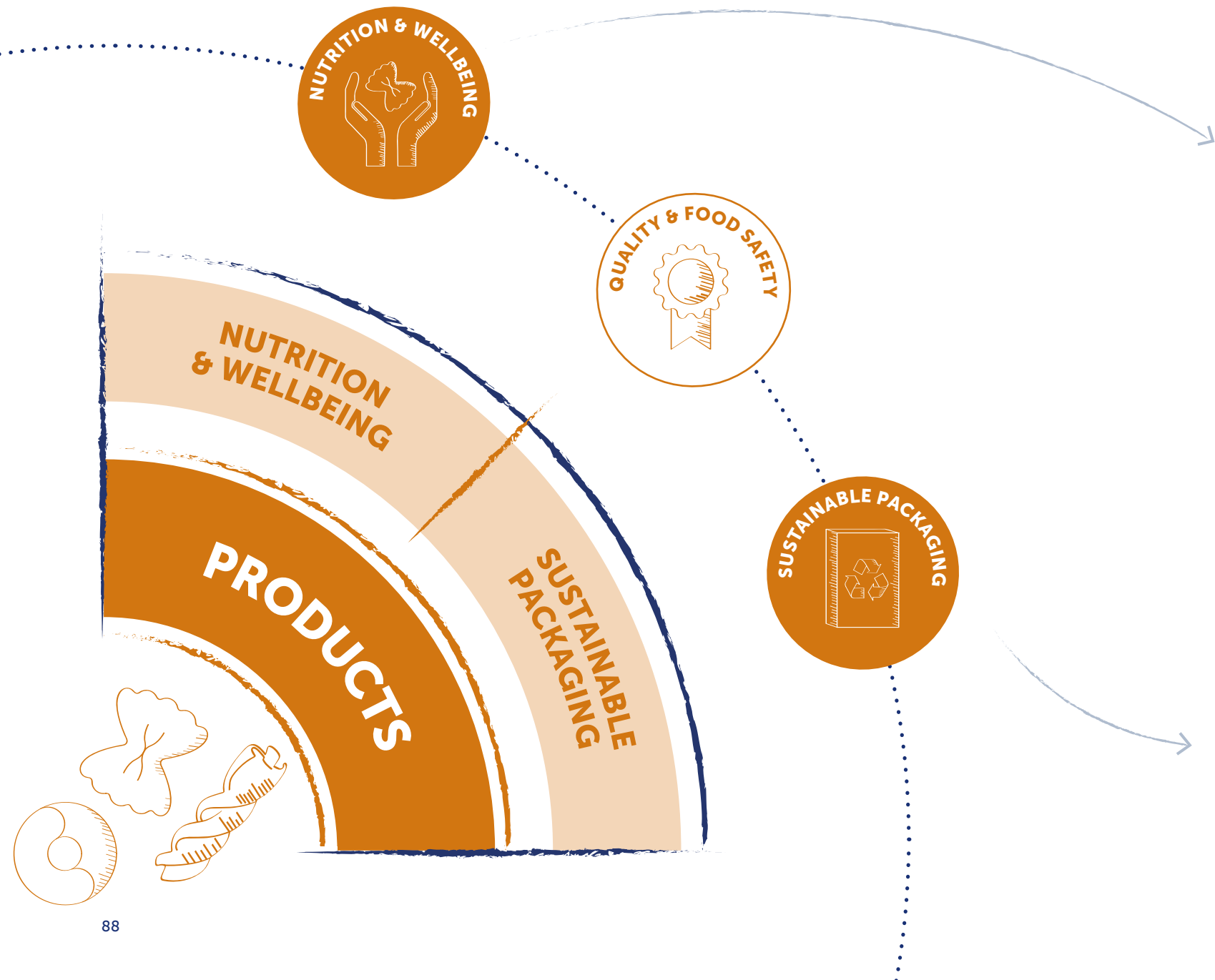
PRODUCTS

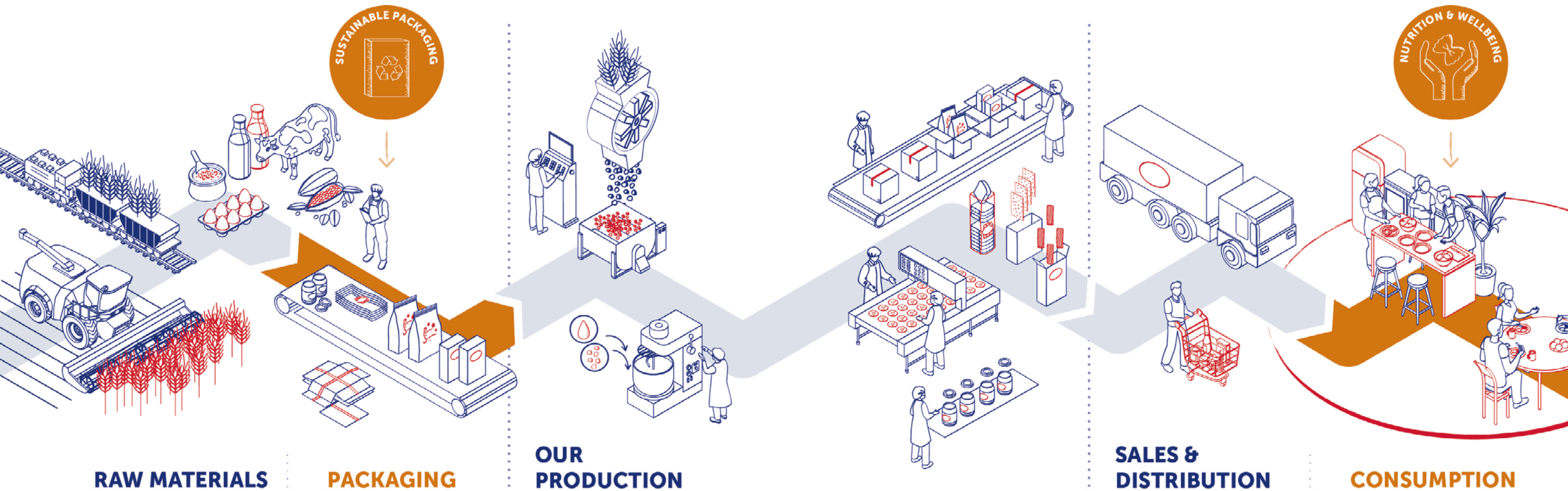
*All our products come
with an extra dose
of goodness*

INTRODUCTION	88
FOCUS: QUALITY & FOOD SAFETY	92
NUTRITION & WELLBEING	96
SUSTAINABLE PACKAGING	104

Barilla is constantly 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 translates into significant investments in Research & Development: in the last year alone, the company has allocated €50 million to projects focused on quality, food safety, nutrition & wellbeing and sustainable packaging. Every day, Barilla works to create good, balanced and environmentally friendly food, carefully selecting high-quality ingredients and suitable agronomic varieties. Through its laboratories, the company develops innovative techniques to prevent food fraud and adulteration, ensuring responsible production processes protect by Barilla intellectual property.

A crucial role is played by packaging, which protects and preserves food, facilitates its use and conveys information. However, packaging also poses an environmental challenge, due to the waste generated and the emissions associated with manufacturing. Barilla addresses these risks by focusing on improving product protection to reduce food waste and on using recycled material to reduce the use of fossil fuels. Thanks to research and promotion of increasingly advanced solutions, the company helps to contribute to a more sustainable food system, by increasing the value customers perception and by strengthening its environmental reputation.





SUSTAINABLE PACKAGING

Packaging plays a crucial role at food companies: it protects the product, ensures its preservation, informs consumers about the characteristics of the food it contains and makes it possible to consume it in a place and at a time other than that of production. The risks for the packaging sector are mainly related to the management of the waste it produces and to climate change. However, there are also opportunities, such as reducing the use of fossil fuels and increasing the use of recycled materials.

The Group collaborates with **suppliers from all over the world, using more than 50 types of packaging materials. Barilla ensures a uniform approach throughout the supply chain thanks to its Sustainable Packaging Principles, dating back to 1997 and based on responsible resource and supply chain management practices.** Over the years, these principles have been constantly updated, using the technological innovations available, and in line with market trends. Barilla's ambition is to set a **benchmark**, by continuing to **invest in scientific research, reducing material waste, increasing the recyclability of packaging and the circularity of supply chains.**



NUTRITION & WELLBEING

The Research, Development and Quality (RD&Q) team has developed a technological roadmap aimed at introducing innovative solutions that ensure **tasty, genuine products in line with a balanced diet.** This commitment is reflected in Barilla's nutrition and wellbeing goals, which aim to **reduce salt, sugar and energy density, while promoting higher fibre content**, an essential element for a healthy diet.

The **formulation and reformulation of products is aimed at obtaining an optimal balance between the sensory profile** – in terms of flavour and texture – and the nutritional profile, so that each food can be integrated into a healthy and sustainable diet. To support this vision, **Barilla has introduced a new, proprietary nutrition & wellbeing model**, designed to offer tasty and nutritious products to be consumed in the right portions, to contribute to a healthy lifestyle and celebrate the joy of food. This model, which expands on the principles of previous Nutritional Guidelines, takes a **holistic approach to wellbeing**, by promoting informed food choices and enhancing the role of food in people's daily diets. This commitment stems from the **awareness that today's food choices influence the world of tomorrow.**

QUALITY & FOOD SAFETY

Barilla adopts a rigorous and innovative approach to ensure the highest standards of quality and food safety throughout the supply chain. Through preventive actions and meticulous checks, in-depth analysis and a constant commitment to research and innovation, the company anticipates risks and responds promptly to new global challenges, to ensure safe and high-quality products.

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. The first level of assistance filters and analyses requests, whereas 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, solve it and prevent similar situations in the future. Thanks to performance indicators based on consumer feedback, **the company constantly monitors improvement, thus ensuring a product that is always in line with customer expectations.**

RAW MATERIALS

To ensure the quality of raw materials, Barilla carries out periodic checks, in both the supplier selection and approval phases, and at the time of acceptance of materials at the production sites.

Every year, the company conducts over 200 monitoring supplier audits.

Aware of the various risks related to the quality and food safety of raw materials, Barilla carefully assesses these risks and defines specific monitoring plans for each ingredient. These plans are implemented on a daily basis by the Quality Control laboratories at the production plants or with the support of qualified external laboratories. In 2024, Barilla introduced the innovative digital tool Guardian to simplify and make the approval of certificates of analysis of incoming raw materials even more secure. This system, based on optical character recognition technology and artificial intelligence, digitalises documents relating to the quality and food safety of raw materials. Two factories have already implemented this system, with the intention of gradually extending it in the coming years.

MANUFACTURING PROCESSES

Barilla applies Good Manufacturing Practices (GMP) to ensure high standards of hygiene and health in environments, factories and manufacturing processes.

In 2024, with an investment of over €4 million, Barilla modernised the facilities and production lines in its factories and mills, to optimise processes with a view to innovation and food safety.

MAIN POINTS OF QUALITY AND FOOD SAFETY MANAGEMENT SYSTEM

- Checks and management from farm to fork

→

An experienced team of over 80 managers is involved at every stage of the supply chain to prevent any food safety risks and ensure compliance with company guidelines and authorities.
- Risk analysis and "Hazard Analysis Critical Control Points" protocol

→

Early identification of known and emerging hazards thanks to risk analysis and management of critical points in the production process using the HACCP methodology.
- Intensive monitoring

→

Over 4 million analyses carried out globally per year to constantly monitor the quality and food safety of products. This way, prompt action can be taken in the event of deviation from the set standards.
- Safe heat treatments

→

The Thermal Process Authority Unit defines the correct parameters to be adopted during the production process that require heat treatment, to make the products good and safe.
- Monitoring for emerging risks

→

The Quality & Food Safety and Analytical Food Science teams identify and constantly monitor risks not yet regulated, with over 2,500 specific analyses per year, to take preventive measures to mitigate them well in advance.
- FSSC22000 Food Safety certification system

→

All Barilla factories are certified according to this standard, one of the main tools to check the proper functioning of the company's food quality and safety management system and to identify possible areas for improvement.
- Analytical innovation

→

Development of new methodologies to monitor natural contaminants, such as pyrrolizidine and tropane alkaloids, in compliance with the latest European regulations.

QUALITY & FOOD SAFETY

DISTRIBUTION CHAIN AND POINT OF SALE

To protect the quality of the products right up to the point of sale, **the Barilla Good Distribution Practices have been defined: 258 requirements for the storage and transport of products, as well as the service quality standards to which logistics partners must adhere**, and according to which they are regularly involved in training sessions focusing on quality and food safety along the supply chain.

PREVENTION OF FOOD FRAUD

Over the years, Barilla has developed a structured system for fraud prevention, by identifying, managing and mitigating situations of risk throughout the food supply chain. To support the prevention system, **the Group implements the Food Fraud Prevention Programme**, an initiative carried out in cooperation with its suppliers to share precise standards to assess the vulnerability of the supply chain.

The results achieved include the identification and development of unconventional analytical methodologies, i.e. those not yet included in current regulations.

For continuous monitoring of the external context, **the company adopts a proactive tool: Horizon Scanning, a system that can identify emerging trends and potential risks that can affect food safety and quality in advance**. In the field of food fraud, it also makes it possible to analyse the trends detected by control systems at a global level.

The evolution of these tools is moving towards predictive models based on artificial intelligence.



Although still in its early stages, the company is carefully monitoring and testing these models and acknowledging their potential for development.

CULTURE OF QUALITY

Barilla promotes and disseminates the culture of quality through internal training activities, communication initiatives aimed at stakeholders, collection of feedback from employees and tools for measuring performance. All employees who work with food products receive constant training that includes specific dedicated programmes.

Over the years, Barilla has developed specific initiatives aimed at strengthening quality-oriented behaviours, such as **Product Quality Reviews**, regular sessions where various levels of the organisation compare their products with those of competitors, evaluating different aspects: sensory qualities, food safety, market, time of consumption and consumer opinions.

Specific performance indices have also been defined:

-  **Quality Performance Index:** an indicator that evaluates the appearance, smell and taste of products directly at manufacturing sites, to make quality control more objective and consistent.
-  **Design Quality Index:** an indicator to assess the adherence of the quality produced in relation to planned quality, focusing on the most important characteristics for the consumer.

DIGITALISATION

The integration of digital tools into food quality and safety systems enhances their efficiency, accuracy and responsiveness. In 2024, Barilla accelerated the adoption of digital solutions including the **5 Q&FS (Quality & Food Safety) Dashboards**. These digital

tools improve response time, accuracy, efficiency and effectiveness, while also helping to anticipate potential issues, even predict them. In addition, their adoption facilitates generational change, moving from the wealth of individual experience to data-driven decision-making, accessible to a wider and younger part of the organisation.

5 QUALITY & FOOD SAFETY (Q&FS) DASHBOARDS

-  **Q&FS Executive Boardroom:** provides a real-time view of indicators on product quality, food safety, raw material and packaging conformity and the quality culture dissemination programme.
-  **Good Manufacturing Practices Audit Cockpit:** makes it possible to constantly monitor compliance with hygiene and health standards, aggregating indicators relating to environments, plants, production rooms and staff behaviour, to ensure the production of safe and quality food.
-  **Voice of Consumer and Customer:** collects and analyses indicators related to consumer feedback, providing a clear and timely view of market opinions.
-  **Lims Analytics Hub:** collects and processes the results of chemical analyses provided by external laboratories, enabling centralised and immediate monitoring of the control plans applied by production plants.
-  **Product Insights-IQ:** enables detailed analysis of company know-how relating to recipe and ingredient specifications, finished products and suppliers.

NUTRITION & WELLBEING



GUIDING POLICIES AND PRINCIPLES

In today's complex international landscape, companies are facing a wide range of challenges that impact the present and influence its future. The nutrition and wellbeing sector is particularly sensitive to various changes taking place.

People are increasingly adopting a holistic view of the concept of health and wellbeing, which goes beyond the simple absence of disease. The regulatory environment is becoming increasingly stringent, with public health policies evolving towards a global and integrated approach.

Investors urge food companies to integrate clear nutrition targets into their ESG agendas, often driven by external benchmarks from non-profit organisations such as the Access to Nutrition initiative (ATNi)¹.

Food companies that respond with agility, thoughtfulness and responsibility will not only stand out from their competitors, but will also make a significant contribution to the global transformation of the food system.

To proactively address challenges related to nutrition and wellbeing, in 2023 Barilla introduced the nutrition and wellbeing model.

¹ <https://accesstonutrition.org/>



An innovative approach designed to intercept the evolution of external scenarios and contribute positively to people's wellbeing.

The aim is to support Barilla in offering **tasty and nutritious products, in the right portions, that promote a healthy lifestyle, to contribute to holistic wellbeing and at the same time celebrate the joy of food.**

This new model expands on the principles of the Nutritional Guidelines introduced in 2009, by adopting a more integrated approach to wellbeing; it combines scientific evidence and public health recommendations with consumer needs and preferences.

The nutrition and wellbeing Model is based on 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 tasty, good and healthy.

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.

We are committed to protecting future generations through educational initiatives.

We are constantly improving our expertise in nutrition and food science to ensure that our products are good, nutritious and inspire healthy eating.

We want to share the passion and joy of food with people as part of a healthy lifestyle.



We are founded on the values of the Mediterranean Diet and respect for local traditions, to inspire people around the world to eat nutritious, tasty and sustainable food every day.

We offer a range of food choices by developing products that meet people's various nutritional needs and preferences, without sacrificing flavour and taste.

We use diverse, wholesome, tasty, high-quality ingredients, carefully processed into products that promote a varied diet.

We take responsible action, with a focus on labelling and consumer education.

We contribute to the prosperity of people and the planet through the responsible sourcing of ingredients.

APPROACH AND ACTIONS TAKEN

Barilla’s brands, inspired by the principles of nutrition and wellbeing, have defined certain **projects to respond to specific consumer requirements**. These actions enable each brand to respond to the specific and various needs of consumers, while maintaining Barilla’s commitment to nutrition and wellbeing. To date, no policies have been defined and no specific investments have been allocated, but Barilla plans to allocate dedicated resources in the coming years.

At the moment, two brand projects have been completed, 16 are underway and two more are yet to be launched, with the common goal of achieving significant improvements by 2030. Barilla monitors progress through regular updates on project status.

In addition to brand projects, Barilla’s Research, Development and Quality department has launched several global initiatives to develop **innovative technical solutions, with the aim of offering delicious, tasty and genuine products and improve their nutritional profile**.



GROUP BRAND INITIATIVES



GRANCEREALE

Focuses on the plant-based origin of its ingredients by providing consumers with clear and accessible information, to encourage more informed food choices.



HARRYS

Inspired by the principle of good nutrition and with better nutritional profiles, it is reducing the salt content in the bread range and introducing recipes with no added sugar.



WASA

Promotes the inclusion of genuine ingredients in diet, encouraging the consumption of wholegrain rye crispbreads.



BARILLA PASTA

Committed to offering alternatives that meet different nutritional needs and the desire for product variety, to ensure an offering dedicated to consumers.



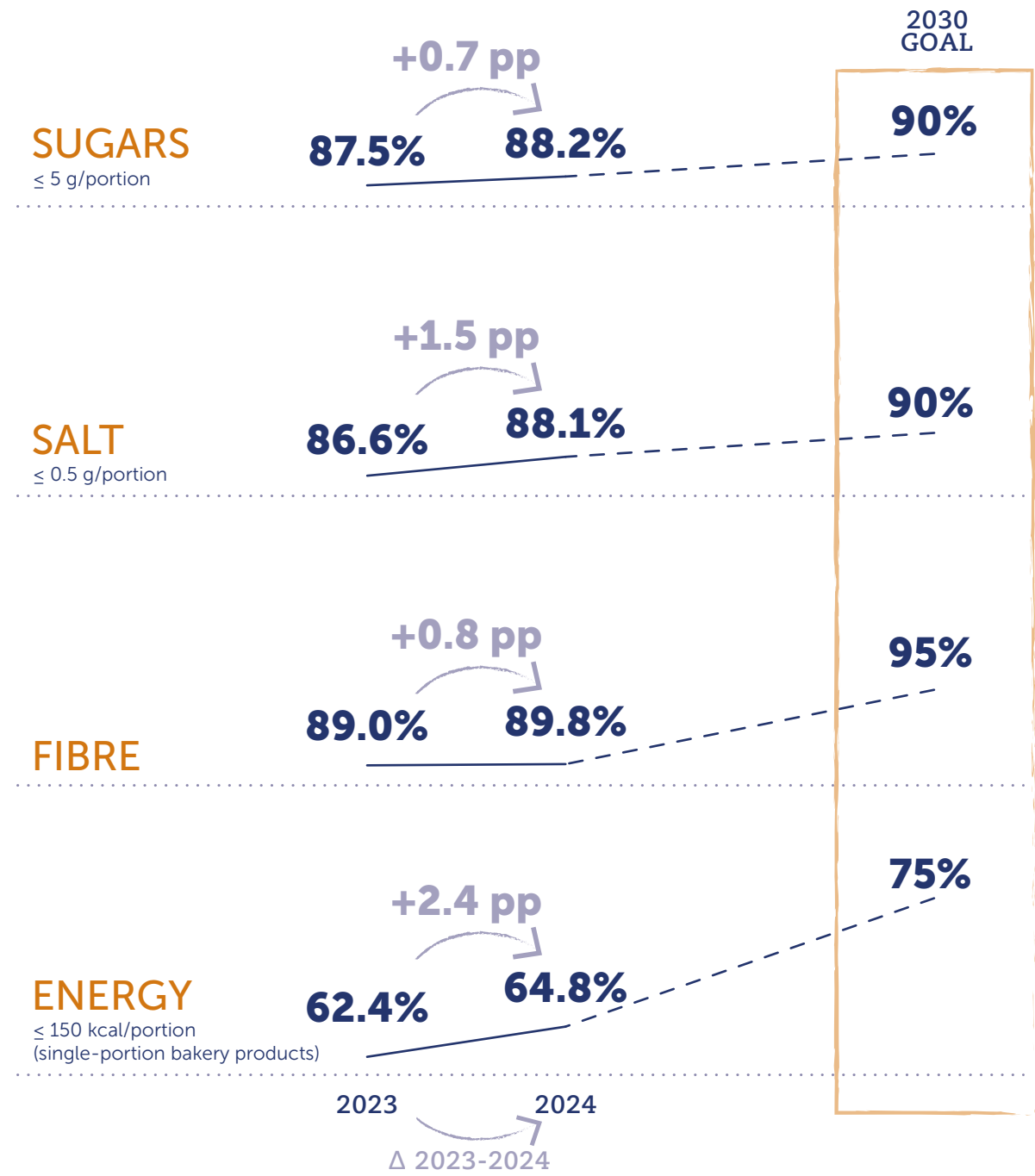
MULINO BIANCO

Offers products formulated with wholesome ingredients rich in nutrients and with nutritional benefits within its range.

METRICS & RESULTS

The results for the year, as shown in the following table, confirm that progress is in line with the targets set for 2030.

PROGRESS ON NUTRITION TARGETS (% OF VOLUMES SOLD)²



² Pasta Evangelists and Back to Nature were not considered in the data reported.



OBJECTIVES
& FUTURE PLANS

Barilla has defined specific nutritional objectives in line with the latest international guidelines and scientific evidence, with the aim of **improving the nutritional profile of its products without compromising their taste and quality.**

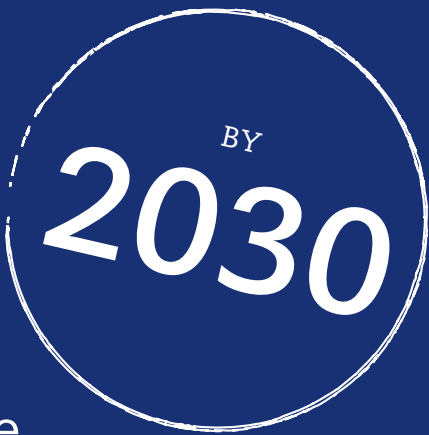
To ensure a tangible impact, targets are measured in consideration of total volume of products sold, thus reflecting the actual quantities consumed.

Sugar and salt content targets are defined on the basis of daily reference values provided by the World Health Organization, whereas energy is measured with a maximum

limit of 150 kcal for single-portion products. For fibre, the target is set in accordance with Regulation (EU) 1924/2006, which sets out the criteria for the “source of fibre” declaration.

The process of defining and revising the targets involved international scientific experts, including researchers, regulatory experts, academics and nutritional associations. In addition, the taste and quality of the products – fundamental factors for promoting the consumption of healthy foods – were essential criteria as the targets were set.

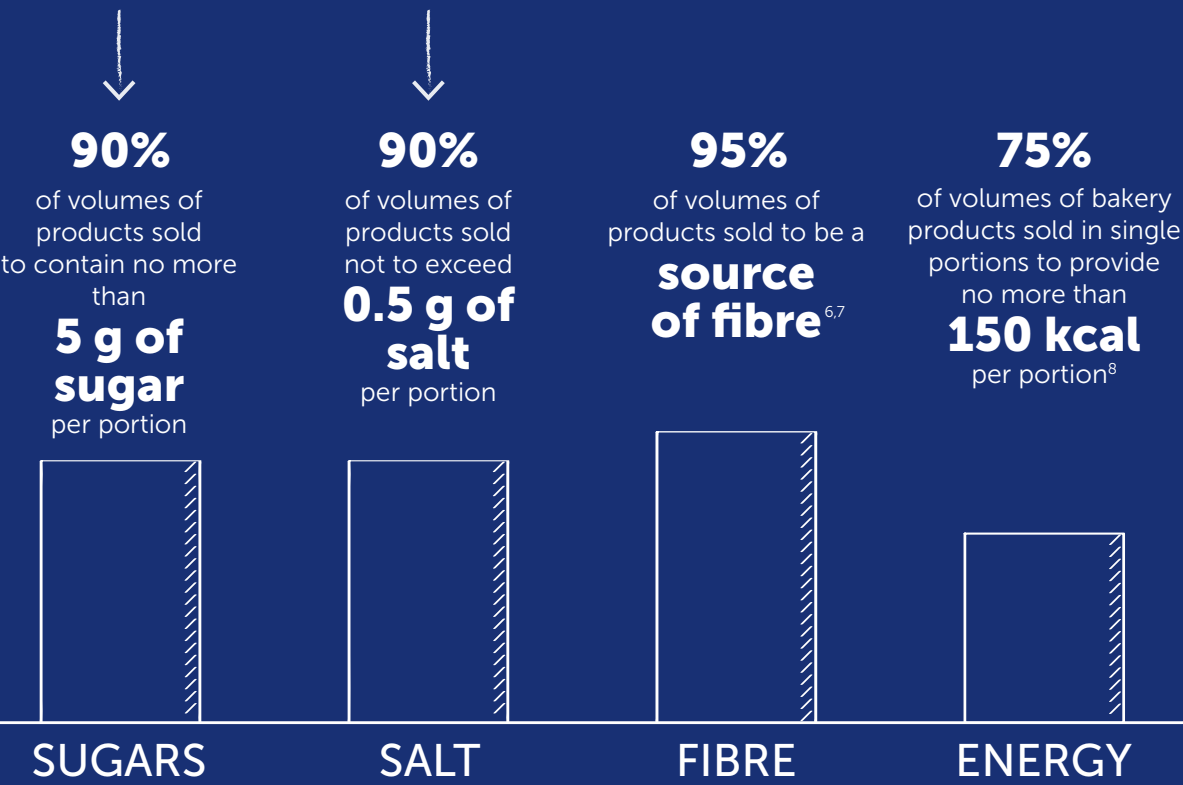
The scope of these objectives concerns only Barilla’s direct operations, without extending to the upstream or downstream value chain.



Barilla has set separate objectives for the food groups to be encouraged, such as fibre, and for those to be limited, including sugar, salt and energy.

To help people reduce their sugar intake to less than 50 g per day³

To help people reduce their salt intake to less than 5 g per day^{4,5}



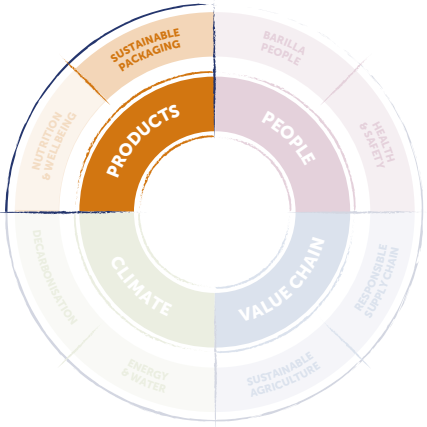
3 World Health Organization, 2015. Guideline: sugars intake for adults and children.
4 World Health Organization, 2012. Guideline: sodium intake for adults and children.
5 EFSA NDA Panel (EFSA Panel on Nutrition, Novel Foods and Food Allergens), Turck D, et al., 2019. Scientific Opinion on the dietary reference values for sodium. EFSA Journal 2019;17(9):5778,191 pp.
6 European Food Safety Authority (EFSA), 2019. Dietary Reference Values for the EU.
7 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.
8 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

SUSTAINABLE PACKAGING



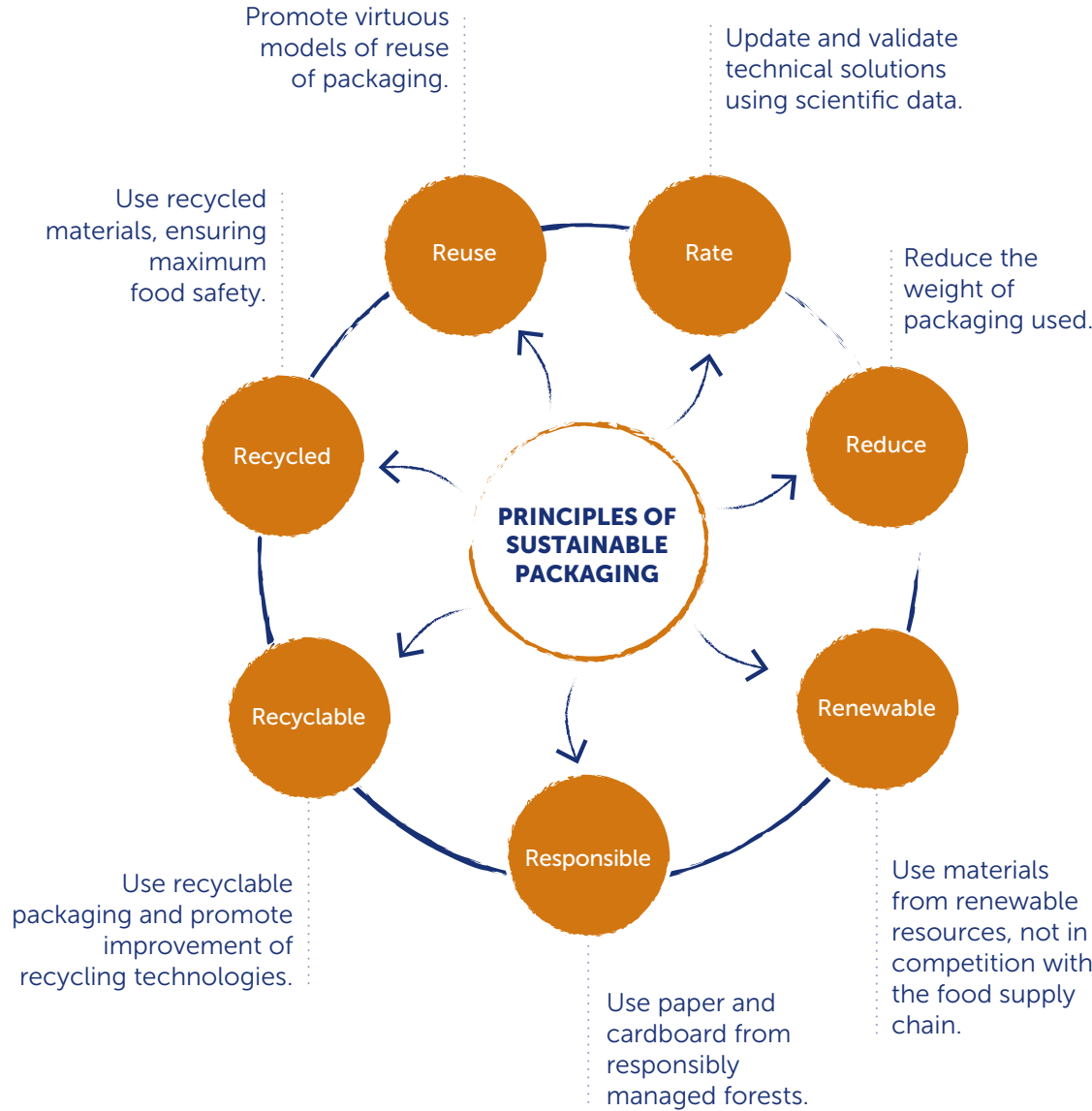
GUIDING POLICIES AND PRINCIPLES

Barilla's first guidelines for packaging design date back to 1997. Over the years, the sustainable packaging principles set by Barilla have been constantly updated,



by assessing the technological innovations available and in line with market trends.

Barilla's ambition is to become a benchmark in its sectors, striving to achieve the ideal balance between ensuring a superior quality experience, respect for the environment and the affordability of its products.



APPROACH AND ACTIONS TAKEN

For years, Barilla has adopted a scientific approach to measure the environmental impact of its packaging. This is based on the application of the **Life Cycle Assessment (LCA) methodology**, which makes it possible to quantify the environmental impacts of the product throughout its life cycle through performance indicators (KPIs).

Barilla uses the LCA Pack Design Tool, a proprietary tool to evaluate the environmental performance of packaging and compare different solutions already in the design phase.

This tool assists in making informed decisions and in selecting more sustainable options.



Aware of evolving European regulations (such as the PPWR, the new Extended Producers Responsibility systems and the plastic tax), Barilla adopts a “Test & Learn” approach.

This approach involves the implementation of 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

consumer testing to ensure its effectiveness and acceptability.

Barilla 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**, including:

PARTICIPATION IN INTERNATIONAL INITIATIVES



SUSTAINABLE PACKAGING COALITION

A working group in the United States, involving manufacturers, distributors, government agencies and academics to disseminate more sustainable packaging material practices.



PLASTIC WASTE COALITION OF ACTIONS

Introduced by The Consumer Goods Forum to reduce the problems related to the misuse and disposal of plastic in the consumer goods sector.



HOW2RECYCLE

A labelling system that promotes clear and simple communication to consumers about the recycling of the packaging of single products, which can be found on packaging sold in Canada and the United States.



OPRL

A voluntary environmental labelling scheme in the United Kingdom.



CEFLEX

A European initiative to promote the circular economy of flexible film.



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 disabilities.

This initiative, in addition to responding to criteria of equity and inclusion, also enables us 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.

5

PILLARS OF “DESIGN FOR ALL”

- INCLUSIVE CONSUMER EXPERIENCE
- DIGITAL ACCESSIBILITY AND STORYTELLING
- CO-PARTICIPATORY DESIGN PROCESSES
- BUSINESS IMPACT AND SCALABILITY
- AWARENESS AND INTERNAL CULTURE

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.

The actions taken make a tangible contribution to the achievement of the objectives of decarbonisation, circular economy and inclusion, while strengthening the company’s resilience and competitiveness in the long term.

METRICS & RESULTS

Barilla adopts strict sustainability criteria in the selection of raw materials for packaging, preferring materials from certified and responsibly managed sources.

In particular, over 95% of the paper and cardboard used comes from suppliers replenished from certified supply chains for sustainable forest management.

To reduce its environmental impact, the company promotes the use of renewable

materials that do not interfere with the food supply chain, such as cellulose fibre packaging. In addition, where technically possible and in compliance with food safety regulations, Barilla integrates **re-cycled materials into its packaging** and has achieved a proportion of **over 50%, mainly using glass, metal and corrugated cardboard**.

The data relating to the raw materials used for packaging in recent years and the percentage of recycled materials used are provided below. It should be noted that **71% of the materials used for packaging are of biological origin**.

PURCHASES COMPLAINT WITH SUSTAINABILITY PRINCIPLES (%)

	2024
FLEXIBLE FILM	98%
GLASS	100%
PAPER & CARDBOARD	95% (from supply chains certified for forest management)
METAL	100%

RECYCLED MATERIALS IN PACKAGING (t)

	2024
TOTAL RECYCLED MATERIALS USED FOR PACKAGING	130,213
TOTAL MATERIALS USED FOR PACKAGING	252,778
PERCENTAGE OF RECYCLED MATERIALS USED FOR PACKAGING	52%

Currently, **99.8% of Barilla packaging is designed to be recycled according to the technologies available in the countries of production**.

The company continuously invests in innovation, collaborating with stakeholders in the supply chain to develop increasingly recyclable solutions. 0.2% of packaging not yet designed to be recycled is due to packaging sold in countries where collection, sorting and recycling systems are not yet sufficiently developed, or to materials currently intended to ensure the quality of the product they contain and the efficiency of manufacturing processes. In any case, Barilla continues to invest in finding reliable

solutions to further improve the percentage of packaging designed to be recycled. In 2008, in conjunction with CONAI, Barilla introduced separate collection icons on packaging, to provide consumers with clear instructions on how to dispose of packaging properly.

At Group level, 99,9% of packaging now contains information on the type of material used and the company has launched a project to make its packaging more connected and give its consumers even more detailed information, via QR codes.

PACKAGING (%)

	2024
MARKETED PACKAGING DESIGNED TO BE RECYCLED	99.8%
PACKAGING MARKED WITH RECYCLING RECOMMENDATIONS	99.9%



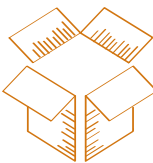
OBJECTIVES
& FUTURE PLANS

In 2024, Barilla strengthened its commitment to environmental sustainability through a renewed sustainable packaging strategy.

The strategy is consistent with the Group’s founding 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.



AREAS OF INNOVATION WITH THE GREATEST IMPACT

- MINIMISATION OF PACKAGING FOR SOFT AND CRISP BREADS
- TRANSITION TO NOT FOSSILE SOURCES OF PACKAGING FOR PASTA PREMIUM AND MINICAKES
- PACKAGING LIGHTWEIGHT ON PASTA AND CONDIMENTS
- INCREASE IN PACKAGING CIRCULARITY, ACROSS THE THREE CATEGORIES.

The projects listed will also contribute to the group’s decarbonisation objectives, with a reduction contribution of:



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



Reduction by approximately
10,000 tons
of CO₂ equivalent
in 2030 compared to 2022



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		-4,000 t	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



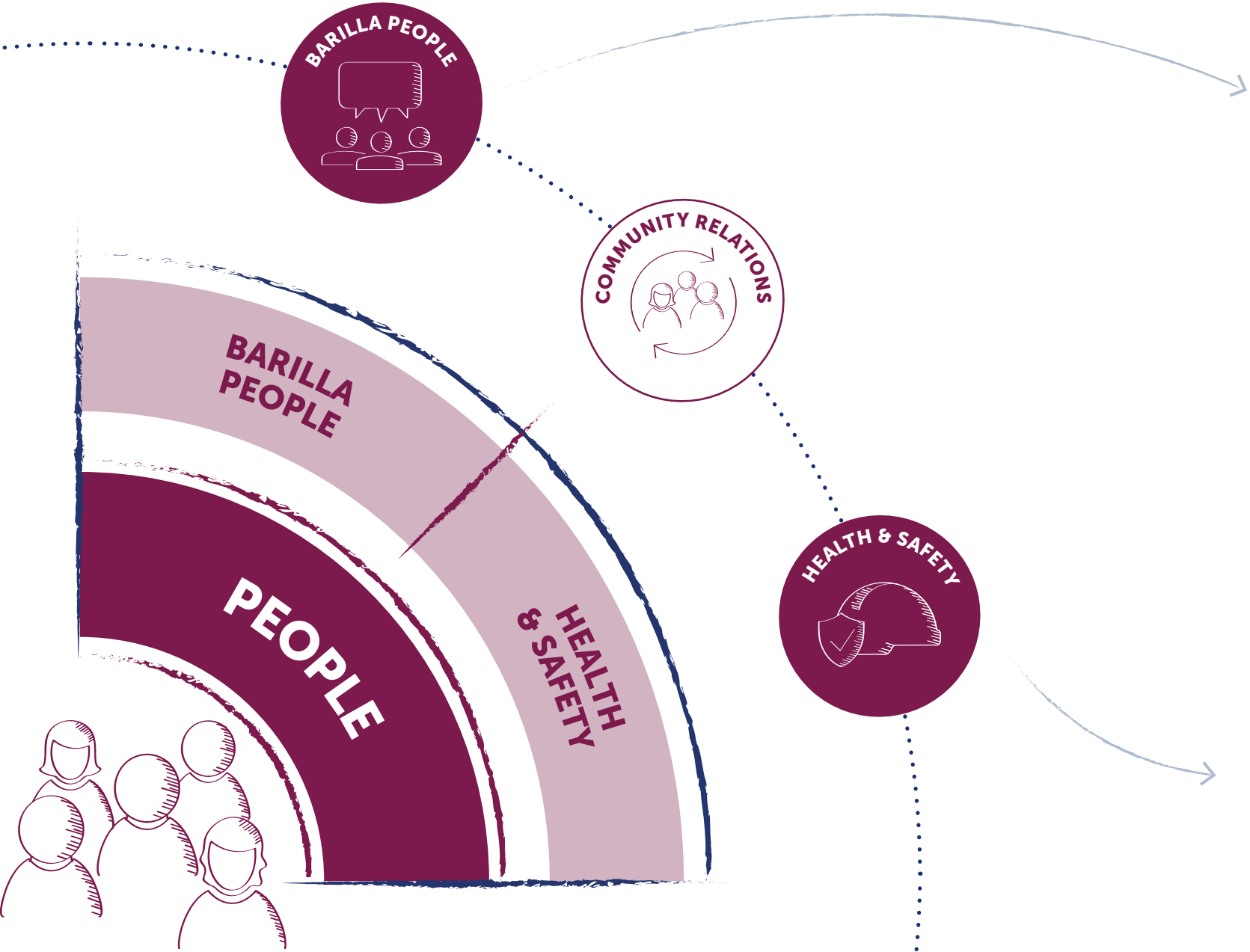
PEOPLE

*The focus of
the way we act*

INTRODUCTION	114
BARILLA PEOPLE	118
HEALTH & SAFETY	132
FOCUS: COMMUNITY RELATIONS	142

Barilla People are our central resource for the development and success of the business. That's why respecting and valuing everyone's unique differences is one of Barilla's most important tasks. 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. Therefore, after a careful analysis of the impacts, risks and opportunities, concrete actions have been defined to ensure the wellbeing and safety of people in every area, to align with ever-changing social and economic expectations.

The choices adopted by the Group were developed in response to social and labour factors, such as the need to ensure safe and decent working conditions, and to attract and retain talent in a competitive environment. In addition, thanks to these choices, we aim to enhance skills, improve productivity and strengthen the company through a positive and inclusive work environment. As such, Barilla will be able to continue to improve people's wellbeing and make a positive impact on the communities in which it operates.





INCREASE THE NUMBER OF
WOMEN IN MANAGERIAL POSITIONS
from the current **35%** to **40%** by 2030



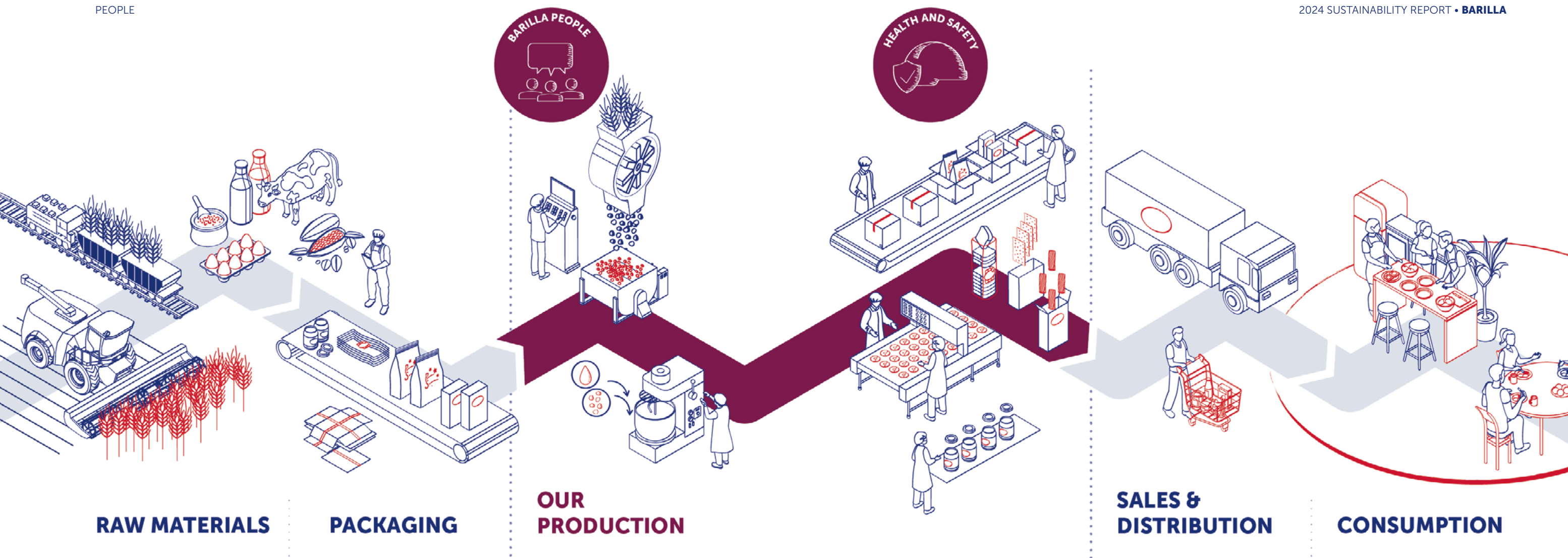
MAINTAIN
EQUAL PAY
ACHIEVED IN 2020



Confirm the level of
SATISFACTION
achieved in terms of the
FLEXIBILITY AND WELLBEING POLICIES
(85% INTERNAL REPUTATION INDEX 2024)



MAINTAIN CONSTANT COMMITMENT
IN PURSUING
ZERO ACCIDENTS
MONITORING THE FREQUENCY
AND SEVERITY INDICES ANNUALLY



BARILLA PEOPLE

Barilla considers people a priority and makes them the focus of its corporate strategy. Barilla's ambition is to create an **innovative, inclusive and sustainable work environment**, where everyone can express their talent, grow professionally and contribute to the success of the company.

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. This system aims to improve employee engagement, wellbeing and belonging, by investing in innovation and training as strategic levers to cultivate talent in a stimulating environment where strong and competitive brands can be built.

Within the **People Agenda**, **diversity and inclusion (D&I)** represents a **strategic pillar and a concrete commitment to ensuring equal opportunities and valuing every individual**. Barilla strives to eliminate the gender pay gap by ensuring pay equity, offering fair parental leave for all, and adopting inclusive hiring policies. Through these actions, Barilla consolidates its role as a responsible employer, **creating an environment based on shared values, innovation and inclusion**. **The ambition is to transform the company into an international, inclusive and high-performance organisation that can combine business growth and people's wellbeing.**



HEALTH & SAFETY

Barilla guarantees a **safe working environment for all its employees**, by respecting health and safety standards and continuously improving company practices. **The company's primary goal is to eliminate workplace accidents** through proactive measures, strict guidelines, targeted actions and continuous risk monitoring.

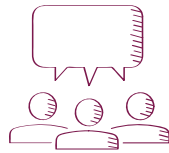
Barilla promotes a **culture of safety based on dialogue** between management and workers, encouraging the reporting of risky situations and the in-depth analysis of any near-misses. This process makes it possible to identify concrete improvement actions and strengthen prevention at each company site.

Training is a pillar of the Health & Safety strategy, essential for maintaining high awareness of occupational safety and health issues.

Attention remains focused on technological and plant engineering improvements at sites, with targeted interventions on safety during transport handling and loading operations and ongoing certification activities.

Continuous investments and initiatives strengthen Barilla's commitment to ensuring an increasingly safe and innovative work environment, by focusing its corporate strategy on its people.

BARILLA PEOPLE

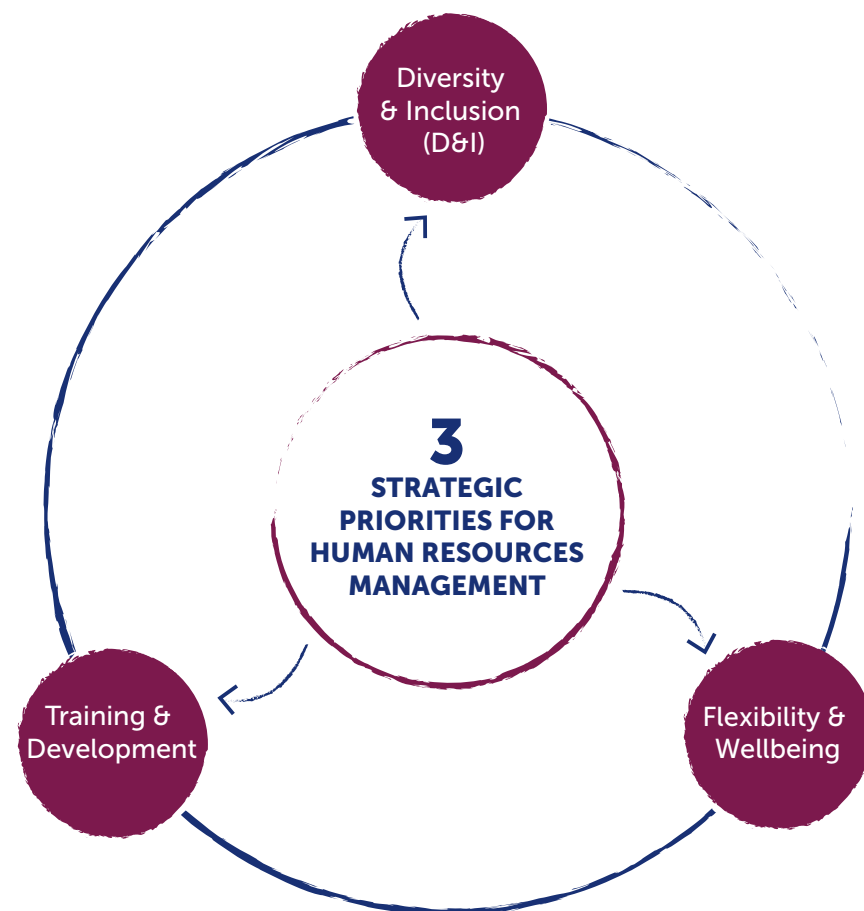


GUIDING PRINCIPLES AND POLICIES

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 the food industry and intellectual curiosity. 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 and Inclusion (D&I), Flexibility & Wellbeing, and Training & Development.** The company has therefore implemented policies aimed at ensuring fairness, wellbeing and growth opportunities for all employees.



DIVERSITY & INCLUSION

Diversity and inclusion are fundamental elements of Barilla's strategy, promoted through a structured governance system led by the Global D&I Board, active since 2013.

This body defines strategic priorities, sets objectives in line with the corporate vision and ensures the effective implementation of key initiatives, making concrete commitments to reduce the gender pay gap, promote fair and transparent selection processes and ensure a good work-life balance.

In addition, the Policy on Reasonable Accommodation Measures is being formalised, and will ensure equal opportunities and support for people with disabilities, by promoting an accessible and barrier-free work environment.

The company's commitment is internationally recognised: for the 11th year running, Barilla has obtained the maximum score in

the Corporate Equality Index (CEI) of the Human Rights Campaign (HRC), which evaluates company policies in support of LGBTQ+ employees. It 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, making it the first FMCG¹ company to achieve this recognition.

To protect every individual, Barilla rejects all forms of discrimination and actively promotes a culture based on respect and inclusion, as enshrined in its Code of Ethics. The company is committed to preventing any form 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.



1 Fast-moving consumer goods.

FLEXIBILITY & WELLBEING

Barilla was a pioneer in Italy in adopting smart working as early as 2013, then strengthened this approach in 2020 by responding to the needs that emerged during the pandemic and continuing with the two-year Work@Barilla programme.

With this initiative, the company aimed to consolidate a flexible and accessible work model, based on trust, autonomy and responsibility by structuring hybrid work in all locations, optimising professional dynamics and ensuring a positive and productive experience for everyone at the company.

At the same time, initiatives aimed at people’s wellbeing have been developed, with particular attention on parenting. On 1 January 2024, Barilla introduced a new global policy that guarantees every parent 12-week paid parental leave, regardless of gender, marital status, sexual orientation or parenting mode (biological or adoptive). In countries with more favourable regulations, local regulations remain valid.

The policy is based on the principle of sharing care burdens, recognising the equal importance of the role of both parents and promoting a cultural change that favours the balance between family and professional life, helping to reduce the *child penalty gap*.

TRAINING & DEVELOPMENT

In 2024, Barilla **developed a new Human Resources Vision**, highlighting four key changes that outline the future of the en-

tire organisation, designed to guide it in a constantly evolving context. These elements have been translated into fundamental behaviours that now guide training and performance management processes, reinforcing the awareness that it is not only what is achieved that counts, but also how it is done.

In line with this new vision, the performance evaluation system has been updated to integrate balanced results and behaviours, promoting actions consistent with corporate values and contributing to the creation of a positive and productive environment.

The transformation involved the entire operating model of the HR function: **13 core processes** were optimised and **four new training initiatives** were introduced to develop future-oriented key skills.

To support this positioning, the **Employer Value Proposition (EVP) has been renewed**, with the aim to be more attractive and consistent with the Group’s values. This strategy reflects a commitment to people, ensuring a balance between global coherence and local adaptability, by communicating our unique people-oriented identity.

In addition, in the context of the transparency process launched in recent years, a method has been developed and communicated to enhance the positions of employees, making it easier to understand the career path that Barilla people can take for their professional growth. Also to this end, a new talent management and succession process will be introduced to attract and retain the best profiles, by investing in global mobility practices to support professional growth and strengthen the ability to:

- build winning brands;
- make sure the right people are in the right roles;
- increase engagement and productivity through innovation.

The HR function will thus lead the evolution towards a global, inclusive and performance-oriented organisation that can attract and value talent, develop effective leadership and support the growth of brands.

EMPLOYEE ENGAGEMENT PROCESSES AND REMEDIES FOR NEGATIVE IMPACTS

Barilla has adopted a structured approach to prevent and mitigate any negative impacts on its workforce, by implementing remediation processes and transparent communication tools.

FOUR PROCESSES AND TOOLS

REMEDATION PROCESSES	REPORTING CHANNELS	COMPLAINT AND REPORT MANAGEMENT	ACCESS TO INFORMATION
The company has put procedures in place to manage and resolve any critical issues that negatively affect employees. The solutions adopted are evaluated to verify their effectiveness and ensure a concrete improvement in working conditions.	In addition to the mechanisms provided for by the legislation, such as whistleblowing, Barilla carries out an annual survey to monitor people’s wellbeing and collect any critical issues and tips.	The company promotes active dialogue and internal communication through dedicated plans and training programmes. It also ensures a participatory system using shared reporting platforms and the involvement of Workers’ Safety Representatives (WSR).	Barilla makes a company portal 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.

APPROACH AND ACTIONS TAKEN

DIVERSITY & INCLUSION

In 2024, the company made important strides in implementing the Disability Inclusion Roadmap.

Confirming this commitment, CEO Gianluca Di Tondo has publicly renewed his support for innovation that enhances the diversity of skills and expertise. Among the strategic actions, the Diversity & Inclusion team collaborated with RD&Q on the design of the new research and development centre in Parma, adopting the principles of "Design for All" to create environments that are truly accessible to all.

At the same time, thanks to the collaboration with Dynamo Academy, Barilla has launched a programme aimed at promoting the encounter and mutual understanding between people with and without disabilities, to foster personal autonomy and social inclusion.

The Global Supplier Diversity Programme 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. Each year, a global virtual event raises awareness among suppliers about the principles of inclusion, encouraging similar practices. Thanks to this commitment, Barilla was named 2023 Silver Global Champion for Supplier Diversity and Inclusion by We-Connect International, an improvement on the previous year's Bronze award.

The company also invests in training with the Level I University Master's Degree in Sport and Inclusion – Management and Innovation in Disability, promoted in collaboration with companies and institutions. This course trains professionals to promote inclusion in educational, sports and work contexts. In previous academic years, Barilla has funded scholarships for the most deserving participants, strengthening the link between training and inclusion.



FLEXIBILITY & WELLBEING

Barilla introduced smart working several years ago with the aim of improving its employees' work-life balance.

Over time, the model has evolved to fit business strategies, always maintaining three core pillars as a foundation.

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

TRAINING & DEVELOPMENT

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 programmes.

Candidates are selected using behavioural interviews and competency-based assessments, ensuring an in-depth analysis of each candidate's skills and potential.

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 programmes. High-potential talents follow targeted development pathways to prepare them for leadership roles within five to ten years. This strategy fosters a corporate culture based on learning and professional development.

To promote the training and development of its people, in 2024 Barilla delivered 181,453 hours of training, through the Barilla Learning & Development Programme.

This programme includes interactive classrooms, e-learning and webinars, offering personalised pathways and progress monitoring. The company has also fostered a culture of feedback, by introducing a change management programme to align business operations with strategic goals. The programme includes coaching and mentoring, enhancing technical skills, critical thinking and leadership, all essential to meeting the challenges of today's market.



METRICS & RESULTS

DIVERSITY & INCLUSION (D&I)

Barilla employee characteristics
Barilla’s workforce in 2024 consisted of 8,827 people.

During the reporting period, 1,099 employees left the company, a turnover rate of 12%. In the same period, 887 employees were hired with an incoming turnover rate of 10%.

EMPLOYEE DISTRIBUTION BY TYPE OF CONTRACT

	2024					2023				
	Men	Women	Other	NP ²	Total	Men	Women	Other	NP ²	Total
PERMANENT CONTRACT	5,664	2,929	6	2	8,601	5,831	2,925	4	1	8,761
TEMPORARY CONTRACTS	137	86	-	1	224	139	134	-	-	273
ZERO-HOURS CONTRACTS	1	1	-	-	2	3	3	-	-	6
TOTAL	5,802	3,016	6	3	8,827	5,973	3,062	4	1	9,040

EMPLOYEE DISTRIBUTION BY WORKING HOURS

	2024					2023				
	Men	Women	Other	NP ²	Total	Men	Women	Other	NP ²	Total
FULL-TIME	5,643	2,700	6	3	8,352	5,794	2,749	4	1	8,548
PART-TIME	159	316	-	-	475	179	313	-	-	492
TOTAL	5,802	3,016	6	3	8,827	5,973	3,062	4	1	9,040

EMPLOYEE DISTRIBUTION BY AGE BRACKETS

	2024	2023
UNDER 30	1,150 (13%)	1,223 (14%)
30-50	4,416 (50%)	4,433 (49%)
OVER 50	3,261 (37%)	3,384 (37%)
TOTAL	8,827	9,040

2 NP: Not provided.

DISTRIBUTION OF TOP MANAGEMENT BY GENDER³

	2024	2023
MEN	142 (65%)	116 (62%)
WOMEN	77 (35%)	70 (38%)
NOT PROVIDED	-	-
OTHER	-	-
TOTAL	219	186

DISTRIBUTION OF EMPLOYEES WITH DISABILITIES

	2024	2023
TOTAL NUMBER OF EMPLOYEES	8,827	9,040
TOTAL NUMBER OF EMPLOYEES WITH DISABILITIES	303	325
- of whom men	176	185
- of whom women	127	140
- of whom other	-	-
- of whom not provided	-	-
% OF EMPLOYEES WITH DISABILITIES	3.4%	3.6%

Non-Barilla employee worker characteristics

Non-employees are involved in specific projects, such as replacements during parental leave, packaging activities and temporary assignments, e.g. in reception.

In some cases, they are provided by recruitment agencies and employed in administrative or operational roles. Others provide support to production plants or quality control activities, always with adequate contractual documentation.

DISTRIBUTION OF NON-EMPLOYEES BY GENDER

	2024	2023
MEN	754	561
WOMEN	405	346
NOT PROVIDED	-	-
OTHER	-	-
TOTAL	1,159	907

3 Barilla considers as employees in managerial positions those of an internal grade of at least 33, similar to managerial positions.

FLEXIBILITY & WELLBEING

Collective bargaining coverage and social dialogue

In 2024, 78% of Barilla’s employees were covered by collective bargaining agreements, reflecting the company and sectoral dynam-

ics that influence contractual coverage. In addition, 66% of employees are represented on the management bodies of the individual entities, confirming the company’s commitment to promoting social dialogue and the involvement of workers in decision-making processes.

COLLECTIVE BARGAINING COVERAGE

	2024	2023
NUMBER OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS	6,922	7,151
TOTAL NUMBER OF EMPLOYEES	8,827	9,040
COVERAGE RATE	78%	79%

SOCIAL DIALOGUE COVERAGE (2024)

	2024
NUMBER OF EMPLOYEES WITH REPRESENTATION WITHIN THE COMPANY	5,999
COVERAGE RATE	66%

Adequate wages

Barilla guarantees that all workers, whether employees or not, receive a salary equal to or higher than the legal minimum wage, determined on the basis of the role and weighting of the position, 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.

and Barilla Poland, private medical plans are in place that include coverage for illness, temporary disability, accidents at work and acquired disability. Parental leave follows the Group’s global policy, whereas in countries such as Greece, a private pension plan is provided for employees with more than two years of seniority. In other locations, including the United States, Austria and Switzerland, social protection is guaranteed through group insurance.

Social protection

Barilla guarantees social protection for all employees, protecting them from loss of income in the event of illness, unemployment, accidents at work, acquired disability, parental leave and retirement. This coverage is ensured through public programmes or corporate benefits, in compliance with local regulations. In some locations, such as Barilla Gida, Barilla Hellas, Barilla Middle East

Overall, 100% of Barilla employees benefit from social protection measures, both through public systems and through corporate initiatives. In some locations, such as Barilla Rus Production LLC, there are additional assistance programmes, pension plans and added coverage for sick leave, as well as specific compensation for exceptional events such as the death of a family member.

Balance between personal and professional lives

In 2024, 104 employees were entitled to parental leave and they all took it. In 2023, 137 employees took parental leave.

overall, 3,162 employees took part in performance and career development appraisal interviews in 2024. Of these, 1,868 were men (equal to 33% of male employees), 1,293 were women (equal to 46% of female employees).

TRAINING & DEVELOPMENT

Metrics on skills training and development
Employee participation in regular performance and career development reviews:

The digital system that manages regular performance evaluation and review does not cover all employees.

EMPLOYEE PARTICIPATION IN REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

	2024					2023				
	Men	Women	Other	NP	Total	Men	Women	Other	NP	Total
TOTAL NUMBER OF EMPLOYEES	5,802	3,016	6	3	8,827	5,973	3,062	4	1	9,040
NUMBER OF EMPLOYEES WHO PARTICIPATED IN REGULAR PERFORMANCE REVIEWS	1,868	1,293	1	-	3,162	1,860	1,346	-	-	3,206
% OF EMPLOYEES WHO PARTICIPATED IN PERFORMANCE REVIEWS	32%	43%	17%	0%	36%	31%	44%	0%	0%	35%

TOTAL EMPLOYEE TRAINING HOURS DELIVERED BY GENDER

	2024	2023
TOTAL TRAINING HOURS DELIVERED	181,453	176,430
- of whom men	119,433	114,450
- of whom women	61,996	61,980
- of whom other	-	-
- of whom not provided	24	-

AVERAGE EMPLOYEE TRAINING HOURS DELIVERED BY GENDER

	2024	2023
AVERAGE TRAINING HOURS DELIVERED	20.56	19.52
- of whom men	20.58	19.16
- of whom women	20.56	20.24
- of whom other	-	-
- of whom not provided	4.00	-

TOTAL NON-EMPLOYEE TRAINING HOURS DELIVERED BY GENDER

	2024	2023
TOTAL	11,370	9,162
- of whom men	6,989	5,059
- of whom women	4,381	4,103
- of whom other	-	-
- of whom not provided	-	-

AVERAGE NON-EMPLOYEE TRAINING HOURS DELIVERED BY GENDER

	2024	2023
TOTAL	9.72	9.97
- of whom men	9.26	9.02
- of whom women	10.81	11.85
- of whom other	-	-
- of whom not provided	-	-



OBJECTIVES
& FUTURE PLANS

DIVERSITY & INCLUSION (D&I)

Women in executive roles

Barilla is committed to promoting gender diversity in managerial positions (employees with internal grades of at least 33, similar to managerial positions), **with the aim of achieving 40% of women in executive roles by 2030** (compared to 35% in 2024). The target applies to the entire Group, with the exception of the legal entities Back to Nature, Pasta Evangelists and the joint venture in Mexico.

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 parity.**

To this end, in 2025 Barilla is developing 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 measures satisfaction with flexibility and wellbeing policies through an Internal Reputation index, using the Reprtrak methodology, which evaluates four factors: esteem, trust, admiration and positive feelings. **In 2024, the index result was 85%.** Through annual monitoring, the Company aims to maintain this level over time. This approach ensures consistency, transparency, objectivity and continuity in the strategies for people’s engagement.



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.



WOMEN IN
EXECUTIVE
ROLES

To achieve **40% of women in executive roles** by 2030



GENDER
PAY
PARITY

To maintain the current commitment to **gender pay equality**



INTERNAL
REPUTATION
INDEX
(Reprtrak)

To maintain **reputation index**
(85% in 2024)

HEALTH & SAFETY

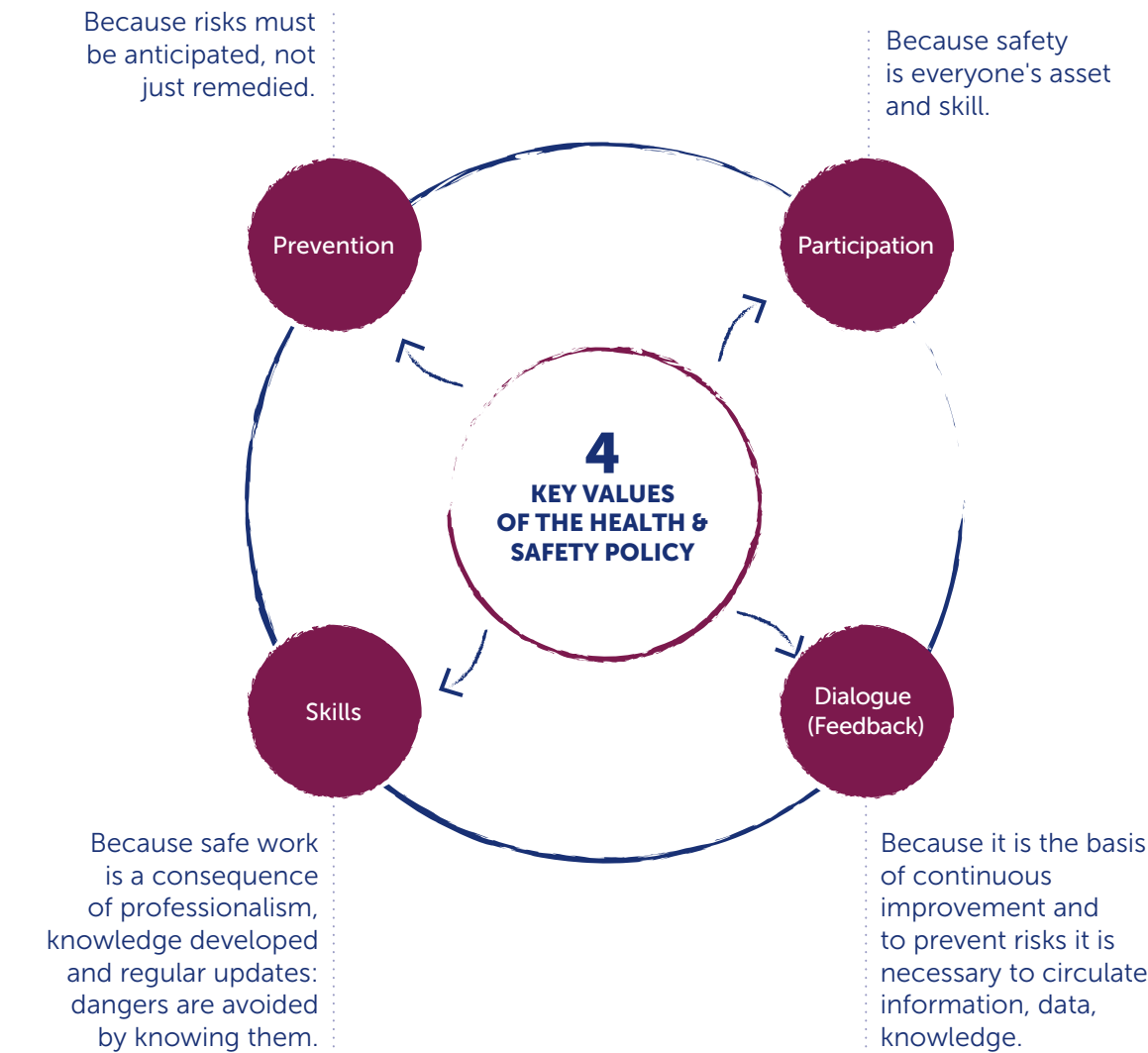


GUIDING PRINCIPLES AND POLICIES

Health and Safety are in the lead (Safety First): aspects and issues relating to peo-

ple's health and safety are prioritised in determining the company's organisational choices and culture.

Four key values are enshrined in the Barilla Group's Health and Safety Policy.



At the Barilla Group, everyone therefore has the right to expect a safe working environment and the duty to work safely.

As we believe that every accident is preventable, Barilla has developed the "Barilla Zero Accidents Programme", with the ambition that all Production Units will be able to eliminate accidents.

The HSEE Central 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.

4 HSEE AREAS MANAGED FOR THE ENTIRE COMPANY SCOPE

- HEALTH & SAFETY
- FIRE PREVENTION
- ENERGY
- ENVIRONMENT & SUSTAINABILITY (HSEE)

6 HSEE (HEALTH, SAFETY, ENERGY & ENVIRONMENT) 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
- EMERGENCY MANAGEMENT

3 INTERNATIONAL HSEE STANDARDS USED AS REFERENCE

- ISO 45001:2018 – OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEMS (OHSAS)
- ISO 14001:2015 – ENVIRONMENTAL MANAGEMENT SYSTEMS (ENV)
- ISO 50001:2018 – ENERGY MANAGEMENT SYSTEMS (ENERGY)

10 POLICIES AND GUIDELINES INTEGRATED WITHIN THE HSEE MANAGEMENT SYSTEM

Each production unit has an HSEE Management System developed in accordance with ISO standards and the Barilla HSEE Guidelines, but which will take into account the requirements of local legislation.

The Barilla Guide to the Introduction of the HSEE Management System specifies the requirements that, in accordance with the ISO 45001 standard, must be fulfilled by the HSEE Management System of a local Production Unit.

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. The key factors are the commitments made by the organisation regarding health and safety, how it ensures the involvement, training and participation of workers, how risks to our employees and those of external companies are identified and assessed, how compliance with current legislation is ensured, how emergency plans are made operational and health surveillance of workers is carried out, as well as the conduct of thorough investigations in the event of accidents, near-misses and incidents, all with a view to continuous improvement.

A standout among the guidelines is the Barilla Fire Safety Manual (FSM), the Group's first international guideline, the first edition of which dates back to over 20 years ago. 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 a specific guideline.

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.

In 2024, specific HSEE Guidelines were developed for Barilla's Offices and Commercial Headquarters. The intention is to proceed with their application, starting from the most important Offices.

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

The HSEE Job Family 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 Central Unit, in accordance with the international standard ISO 19011. Each Production Unit is checked at least once per year.



APPROACH AND ACTIONS TAKEN

In 2024, more than 86% of staff will be working in a Production Unit where the HSEE Management System is certified in accordance with ISO 45001. In particular, all European Production Units are certified. To date, three offices are certified according to the ISO 45001 standard: Parma, Paris and Cologne.

In 2024, the Manual for the HSEE Management System – dedicated to Italian pasta factories, bakeries and mills (16 Production Units) – was updated. Its various indications include correct methods to manage outsourced activities.

The Barilla Fire Safety Manual (FSM), focused on fire prevention and emergency management, was also revised for the second time, ten years after its second draft.

Training plays a central role in prevention. In addition to the compulsory courses required by law, the Group offers specific courses for new hires or job changes, focused on the main risks associated with the activities carried out. Particular 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 2024, more than 90,000 hours of training were provided on Health, Safety and Environment topics, an increase of 12% compared to the previous year. Training activities included classroom lessons, remote sessions and practical training, including for temporary workers.



Between the end of 2024 and the beginning of 2025, 50% of HSEE Managers and Specialists (equal to 21 professionals) 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 2021, the company launched the “Culture of Safety” project at its Italian and French sites, with the intention of progressively extending it internationally. The program is aimed at strengthening awareness

on the issue of safety, promoting a change in behaviour and consolidating a corporate culture based on prevention. To date, **approximately 2,700 employees have been involved in the programme.**

The identification and assessment of potential hazards are constantly 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 2024, more than 120 audits were conducted at Production Units and Offices, to verify the effective application of the HSEE Management System, compliance with local regulations and certification standards. No major non-conformities were found.

At the same time, performance is evaluated monthly to identify any critical issues

and implement corrective measures, which may include procedural updates, technical interventions or new training courses, with a view to continuous improvement.

The monitoring of staff health is the task of the 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. If necessary, personal or disposable personal protective equipment (PPE) – such as earplugs, gloves, and ear-muffs – is provided with appropriate training on its proper use.

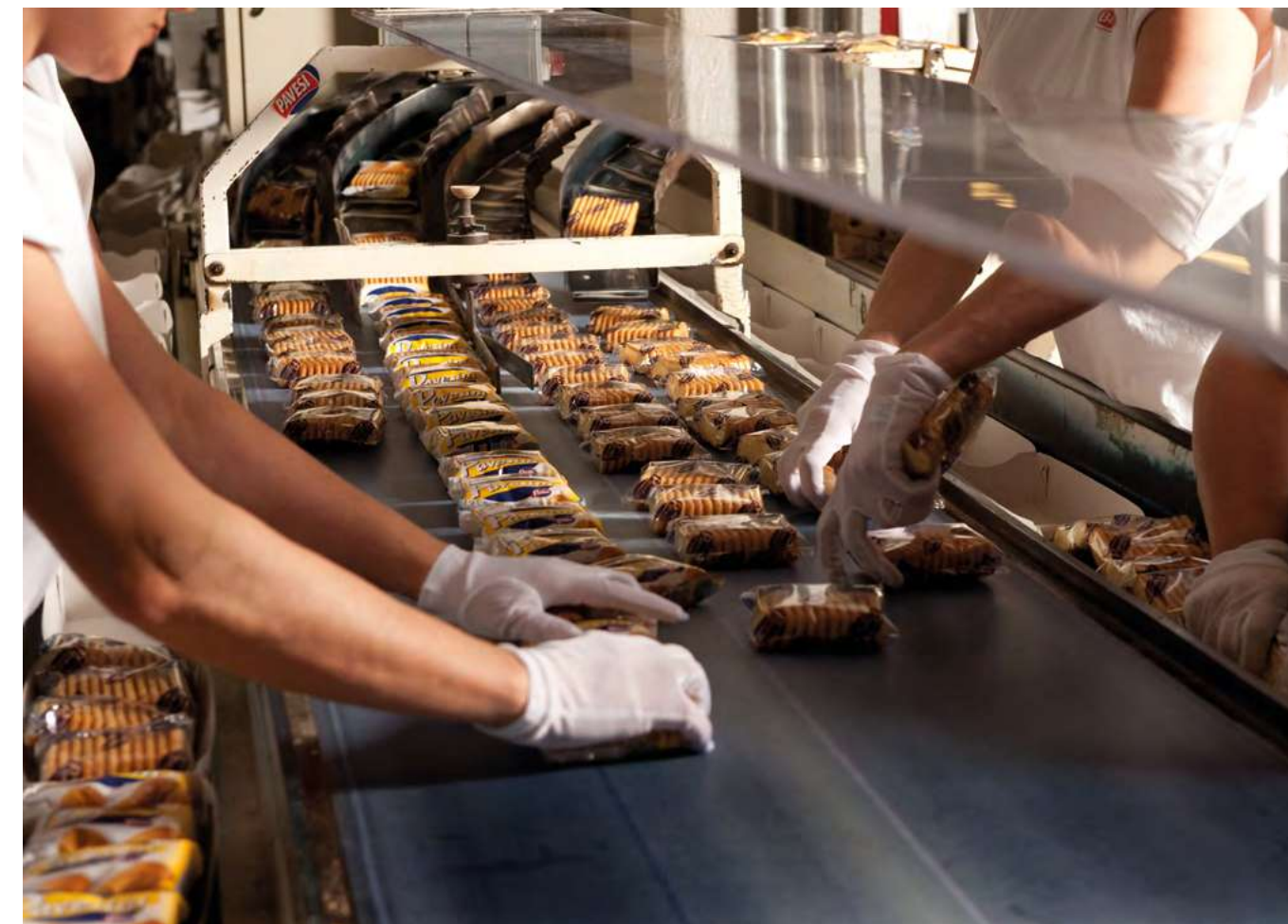
Barilla’s commitment to safety is also reflected in investments to improve the working environment. Each site manager

has a CAPEX budget specifically dedicated to health and safety.

In 2024, expenditure on investments in Health, Safety and Fire Prevention amounted to just under €6 million.

These funds were used for interventions aimed at improving ergonomics, adapting work environments, reducing residual mechanical risks in production lines, improving internal and external roads and strengthening fire prevention measures.

Finally, to ensure transparency and promote continuous dialogue, Barilla shares projects and performance indicators with workers at regular meetings, held at least every six months.



METRICS & RESULTS

Barilla guarantees complete coverage of the health and safety management system in all workplaces, in accordance with legal requirements and recognised standards. Constant monitoring of safety indicators

allows progress to be assessed, tracking recordable injuries, days lost and frequency and severity indices. All information relating to accidents is disclosed with transparency.

The main metrics related to the health and safety of workers are as follows:

EMPLOYEE INCIDENTS AND ACCIDENTS⁴

	2024	2023
TOTAL ACCIDENTS Lost time accidents (LTAs), those entailing at least one day of absence	125	116
FREQUENCY INDEX (Number of accidents/hours worked)*1,000,000	8.47	8.69
SEVERITY INDEX (Days of absence/Hours worked)*1,000	0.29	0.28
TOTAL DEATHS DUE TO ACCIDENTS AT WORK	0	1
NUMBER OF CASES OF WORK-RELATED ILLNESSES Number of formally acknowledged occupational diseases	10	11

NON-EMPLOYEE INCIDENTS AND ACCIDENTS

	2024
TOTAL DEATHS DUE TO ACCIDENTS AT WORK	0
NUMBER OF CASES OF WORK-RELATED ILLNESSES	0
NUMBER OF RECORDABLE ACCIDENTS	35
NUMBER OF DAYS LOST	233



4 Group total excluding: Pasta Evangelists (for 2023 only) and Back to Nature (2023 and 2024).



HEALTH AND SAFETY MANAGEMENT SYSTEM

	2024	2023
WORKFORCE COVERAGE Number of employees covered/total number of employees	100%	100%
FACILITIES - PERCENTAGE OF ISO 45001-CERTIFIED EMPLOYEES AT FACILITIES Number of certified employees / total number of employees	86%	86%
OFFICES - PERCENTAGE OF ISO 45001-CERTIFIED EMPLOYEES Number of certified employees / total number of employees	69%	69%
NUMBER OF AUDITS CONDUCTED Number of safety/environment/energy audits conducted	124	121

SAFETY, ENVIRONMENT AND ENERGY TRAINING⁵

	2024	2023
TOTAL SAFETY, ENVIRONMENT AND ENERGY TRAINING HOURS Total number of training hours attended by individuals	93,683	83,421
NUMBER OF SAFETY/ENVIRONMENT/ENERGY TRAINING HOURS/EMPLOYEE Average training hours per employee	11.1	9.6

5 Group total excluding Back to Nature.

OBJECTIVES
& FUTURE PLANS

The ambition is for all production units to be able to eliminate 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, as well as in Offices and commercial offices with more than 70 employees.

Training is the main lever for effective prevention of hazards to the health and safety of employees and external companies operating in our Production Units.

The accident frequency index (FI) and severity index (SI) have been monitored since 2010, to measure progress. A frequency target of 6.5 has been set for 2030, compared to the current value of 8.5, whereas for the Severity Index Barilla is committed to a progressive reduction of the current value of 0.29.

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, 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.

In 2024, the frequency index fell by 3%, despite a slight increase in accidents compared to the previous year, due to the increase in hours worked. On the other hand, the number of days of absence due to injury increased to a similar extent. The injuries recorded mainly concerned slips, back pain and impacts.

The number of months in which individual production units did not record accidents also increased, from 261 to 276 (equal to 77% of the total).

In 2024, for the first time, half of Meal Solution’s production units in Europe recorded no injuries.

Added to these is the Boulangerie of Valenciennes (FR), which also had no accidents for an entire year for the first time. Only two plants recorded no more than one accident: Avon (US) and Ascoli (IT), as well as the two mills at Galliate and Castelplanio.



By developing the “Barilla Zero Accidents Programme”, the company’s ambition is to eliminate accidents at all production units.



Goals for 2024



PRODUCTION PLANTS WITH ZERO ACCIDENTS

FOGGIA	ITALY
RUBBIANO SAUCES	ITALY
THIVA	GREECE
VALENCIENNES	FRANCE

PRODUCTION MILLS WITH ZERO ACCIDENTS

AMES / for 14 years running	USA
VOLOS / for 13 years running	GREECE
PEDRIGNANO / for 5 years running	ITALY
FERRARA	ITALY
ALTAMURA	ITALY

PRODUCTION UNITS WITH ONLY ONE ACCIDENT

AVON	USA
ASCOLI	ITALY
GALLIATE (Mill)	ITALY
CASTELPLANIO (Mill)	ITALY

PRODUCTION UNITS WITH DOUBLE-DIGIT REDUCTIONS IN ACCIDENT INDICES

PEDRIGNANO	ITALY
MUGGIA	ITALY
NOVARA	ITALY
BOLU	TÜRKIYE

COMMUNITY RELATIONS - DONATIONS & VOLUNTEERING

Barilla has always promoted initiatives and projects aimed at ensuring access to food for vulnerable communities and those in economic difficulty or affected by humanitarian emergencies and natural disasters.

As a family business now in its fourth generation, it has adopted a long-term vision focused on the wellbeing of people, the environment and communities, especially those in which it operates directly.

For Barilla, transparency, collaboration and sharing are distinctive and essential elements in the involvement of its stakeholders. To do so, the Company actively participates in working groups and collaborations with its local communities and entities representing civil society, such as non-profit organisations, public and other private sector stakeholders. The Group's social responsibility is also embodied in a structured approach that integrates **economic donations, contributions in food products, volunteering hours and co-planning** with the competent authorities.

In particular, Barilla focuses its efforts on two major challenges of the global food system: access to food and over-eating.



The company's commitment goes beyond the mere donation of production surpluses, and includes the direct supply of products intended for regular sale to people or communities in need.



The Group promotes food education and awareness projects on healthy lifestyles, especially in schools.

Over time, Barilla has built a consolidated network of collaborations with bodies and organisations, both nationally and internationally, for the supply of food products.

A list of the main companies with which Barilla collaborates follows below:

FRANCE

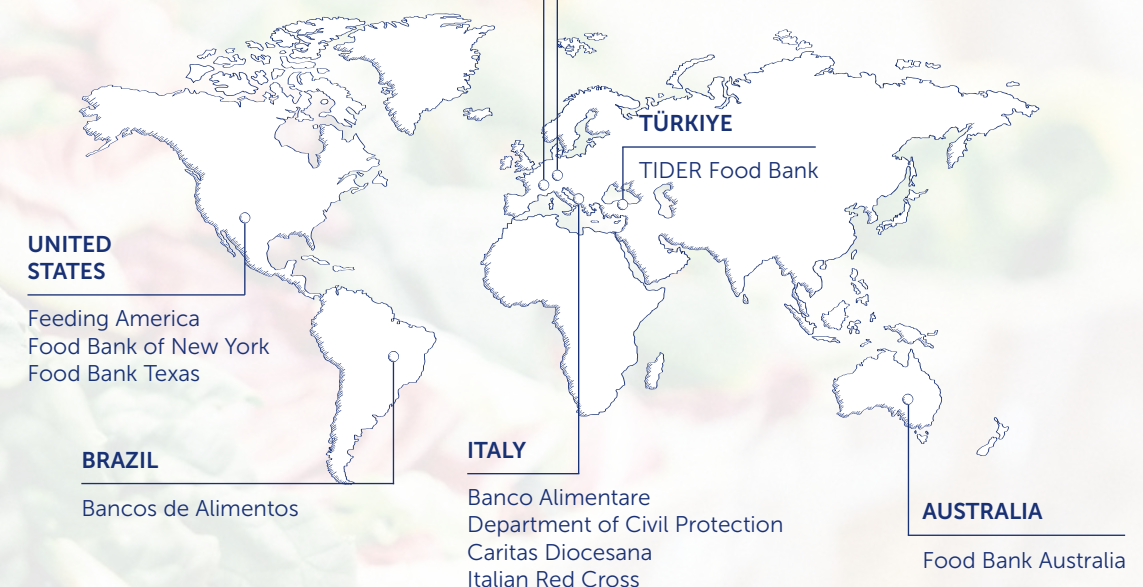
Banque Alimentaire
Restos du Cœur

GERMANY

Food Bank Germany

AROUND THE WORLD

UNHCR
UNICEF
Caritas International



**In 2024
over €2 million**

donations to the local communities
in which it operates amounted to



**In 2024
over 3,700 t**

products donated to support
social vulnerabilities amounted to

The Group's actions have long been characterised by the adoption of a systemic co-planning approach. This process begins with community needs analyses, continues with co-design with the relevant local authorities for implementation and evaluation of results, aiming at continuous improvement. All activities are

carried out in compliance with regulations and maximum transparency: to this end, Barilla has adopted the "Non-Profit and Charitable Contributions" policy, which defines roles, responsibilities and operating methods for the management of charitable initiatives in all the countries in which it operates.

COMMUNITY RELATIONS - DONATIONS & VOLUNTEERING

In addition to donations, Barilla promotes a culture of corporate volunteering as a concrete tool to strengthen the link with the communities in which it operates and generate a positive social impact.

In 2024, the company totalled over 1,000 hours of volunteering, with local activities organised throughout Italy.

Through corporate volunteering, Barilla mainly supports three projects: Legambiente, Dynamo Camp and Banco Alimentare, providing employees with concrete opportunities to take part.



DYNAMO CAMP: SUPPORT FOR CHILDREN AND FAMILIES

Barilla actively participates in the volunteering programme at Dynamo Camp, the first Italian Recreational Therapy centre for children and young people with serious or chronic diseases. The initiative saw about 40 volunteers take part, engaging them in support for the Camp activities that provide their young guests with time for leisure and wellbeing in a safe and stimulating environment. Overall, over 400 hours of voluntary work took place.

“Dynamo’s partnership with Barilla is strategic: it is based on the sharing of values and decisions aimed at contributing concretely to the social impact for people, within companies and in communities.

Serena Porcari, CEO, Dynamo Camp

BANCO ALIMENTARE: FIGHT AGAINST WASTE AND SUPPORT FOR PEOPLE IN NEED



The collaboration with Banco Alimentare takes the form of various volunteering activities, including the preparation and distribution of food parcels for families in need. As part of this partnership, Barilla organised a national initiative that involved about 200 employees, including office and sales staff. For the “International Day of Happiness”, volunteers contributed to the preparation of food parcels distributed in 10 Italian regions. Thanks to the support of Mulino Bianco, about 16 tons of food products were donated, for a total of 400 hours of voluntary work.

“The partnership between Barilla and Banco Alimentare is historic and over the years has been consolidated thanks to a memorandum of understanding in 2013, through various initiatives. Created to minimise food waste (Barilla) and to maximise the recovery of surpluses (Food Bank), it is based on a shared vision of the responsibility everyone is expected to live up to, in the construction of a more sustainable and more inclusive society for the more vulnerable.

Giovanni Bruno, Chairman of the Food Bank Foundation, ETS

LEGAMBIENTE: COMMITMENT TO THE ENVIRONMENT



In conjunction with Legambiente, Barilla has promoted environmental volunteering activities for staff at the Pedrignano site. The main initiative concerned the cleaning of the Falcone Borsellino Park and the I Maggio Park in Parma, via the practice of “plogging”, an activity that combines physical exercise and waste collection. The event, held annually, involved over 70 employees for half a day, dedicating a total of over 160 hours to the protection of the local area.

“For some time now, Legambiente and Barilla have embarked on a shared journey that has extended from the importance of food for human health and the environment to the commitment to the protection of biodiversity, with the drafting of dossiers on endangered species and projects in the area such as the construction of the agri-forest at the Parma facilities. A collaboration that continues today with environmental volunteering for staff at the Pedrignano headquarters and that looks to the future to better face the challenges posed by the climate crisis.

Giorgio Zampetti, Director-General, Legambiente Nazionale

COMMUNITY RELATIONS - DYNAMO ACADEMY FOR BARILLA

**Dynamo
Academy**
THE GOOD SCHOOL

“A group of Barilla employees participated in the first stage of the Diversity Hub at our campus, a pathway dedicated to strengthening the issues of diversity, equity and inclusion within companies, with a particular focus on disabilities.

Dynamo Academy

“We have collected four keywords that represent the meaning of this experience for Barilla, enhanced by the voices of employees who experienced this journey first-hand.

Dynamo Academy



<p>1</p> <p>LISTENING</p> <p>“The experiential activity made me understand how essential it is to stand in others’ shoes and listen actively, without taking anything for granted.”</p> <p>-A participant</p>	<p>2</p> <p>CONSCIOUSNESS</p> <p>“The classroom training gave me a new perspective: inclusion is not only a value but also an everyday responsibility that requires commitment and constant training.”</p> <p>-A participant</p>
<p>3</p> <p>PRACTICALITY</p> <p>“These few days at the camp enabled me to acquire practical tools that I can apply in my working environment, by transforming theory into genuine actions.”</p> <p>-A participant</p>	<p>4</p> <p>VULNERABILITY</p> <p>“Putting ourselves out there and stepping out of our comfort zones isn’t easy, but it’s the first step in truly understanding the value of inclusion.”</p> <p>-A participant</p>

COMMUNITY RELATIONS - FOOD FARM 4.0

In 2019, with a total surface area of 3,000 m², six schools and 12 companies, associations and institutions in the Parma area all involved, Food Farm 4.0 was launched as the first local workshop for employability (LTO) in Italy in the Agri-food sector, co-managed through a joint-stock consortium company.

Public-private funding was essential for the implementation and launch of the project, which raised over €1.6 million. The main supporters include MIUR, the Cariparma Foundation, the "Parma, io ci sto!" social development association, Barilla, Stern Energy, Parma Corte Alimentare, Agugiaro & Figna, Opem, Galloni, together with other partners who believed in the vision and potential of the project. In November 2019, the **Food Farm scpa Consortium** was established thanks to the further adhesion to the project of **Molino Grassi, Mutti, Parmigiano-Reggiano Consortium, Parma Union of Industrialists, Coldiretti, Confagricoltura, CIA** –

Italian Farmers, Confcooperative, Esselunga, Lanzi and GIA, to which employment agencies (**Umana, Randstad** and **Gi Group** have been added in recent years), who take on the task of co-managing the structure in synergy with the school.

The **Food Farm 4.0 facility** is equipped with **three pilot plants** for agri-food processing, a packaging line and a laboratory for chemical analysis. Food Farm enables students to develop skills and approach innovation through practice and is available to companies that can acquire professional skills on the main typical agri-food processes.



Local raw materials are used in the lines, respecting typical products of the Food Valley: **tomato purees, jams and fruit juices, short-fermented cheeses, baked goods**. These products are distributed on the market under the **Bontà di Parma** brand.

Students are the architects of these processes: from cultivation, harvesting and the transformation of the fruits of the earth into food, to quality controls, including compliance with food safety protocols.

“Even schools have the courage to renew themselves and take a leap in quality. While maintaining its function as an educational, cultural and training institution, with Food Farm the students can acquire all the most innovative technological skills in the food sector, under the expert guidance of their teachers and consultants from the business world, partly because the workshop is equipped with cutting-edge and sustainable systems and lines.

Prof Anna Rita Sicuri, Headmistress of the Galilei Bocchialini Agro-industrial School Complex

“The great innovation of Food Farm 4.0 consists in having been able to transform an experimentation and training workshop for students into a genuine micro-company that can sustain itself economically.

Luca Ruini, Chairman of the consortium company and Head of Safety and Environment for the Barilla group

Now, five years later, FoodFarm 4.0 is an acknowledged centre of excellence, cited by the Ministry of Education as a positive example for school reform and for its innovative value:

- the project is already **economically self-sufficient** by the end of its first year thanks to the sale of products and land has been purchased to expand the workshops;
- weekly with the **"Solidarity Food Farm"** project, part of the production is distributed to the Third Sector Entities in the area;
- annually with the **Together with you** initiative, a fundraiser is held for the Parma Hospital cancer centre.



In 2024,
Food Farm 4.0
generated a
social return
of €2.93
for every euro invested
in the project

Thanks to the analysis conducted by the "Parma, io ci sto!" association for social development, as part of the process of drafting the 2024 Sustainability Report, Food Farm 4.0 managed to measure the social value generated by the project. It used the internally recognised SROI method to assess the impact generated, using financial terminology.



September, Vice-President Paolo Barilla with Civil Protection volunteers from the Barilla Mobile Column during the G7 Agriculture in Ortigia.

VALUE CHAIN

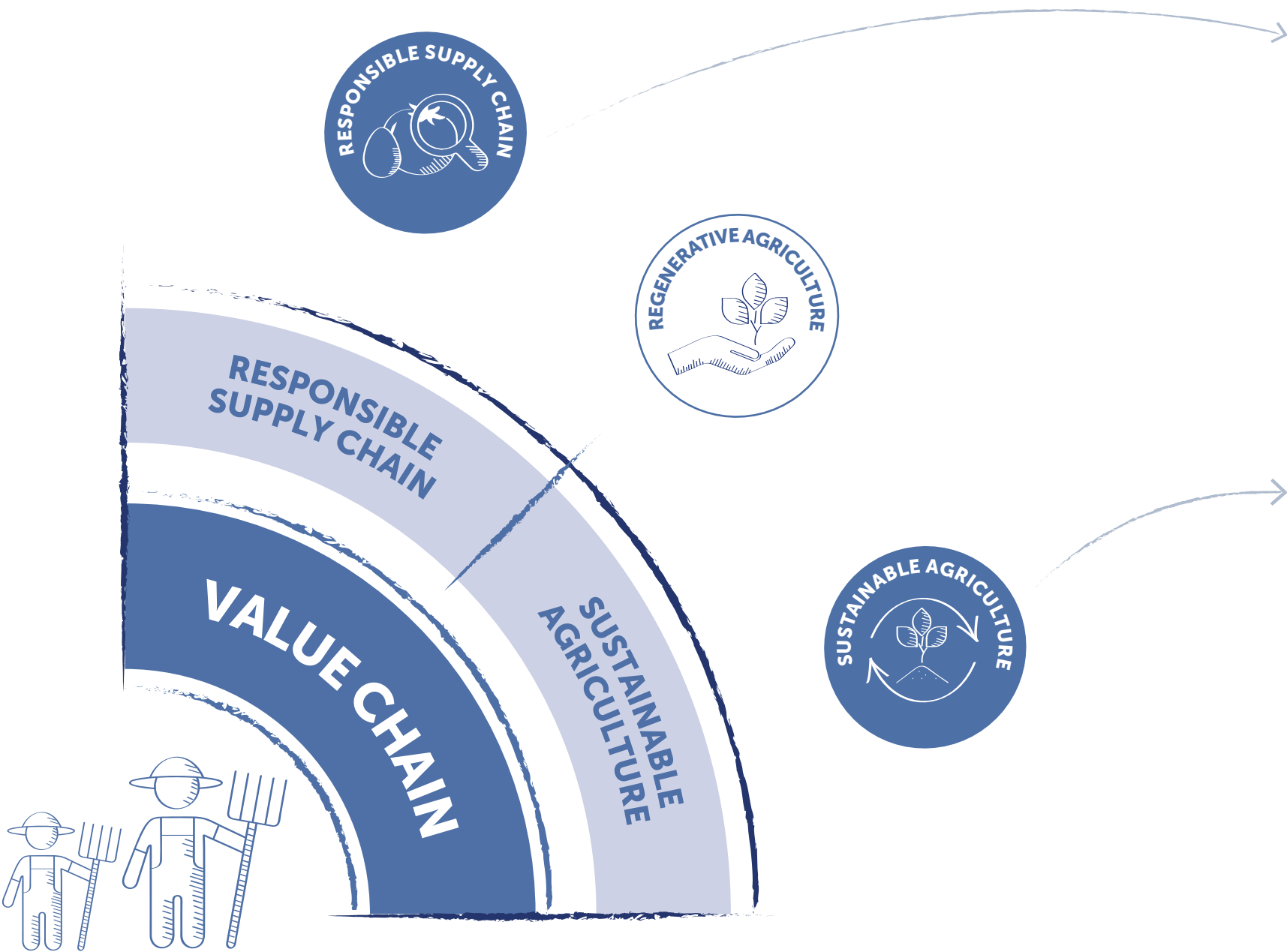
*Our commitment
begins on the farm*

INTRODUCTION	154
RESPONSIBLE SUPPLY CHAIN	160
SUSTAINABLE AGRICULTURE	174
FOCUS: REGENERATIVE AGRICULTURE	190

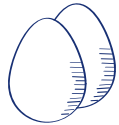
The Value Chain pillar represents Barilla’s aspiration to build responsible, resilient and long-term oriented supply chains, with the primary goal of ensuring the quality of raw materials through sustainable agricultural practices and sourcing methods that respect the environment, people, and animal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

This vision is embodied in the Responsible Supply Chain and Sustainable Agriculture programmes, two key strategic assets for the future. Barilla adopts an approach based on the systemic analysis of impacts, risks and opportunities along the value chain, extending the assessment both to its own activities and to those of its main suppliers.

The goal is to promptly identify critical issues and develop targeted and effective strategies Barilla strengthens its commitment to building resilient supply chains for specific raw materials by leveraging analysis as a strategic tool to anticipate and mitigate climate-related risks. The insights gained are integrated into the company’s decision-making processes, involving regional purchasing teams and internal stakeholders directly, to adapt procurement strategies, diversify sources, and invest in sustainable agronomic practices.




2024 RESULTS




100% of **EGGS** from **FREE-RANGE** hens in 2024


DURUM WHEAT




SOFT WHEAT




RYE




BASIL



2024 RESULTS




815,000 tons of raw materials according to the **BARILLA SUSTAINABLE FARMING RULES**

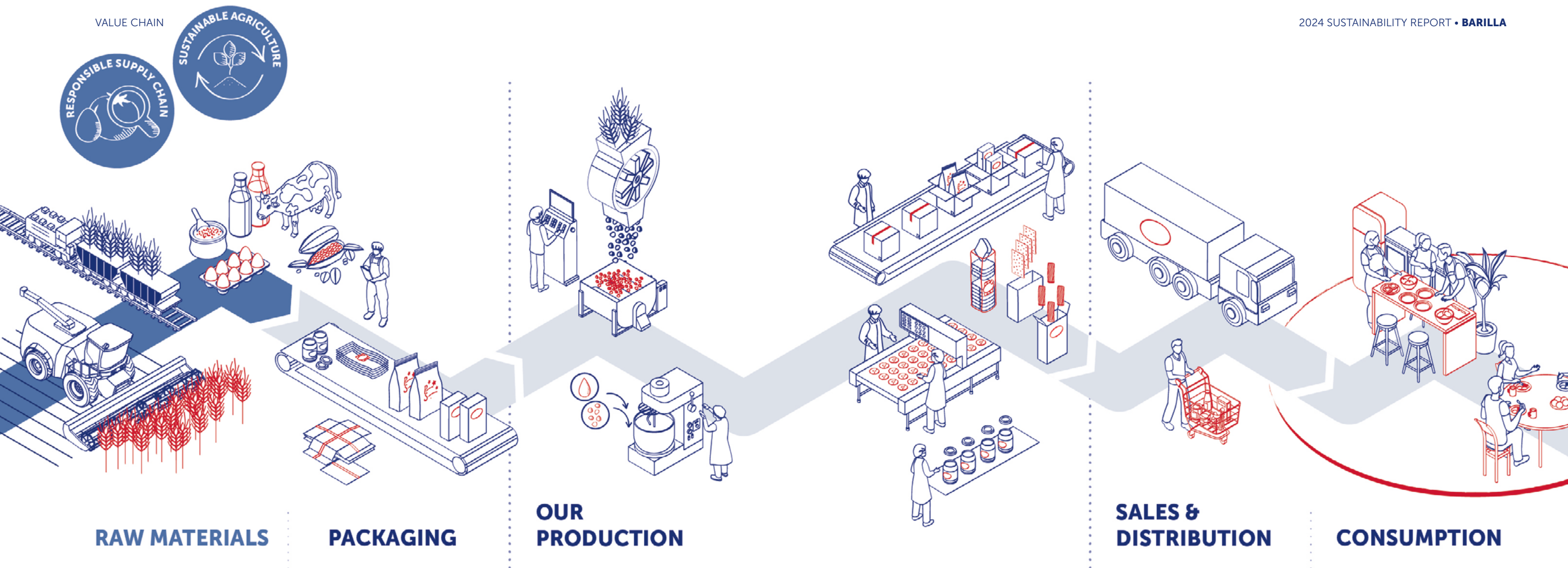


+7,000 farmers involved in the **BARILLA SUSTAINABLE FARMING PROGRAMME**

2030 GOALS



250,000 tons OF RAW MATERIALS from **REGENERATIVE AGRICULTURE**



RESPONSIBLE SUPPLY CHAIN

The programme sets out Barilla's long-standing commitment to promoting the values of **sustainable and integrated management of its supply chains**, with particular attention to agriculture and animal welfare. This commitment has been substantiated in the creation of a Sustainable Agriculture Code (SAC), which regulates the principles and approach to be followed. Recently, Barilla has launched a new risk assessment and mitigation process along the supply chain and through operating activities, with the aim of implementing a due diligence system in compliance with the main European regulations. The process entails the early identification of risks, evaluation of supplier practices, targeted audits, and taking corrective actions in response to any environmental, social, biodiversity, or animal welfare concern.

In the latter area, Barilla adopts a clear position: **it does not carry out or finance animal testing, other than based on regulatory obligations or specific requests from competent authorities, and promotes alternative and ethical methods among suppliers**. The programme focuses on strategic raw materials – **cereals, tomatoes, basil, eggs, cocoa derivatives and sugars** – to leverage the role of local communities and promote fair, transparent and long-term supply chains.



SUSTAINABLE AGRICULTURE

Barilla has long adopted sustainable agronomic and environmental practices in its strategic supply chains, considering them fundamental for competitive, resilient and responsible production.

The Group's environmental policies include **ambitious targets for reducing carbon emissions, efficient use of synthetic products, protection of biodiversity and improvement of the socio-economic conditions of farmers**. It is in this context that Barilla, for several decades now, has been developing the 'Barilla Sustainable Farming Model' for its strategic supply chains, by promoting more efficient cultivation systems to obtain safe and high-quality agricultural products, protecting the environment and improving the social and economic conditions of farmers.

The model integrates complementary activities, **such as varietal development, the definition of specific rules for raw materials and the use of decision-making tools to optimise agricultural practices**.


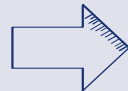

In recent years, the model has been applied to **durum and soft wheat, rye and basil**. Barilla is also considering the introduction of regenerative agriculture practices to improve soil health, increase CO₂ sequestration and reduce associated emissions.

CLIMATE RISK ANALYSIS

In 2024, in line with this approach, Barilla launched an in-depth analysis of the physical risks related to climate change, with a focus on the effects of climate change on yields and the quality of the main raw materials (durum and soft wheat, rye, tomato, basil, hazelnuts and cocoa derivatives).

The analysis took into account the IPCC¹ climate projections according to three evolutionary scenarios:

These scenarios have been integrated into a Climate Modelling Framework based on high-resolution Euro-CORDEX data (11 km²), considering the phenological characteristics of the analysed crops and the main supply areas: Italy, France, Germany, Poland, Austria, Sweden, Canada, the United States, Ghana and Côte d'Ivoire. The analysis, currently underway, envisages the continuous involvement of internal stakeholders, in particular the purchasing teams in the Group's various operating regions, to ensure the integration of strategic perspectives in the management of climate risks. Initial results show a decreasing yield trend for durum wheat in Italy and the United States, with greater resilience in Canada. In the meantime, soft wheat is showing a decline in Italy and greater stability in France and Austria. Finally, yields of tomatoes, basil and hazelnuts in Italy, rye in Germany, Poland and Sweden, and cocoa derivatives in Ghana and Côte d'Ivoire are decreasing.

 BEST CASE SCENARIO	 USE CASE SCENARIO	 WORST CASE SCENARIO
RCP² 2.6	RCP 4.5	RCP 8.5
Scenario of transition towards sustainability, with temperature increase contained within 2°C and limited physical impacts (e.g. stress and water scarcity).	Intermediate scenario in which current trends continue with a partial shift away from fossil fuels; the temperature increases between 2°C and 3°C, with moderate impacts.	A high-emissions scenario, with temperatures rising by around 4°C by the end of the century and extreme consequences from intense physical events.

1 The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body responsible for assessing scientific knowledge on climate change. Its reports provide scenarios and projections used globally for climate risk analysis.

2 Representative Concentration Pathway (RCP) is a scenario developed by the IPCC that sets out the future evolution of greenhouse gas concentrations and their impact on the climate. Each RCP represents a different level of emissions and global warming projected by 2100.



RESPONSIBLE SUPPLY CHAIN



GUIDING PRINCIPLES AND POLICIES

SUSTAINABLE AGRICULTURE CODE

Barilla is committed on a daily basis to bringing a joyful, decent and genuine diet to the world, inspired by the Italian lifestyle and the principles of the Mediterranean Diet.

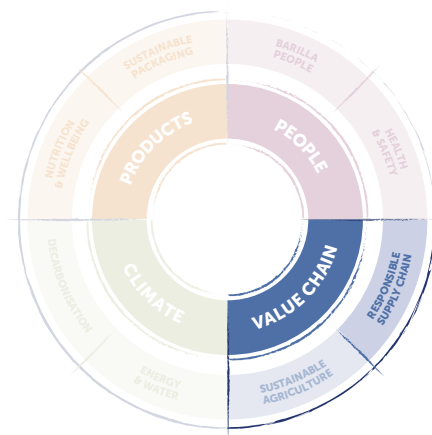
This commitment translates not only into the production and distribution of quality products but also into the promotion of conscious eating habits, with constant attention to environmental and social impact.

A key element of this strategy is the transparent, long-term and dialogue-based relationship with raw material suppliers.

Barilla establishes clear requirements that enhance quality and compliance with ethical and sustainability principles.

The selection of agricultural raw materials is based on fundamental criteria: quality, respect for human rights and the environment.

In particular, for some raw materials, Barilla develops dedicated projects and/or re-



quires the achievement of third-party certifications to ensure that suppliers operate in compliance with international ethical and social standards. This approach is particularly relevant in supply chains considered at risk, such as cocoa and cane sugar. Similarly, with regard to raw materials of animal origin, the Company collaborates with suppliers to ensure the application of strict animal welfare guidelines.

Over time, this philosophy has led Barilla to develop the **Sustainable Agriculture Code (SAC)**. 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:

- improving the efficiency and competitiveness of the agricultural system by promoting the adoption of sustainable and/or regenerative agriculture practices;
- acting with integrity, applying the Barilla Code of Ethics;
- striving for high quality and food safety standards;
- reducing environmental impact;
- believing in listening and collaboration for continuous improvement.

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.

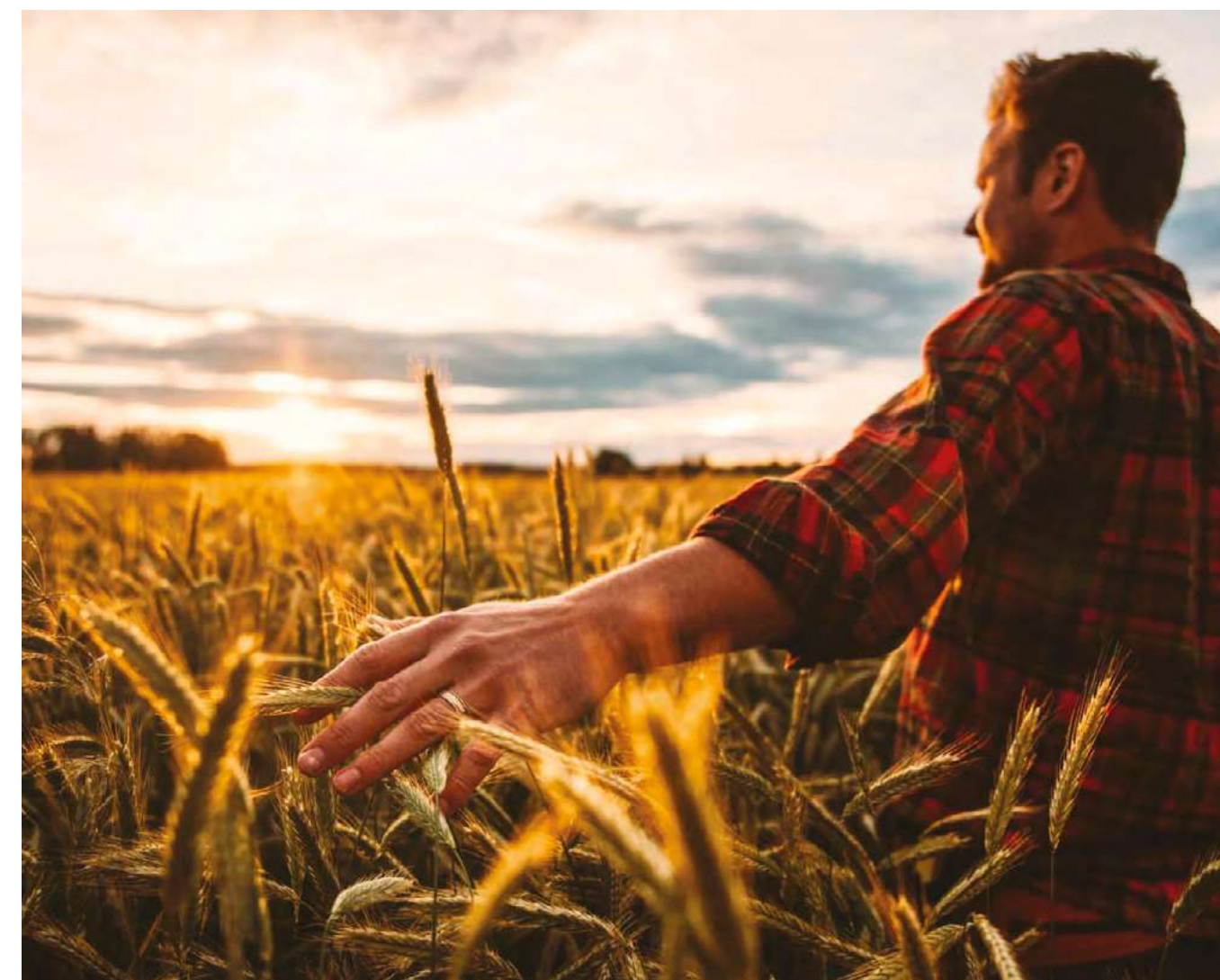
To support this commitment, Barilla – in conjunction with the international organisation Compassion in World Farming (CIWF) – has developed the Barilla Guidelines on Animal Welfare, a benchmark document that establishes the fundamental

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, in collaboration with CIWF, Barilla has launched internal training activities dedicated to its employees, especially those 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 AGRICULTURAL RAW MATERIALS³

 DURUM WHEAT⁴

 SOFT WHEAT⁴

 RYE⁴

 TOMATOES

 BASIL

 EGGS & EGG PRODUCTS

 BEET SUGAR & CANE SUGAR

 COCOA DERIVATIVES

 DURUM WHEAT

Barilla prefers local supply chains for durum wheat, in order to establish collaborative relationships with its suppliers aimed at disseminating the adoption of the agricultural practices set out in the Sustainable Agriculture Code, with the intention of reducing environmental impact and improving the socio-economic conditions of the entire agri-food chain.

In 2024, 1,629,611 tons of durum wheat equivalent were purchased, **with 51% of it were produced in line with SAC (836,865 t) and 89% purchased locally in the countries where the related finished products are produced (1,452,164 t).**

 SOFT WHEAT

Soft wheat and its flour are the main ingredient for bakery goods. To promote the sustainability of the supply chain, Barilla has introduced the Carta del Mulino and Charte Harrys.

In 2024, 485,015 tons of soft wheat equivalent were purchased, **with 77% of it was produced in line with SAC (376,000 t) and 67% purchased locally in the countries where the related finished products are produced (324,664 t).**

³ All the data on agricultural raw materials used do not take into account the volumes purchased by copackers.
⁴ Cereal equivalent necessary for the production of semolina, soft wheat flour and rye flour.



RYE

Rye flour is the main ingredient of Wasa crispbreads, a product that has the advantage of requiring limited use of water and fertilisers for cultivation. In addition, agronomic practices that pay attention to both environmental impact and agricultural yield have been consolidated over the years.

The production, storage and processing of rye follow the rules set out in the "Wasa Charter". In 2024, 68,914 tons of rye equivalent were purchased, **with 8% of it was produced in line with SAC (5,837 t) and 79% purchased locally in the countries where the related finished products are produced (54,197 t).**



TOMATOES

All tomatoes purchased by Barilla for the production of sauces are locally sourced. For sauces produced in Italy the source is 100% Italian, Barilla only purchases raw materials certified according to standards of good agricultural practices, such as Global G.A.P. or the regional specifications of integrated production. In 2024, 46,709 tons of tomatoes were purchased, **with**

99.9% of it was produced in line with SAC (46,699 t) and 100% purchased locally in the countries where the related finished products are produced (46,709 t). In all the countries in which it operates, the tomato harvest is **carried out exclusively mechanically.**

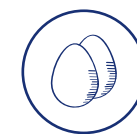


BASIL

Aiming to reduce its environmental impact, Barilla implements certified sustainable farming practices to protect the land, the planet and the people involved in basil production. In 2024, 8,884 tons of basil were purchased, **with 100% of it was produced in line with the SAC (8,884 t) and 100% purchased in Italy.**

To guarantee maximum transparency for consumers, Barilla has introduced traceability across the supply chain for Barilla Pesto alla Genovese. Consumers can learn about the production of their pesto by simply scanning the QR code on the packaging with their smartphone.

This strengthens stakeholder involvement in the entire production process. The traceability system was developed in collaboration with Connecting Food, and involved 19 farms and 7 suppliers as well as the plant in Rubbiano, Parma province.



EGGS & EGG PRODUCTS

Barilla uses egg-based ingredients for its bakery products and egg pasta formats.

Since 2019, Barilla has been committed to buying all its eggs from checked and responsible farms, where 100% of the hens are raised in barns, with access to improved environments (perches, bedding). 99.8% of the eggs purchased come from farms where the hens are fed a plant-based diet free of colouring additives, provided for in the supply specifications.

In 2024, 17,732 tons of eggs were purchased, **with 100% of it was produced in line with SAC (17,732 t) and 92% purchased locally in the countries where the related finished products are produced (16,343 t).**



BEET SUGAR & CANE SUGAR

Barilla adopts a rigorous approach in the management of its sugar supply chains, with particular attention to cane sugar, where there are potential social issues, such as the risk of child labour and human rights violations. To protect workers' rights, especially in high-risk areas, the Company selects only suppliers certified by independent third parties, which can guarantee compliance with international ethical and social standards.

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. Suppliers are required to formally comply with these com-





mitments, to adhere to the Code of Ethics and to obtain internationally recognised certifications such as Sedex⁵ Members Ethical Trade Audit (SMETA), which provides for specific checks on labour issues and employment conditions. Compliance is monitored through regular audits, to ensure a transparent, accountable supply chain that respects human rights. In 2024, 48,998 tons of beet sugar were purchased, **with 97% of it was produced in line with SAC (47,618 t) and 46% purchased locally in the countries where the related finished products are produced (22,465 t)**. In the same year, 5,207 tons of cane sugar were purchased, **with 100% of it was produced in line with the SAC (5,207 t)**.



COCOA DERIVATIVES

In the management of the cocoa derivatives supply chain, Barilla strives to protect the rights of farmers and to promote the sustainable development of local communities in the main producing countries.

Barilla uses cocoa derivatives – mainly from Côte d’Ivoire and Ghana – in its Italian and French plants.

Since 2015, the Company has been collaborating with Barry Callebaut, exclusive supplier of cocoa derivatives for the Pan di Stelle brand, to actively support the non-profit Cocoa Horizons foundation, which is committed to improving the living conditions of smallholder farmers and promoting responsible agricultural practices.

Through this partnership, Barilla contributes to initiatives that support local communities in Côte d’Ivoire and Ghana. Barilla has also supported the “Transparence Cacao” project at the supplier Dipa Cemoi for the supply of cocoa derivatives to the Harrys brand. In 2024, 12,051 tons of cocoa derivatives were purchased, **with 56% of it were produced in line with the SAC (6,729 t)**.

5 Sedex is a non-profit organisation that facilitates dialogue between customers and suppliers, to assist adoption of responsible commercial practices in global supply chains.

TOTAL RAW MATERIALS PURCHASED IN 2024

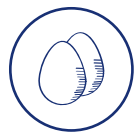
PRODUCTION ALIGNED/
IN LINE WITH SAC



 % OF RAW MATERIALS PURCHASED LOCALLY
IN PRODUCING COUNTRIES

6 Cereal necessary for the production of semolina, soft wheat flour and rye flour.

ACTIONS IMPLEMENTED AND RESULTS ON ANIMAL WELFARE^{7,8}



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 free-range. 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 2024, Barilla reconfirmed its commitment to exclude the use of combined aviaries in all global supply chains. The implementation of animal welfare policies to the raising of laying hens has resulted in Barilla receiving several awards, the latest of which is the Special Recognition Award in the Planet Friendly category of the Animal Welfare Awards of Compassion In World Farming, in June 2021.



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 2024, the Guidelines covered 100% of the supply of pork and beef used for sauces and filled pasta produced in Italy and 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.

After improving environmental standards, Barilla trained farmers on long-tailed pig breeding. In 2024, 1,675 tons of pork were purchased, **with 98% of it was produced in line with the SAC (1,647 t)**; in the same year 618 tons of beef were purchased, **of which 96% was produced in line with the SAC (591 t)**.



CHICKEN MEAT

Barilla uses a very limited amount of chicken meat for the production of some products for the Chinese market.

A project is underway with the aim of implementing the criteria of the European Chicken Commitment⁹.

The timeline for implementing the criteria will be defined by the end of 2025. In 2024, 5 tons of chicken were purchased.



MILK, DAIRY PRODUCE AND OTHER ANIMAL PRODUCTS

Barilla also uses other ingredients of animal origin in its production process, such as fish, milk and dairy produce. With regard to these ingredients, the Group is committed to favouring purchases in line with the principles on animal welfare policy and to preferring local suppliers.

For many Barilla products, fresh milk is an essential ingredient and the Group has always favoured purchasing from local, traceable and controlled supply chains.

Barilla conducts regular assessments on animal welfare and biosecurity for cattle farming (beef and dairy) together with its main supplier of fresh milk.

In 2024, 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 2024, 100% of the fresh milk purchased in Italy, corresponding to approximately 94% of global supplies, was sourced from companies assessed with ClassyFarm.

Over the year, 6,751 tons of butter and 8,524 tons of dairy produce were purchased. With regard to fresh milk, 3,821 tons were purchased, **with 94% of it in line with the SAC (3,583 t)**. Finally, 22 tons of caught fish were purchased, all in line with the SAC.

Investigation on BBFAW Barilla conducts regular analyses of its meat supply chain, aiming to identify potential areas for im-

⁷ All the data included take into account the volumes purchased by copackers.

⁸ Attached to this document is the details of the origin of the raw materials of animal origin that Barilla purchased during 2024.

⁹ 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/>



provement that met the criteria of the Business Benchmark on Farm Animal Welfare (BBFAW)¹⁰. These analyses form the basis for the development of projects to enhance animal husbandry practices, in synergy with the farmers.

In 2024, 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

- 25% of sows in the supply chain are free of gestation cages; 75% of sows use gestation cages for the first four weeks; then all animals are transferred to collective pens for the remaining period;
- 20% of sows in the supply chain are free of farrowing cages;
- 75% 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 98% effective and carried out by electronarcosis; the remaining 2% 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. 2.5% of the animals for which the first stunning was ineffective (December 2024) were then stunned a second time;

¹⁰ 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.bbfa.com/>

- 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;
- 38% 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 feedlot¹¹ type and Confined Animal Feeding Operations (CAFO) systems.

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

Specifically:

ITALIAN FRESH MILK

- 94% of fresh milk purchased globally is sourced from Italy;

- 100% of dairy cows in the Italian fresh milk supply chain do not have their tails docked; 10% do not have their horns removed after they have sprouted;
- 100% of dairy cows in the supply chain are kept untethered in open pens;
- for the supply chain, 100% of calves are raised in groups from two weeks of age;
- for the supply chain, 40% 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.



¹¹ Intensive breeding for beef cattle.

OBJECTIVES
& FUTURE PLANS

In accordance with European provisions, to mitigate the risks identified and ensure constant monitoring and updating, the Group will comply with the European CSDDD¹² 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.



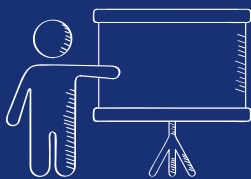
¹² The Corporate Sustainability Due Diligence Directive (CSDDD) is a European Union directive that obliges companies to identify, prevent, mitigate and report risks and negative impacts on human rights and the environment along their value chains.



Building on the principles set out in the CSDDD, to strengthen mechanisms for identifying, preventing, mitigating and managing current or potential adverse impacts on human rights and the environment.



Strengthening the due diligence approach along the value chain

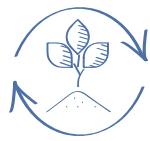


Leveraging existing tools



Identifying areas where further actions or control mechanisms will need to be developed

SUSTAINABLE AGRICULTURE

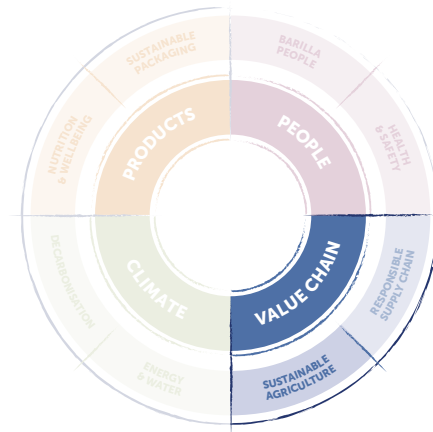


GUIDING PRINCIPLES AND POLICIES

FROM THE SUSTAINABLE AGRICULTURE CODE TO BARILLA SUSTAINABLE FARMING

Global agricultural systems are facing increasingly complex challenges, exacerbated by the effects of climate change and increasing socio-economic instability. In this context, strengthening the resilience of agricultural supply chains is a strategic priority to ensure production continuity, food safety, product quality and sustainability throughout the value chain.

To address these challenges, Barilla has developed a structured approach to the management of its strategic supply chains, based on solid, transparent and collaborative relationships with all players 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 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.

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.

The programme represents Barilla's vision to improve the resilience of agricultural systems, by protecting natural capital and contributing to the development of farmers' socio-economic conditions by generating shared value. The BSF is a system of sustainable agriculture that can accompany the transition to efficient and resilient production models.

To date, it has been applied to the four strategic supply chains for the company:



DURUM WHEAT¹³



SOFT WHEAT¹³



RYE¹³



BASIL

The BSF is divided into **three operational pillars** that form the basis for the implementation of the SAC:

○ **varietal development:** Barilla invests in the selection and genetic improvement of crop varieties that produce a higher yield and are more resilient and suitable for different soil and climate contexts. The activity is conducted in conjunction with academia, research centres, scientific institutions and supply chain partners. The goal is to ensure quality production, optimise the use of natural resources and promote adaptation to climate change;

○ **cultivation regulations:** for the four strategic raw materials, Barilla has defined specific specifications, such as the Deacatalogue for Durum Wheat, the "Carta del Mulino", and the Harrys, Basil and Wasa Charters.

These documents translate the principles of SAC into concrete agronomic practices, with particular attention to crop rotation, the protection of biodiversity and efficiency in the use of production factors;

○ **digital support platforms and tools:** Barilla provides farmers with digital tools and data-driven decision-making platforms for efficient and resilient agronomic management.

The integrated use of sensors, drones, satellite images and weather stations, together with advanced predictive models, has led to the development of decision support systems (DSS).

These tools offer objective indications, updated in real time, which improve the reliability of agronomic choices in an increasingly uncertain climate scenario.

¹³ Cereal equivalent necessary for the production of semolina, soft wheat flour and rye flour.

ACTIONS IMPLEMENTED AND RESULTS

In 2024, Barilla purchased **815,000 tons of cereals and basil** according to the specific provisions of the Cultivation Regulations, equal to 35% of total annual purchases (2,332,004 tons). This made it possible to involve over **7,000 farmers** during the year.



VARIETAL DEVELOPMENT

An essential ingredient for all the Group’s pasta brands, durum wheat is the focus of a multi-year commitment to research and innovation, aimed at selecting varieties capable of combining productivity, technological quality and environmental performance.

In this context, Barilla has developed a system of Cultivation Contracts with its partners in the supply chain, aimed at optimizing the choice of varieties, cultivation techniques and conservation protocols.

This approach makes it possible to manage a local supply that guarantees high and suitable quality for the product under development.

Since 1989, Barilla has been engaged in research and analysis activities on different varieties of wheat, with the aim of identifying the most suitable for the production of Barilla Pasta. One of the strategic guide-

lines of this commitment is the development of varieties specifically adapted to the soil and climate conditions of central and southern Italy, to contribute to the resilience of the Italian supply chain.

The varieties selected and used in the Barilla supply chain – **Aureo, Svevo, Puro, Audace, Intenso** – stand out for their high protein content, excellent gluten quality and low ash content, characteristics that improve the industrial yield and cooking resistance of the final product.

THE DECALOGUE FOR SUSTAINABLE CULTIVATION OF DURUM WHEAT

Barilla has undertaken a long journey to select the best varieties of durum wheat, chosen for their high protein content, high-quality gluten, golden yellow colour and low mineral content.

This has been made possible by a long-standing collaboration with millers, co-operatives, consortia, farmers, research centres and institutions, aimed at enhancing the agricultural supply chain and guaranteeing quality production designed to meet our production standards.

The company’s commitment translates, for Barilla Pasta produced in Italy, into an innovative vision of the product and supply chain, oriented towards excellence and the leveraging of resources, local communities, the local area and the environment.

These principles are enshrined in the Durum Wheat Manifesto, a ten-point prospectus that represents Barilla’s declaration of intent.

DURUM WHEAT MANIFESTO

A prospectus in ten points, it represents Barilla’s declaration of intent.

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



DIGITAL SUPPORT PLATFORMS AND TOOLS

On the path journey efficient, sustainable and environmentally conscious agriculture, Barilla has invested in the development of innovative agronomic practices supported by advanced digital technologies.

The discussion with internal and external experts made it possible to integrate two complementary approaches: the recovery of traditional agricultural practices, such as crop rotation, which preserve soil fertility and improve yields, and the adoption of digital tools that make agronomic management a process guided by objective data.

To encourage the dissemination of these solutions and overcome any technical and economic obstacles, GRANODURO.NET® was developed: a digital platform made available free of charge by Barilla to all players in the supply chain, the result of a spin-off of the Catholic University of the

Sacred Heart of Piacenza in collaboration with Horta S.r.l. The system enables farmers to optimise management decisions based on concrete data, with the aim of improving the quality of production, reducing costs and containing environmental impact.

GRANODURO.NET® provides detailed and personalised information on weather conditions, crop development and rational use of agronomic contributions (fertilisers, pesticides, insecticides), offering precise indications on how and when to intervene.

The weather stations distributed throughout local areas, equipped with rain, temperature, relative humidity and leaf wetness sensors, provide essential parameters for disease prediction and proper crop management.

The platform is structured using the following main features:

- automatic collection of data from agro-meteorological stations, integrated with farm data provided by the user (e.g. sowing, fertilisation, processing);
- storage and management of data in the cloud, making it accessible at all times;
- advanced analysis using modelling and big data techniques;
- automatic generation of information, alerts and operational recommendations, including in relation to the environmental impact of each plot of land;
- immediate accessibility for precision agronomic management;
- continuous flow of updates between field, system and end user.

To further increase the tool's effectiveness and usability, a web app has also been developed, which enables farmers to access the platform directly from the field. The app makes it possible to enter data in real time and receive personalised operational indications, reducing dependence on external technical support and promoting more conscious and efficient management autonomy.

In addition to GRANODURO.NET®, Barilla has promoted the development and adoption of other digital tools for precision agriculture:

- AgroSat, created together with the National Research Council – Institute for BioEconomy (CNR-IBE), is a free platform to support farmers in the management of nitrogen fertilisation, contributing to more efficient and sustainable crop nutrition;
- GranoScan, developed in 2021 in collaboration with CNR-IBE, CNR-ISTI and Yoo-No Lab, is an application of

artificial intelligence that makes it possible to identify the main adversities of wheat in the field, offering concrete and accessible support to the entire supply chain.

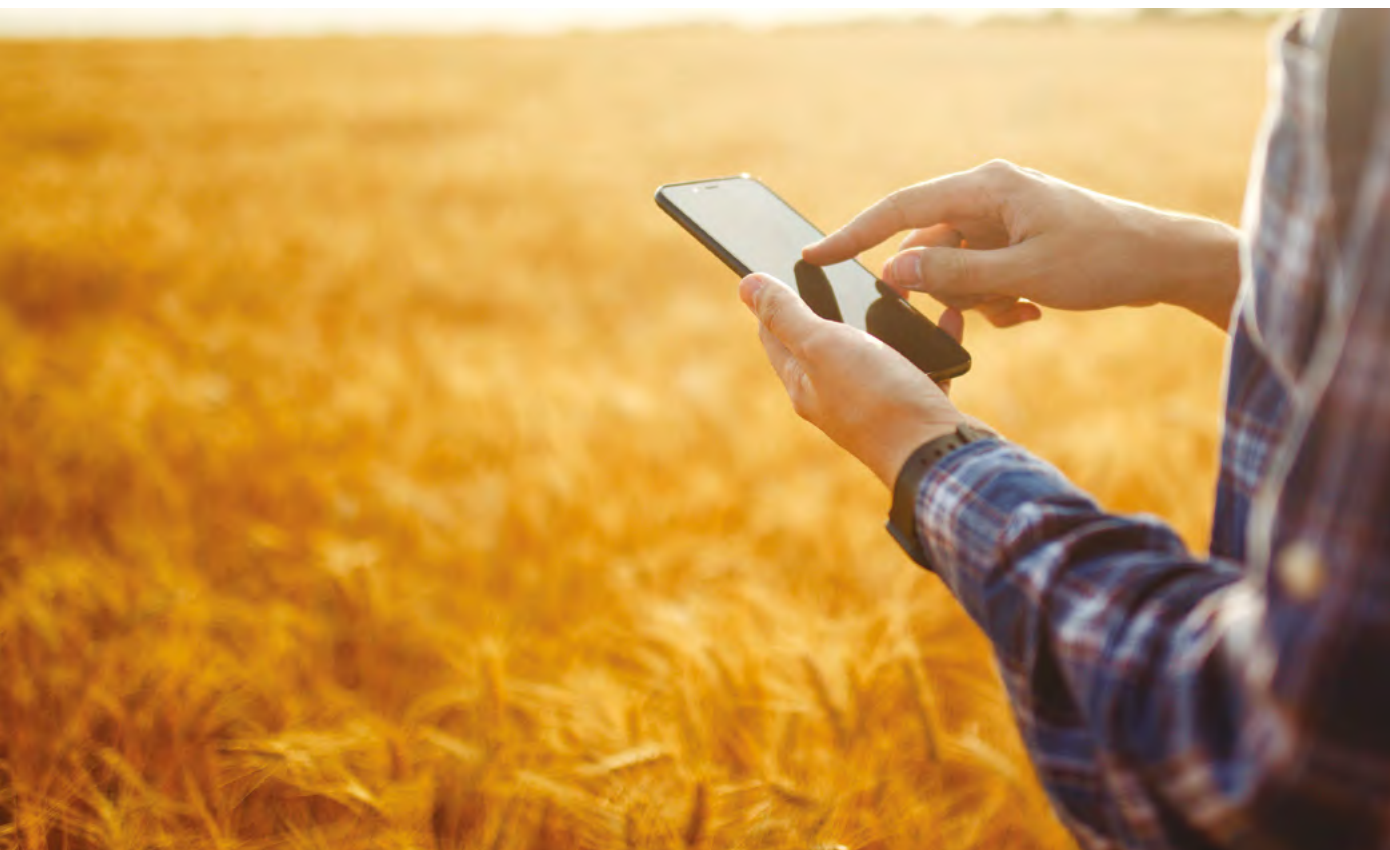
Thanks to GRANODURO.NET®, in 2024 the company promoted the production of about 400,000 tons of durum wheat for the Italian area alone, 26,000 t for Greece and 3,000 t for Türkiye, enhancing the entire supply chain through advanced agronomic practices and innovative digital tools in Italy.

Barilla's agricultural partners have seen yields increase by up to 21%, with an average increase of between 11% and 21% depending on the geographical area, and a reduction in greenhouse gas emissions of between 9% and 34%.

Over the years, Barilla has taken part in various projects forming part of "Horizon Europe", the EU programme for research and innovation for the period from 2021 to 2027.

The aim of the programme is to improve the scientific and technological competitiveness of the EU and the implementation of its strategic priorities, while strengthening European research and contributing to the global challenges set by the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and the Paris Climate Agreement.

As part of the programme, in the last year Barilla has played an active role in the Circhive project, the aim of which is to integrate the value of nature into public and business decisions by expanding data availability and developing methods to link the footprint of biodiversity to the quantification of natural capital.





SOFT WHEAT

VARIETAL DEVELOPMENT

Barilla selects resistant and high-quality varieties of soft wheat to obtain a quality final product and reduce the use of pesticides, contributing to the adoption of measures that pay attention to the environment and to the protection of biodiversity.

Barilla uses only certified seeds whose identity, varietal purity, germination and health are guaranteed and prohibits the use of GMO plant material and neonicotinoids.

The use of certified seeds is the tool that ensures the cultivation of the chosen varieties and, by guaranteeing the health of the seed, helps to contain the spread of diseases and protect the plant in the early stages of growth.

CARTA DEL MULINO & CHARTE HARRYS

To promote the responsible cultivation of soft wheat, Barilla has developed two specific specifications for Italy and France, the main countries of supply of this fundamental raw material for bakery products: 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, promoting sustainable agricultural practices

throughout the soft wheat supply chain. 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 “Carta del Mulino” is thus configured as an advanced model of environmental, economic and social sustainability, concretely contributing to the ecological transition of Italian agriculture and other European countries.

The “Charte Harrys”, introduced in France in 2018, was created to promote more responsible cultivation of soft wheat. Developed with the involvement of all partners (millers, farmers and co-operatives), agronomists and certification bodies, it is based on the public NF30-001 standard and includes 20 agro-ecological rules that cover the entire cultivation cycle. These practices aim to promote agro-ecology through the implementation of agro-forestry, the conservation of biodiversity and the reduction of greenhouse gas emissions, but also to improve traceability and strengthen the link between all partners in the supply chain.

To date, **1,885 farmers in Europe have signed up to the “Carta del Mulino”, contributing to the production of 264,000 tons of soft wheat equivalent for the production of flour, grown on over 40,000 hectares of land.** In addition, 2,000 hectares have been allocated to the sowing of flowering species to support the development of pollinating insects and biodiversity.

At the same time, “Charte Harrys” has progressively expanded its network, involving **620 farms and guaranteeing the purchase of 112,000 tons of soft wheat equivalent.**

“CARTA DEL MULINO”

- 1. ISCC PLUS certification:** All subscribers to the “Carta del Mulino” must meet the requirements of the International Sustainability and Carbon Certification (ISCC) PLUS sustainability certification.
- 2. Crop rotation:** Farms must adopt a rotation plan that includes at least three different crops over the course of five years, to preserve the soil structure, increase fertility and reduce the presence of pests and weeds.
- 3. “Fiori del Mulino” Areas:** Farms must sow mixtures of plant essences to create flowering areas (“Fiori del Mulino”), the presence of which enriches the fields with plant and animal biodiversity. These untreated areas can be temporary or permanent, but in any case their area must be at least 3% of that used for the cultivation of soft wheat. Flowering areas must be progressive and prolonged, to encourage the establishment of pollinating insects, natural predators of parasites and animals of various kinds to promote the biodiversity of the agro-ecosystem.
- 4. Varietal selection, use of certified seeds and neonicotinoid ban:** Only the wheat varieties indicated by Barilla can be used. This is essential, both to obtain quality finished products and to use those most suitable for the different cultivation areas, reducing the use of chemical inputs. The entire class of neonicotinoids is prohibited both for seed treatment and in field cultivation, to safeguard pollinating insects even further.
- 5. Use of the Barilla Farming digital platform:** All participants in the “Carta del Mulino” scheme must use the “Barilla Farming” digital platform. Each party in the supply chain, each for its own part, must necessarily enter all the data and information required by the “Carta del Mulino” in order to ensure the calculation of environmental impacts in terms of CO₂ emissions.
- 6. Sewage sludge ban:** All farms, with reference to the “Carta del Mulino” soft wheat fields, must not use sewage sludge from the end of the cultivation of the pre-growing and/or pre-growing species until the final harvesting stage.
- 7. Glyphosate ban:** All farms must not use glyphosate and/or plant protection products containing glyphosate in the “Carta del Mulino” soft wheat fields from pre-sowing to harvest.
- 8. Segregation and traceability:** All participants in the “Carta del Mulino” scheme must:
 - ensure that the soft wheat lots from “Carta del Mulino” project fields are harvested and delivered separately;
 - ensure that “Carta del Mulino” project lots of soft wheat and flour are segregated.
- 9. Storage:** To preserve the grain, protecting it from insects and moulds, only physical methods (such as refrigeration or modified atmosphere) should be used, as well as methods allowed in organic farming, to limit the use of chemicals.
- 10. Value transfer:** All members of the “Carta del Mulino” scheme must guarantee economic recognition distributed throughout the supply chain. This value must be expressed in the contracts between the parties to the “Carta del Mulino” as a percentage or absolute value of the reference price present in these contracts.



COLLABORATION & LISTENING

“The specifications of the “Carta del Mulino” were constructed jointly, involving all stakeholders. The keyword is “jointly”, because working together has made it possible to achieve important sustainability goals, together with farmers, stockers, universities, WWF, the people in Barilla’s factories who use flour, and all the other Barilla and WWF colleagues who have played a small part in building a large puzzle where everyone has brought their own piece.

Franco Ferroni (WWF)



Insieme è possibile (“Together it is possible”) by Alessandro Lucente, an EIIIS and Storymakers production for Mulino Bianco, received a special mention from the public as part of the 2024 “Film d’Impresa” (‘Corporate Film’) festival.

DIGITAL SUPPORT PLATFORMS AND TOOLS

To strengthen the effectiveness of sustainability practices, alongside key European tools that support the agricultural sector, such as the new Common Agricultural Policy (CAP), Barilla for its “Carta del Mulino” Supply Chain makes available to farmers, technicians and stockers “Barilla Farming”, an innovative digital platform developed in conjunction with xFarm Technologies, Agrosat (CNR – National Research Council), Life Cycle Engineering (LCE) and Perfect Food.

The project combines expertise in the fields of digital, agronomy and sustainability to concretely support the cultivation of soft wheat.

Included in the vision of *Precision Farming* 4.0, the platform uses sensors, weather stations and satellite images to optimise the use of fertilizers, water and pesticides, intervening only when and where necessary. It also provides data on CO₂ emissions, direct and indirect, with root cause analysis and suggestions for reducing them, and generates customised fertilizer prescription maps (NPKs), monitoring phytosanitary risks in real time. As such, it helps farmers to manage their activities in a sustainable, precise and autonomous way.



RYE

VARIETAL DEVELOPMENT

Mainly used in the production of Wasa crispbreads, rye is characterised by a natural adaptability to less intensive agronomic conditions.

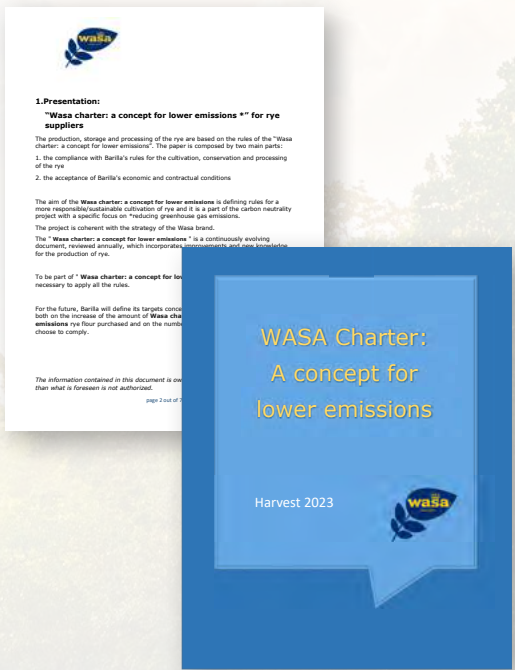
The varietal choice in this supply chain favours crops that require reduced use of water and fertilisers, contributing to a production model with a lower environmental impact and more efficient in the use of resources.

WASA CHARTER

The objective of the Wasa Charter is to define agronomic criteria aimed at reducing the environmental impact along the rye supply chain, with particular attention to the reduction of greenhouse gas emissions. The initiative is part of the broader project of the Wasa brand, which involves the purchase of 5,837 tons of rye equivalent from the supply chain.

WASA CHARTER

- All farmers must **avoid the use of products containing glyphosate or its derivatives** from planting until harvest for the cultivation of rye according to the rules of the Wasa Charter.
- All farmers must **use nitrogenous mineral fertilisers produced within the European Union**, in accordance with the best available technologies (BAT), to reduce greenhouse gas emissions during fertiliser production.
- Nitrogen fertilisers can only be using according to **precision farming techniques**, such as N-Sensor sensors or other equivalent variable distribution technologies, to optimise efficiency and reduce environmental impact.
- Farmers must purchase **100% renewable energy for rye cultivation according to the Wasa Charter**. The principle of mass balance applies, requiring the purchase of an equivalent volume of 65 litres of renewable fuel per hectare of rye during the agreement period. The following are considered valid as renewable fuels: HVO 100 and biogas. The aim is to reduce CO₂ emissions, using only biofuels produced from non-food feedstocks, with the least possible impact on land use change.
- Subscribers must use **renewable energy sources for drying rye**. The principle of mass balance applies, requiring the purchase of an equivalent quantity of renewable energy to that used for drying. The following are recognised as renewable energy sources: district heating powered mainly by waste or other renewable sources, biogas, HVO 100, straw and wood. There is a requirement to purchase an equivalent volume of 25 litres of renewable fuel per hectare of rye during the agreement period.
- All subscribers to the Wasa Charter supply chain must ensure a **fair distribution of value to compensate farmers**. This value must be specified in the contracts between the parties involved in the project.



VARIETAL DEVELOPMENT

Barilla grows basil exclusively in Italy, purchasing this raw material directly from the growers through an innovative model that ensures constant quality and continuous availability throughout the year.

To ensure the desired characteristics in the final product - such as appearance, flavour and taste profile - it is essential that the plant complies with specific quality parameters, including colour, fibrosity, degree of ripeness and leaf/stem ratio. The selected varieties are tolerant to diseases, thus reducing the use of pesticides. In addition, practices such as crop rotation, the creation of flowering areas and continuous monitoring help to improve the sustainability of the supply chain.

CARTA DEL BASILICO

The “*Carta del Basilico*” is a proprietary Barilla document that sets out the sustainability pathway for the entire basil supply chain, **allowing the purchase of 8,884 tons of basil from the supply chain**. Developed in conjunction with the Department of Agricultural and Food Sciences of the University of Bologna and the

Centre for Agricultural Experimentation and Assistance (CERSAA) of the Chamber of Commerce of the Ligurian Riviera, the Charter aims to guarantee high environmental, economic and social standards. The document establishes nine rules and recommendations that integrate agronomic, qualitative and relational criteria, promoting sustainable and responsible practices throughout the production chain, in close synergy with suppliers.

DIGITAL SUPPORT PLATFORMS & TOOLS

Since 2023, Barilla has also made “Barilla Farming” available to its “*Carta del Basilico*” supply chain, in conjunction with xFarm Technologies. Barilla Farming is a platform created to provide a series of services to support agronomic operations such as localised weather forecasts, fertilisation plans, irrigation plans and phytosanitary risks.

In particular, for the basil supply chain it is important to combat downy mildew, a fungal disease that can cause large crop losses; in this regard it has been developed in conjunction with the CNR-IBE (National Research Council Institute for BioEconomy), Basilicum. Basilicum is an algorithm that uses data collected from sensors, weather stations and satellite images to formulate an alert of downy mildew attacks, to limit the use of pesticides.



“CARTA DEL BASILICO”

1.

All subscribers to the “Carta del Basilico” benefit from **direct medium and long-term contracts** that protect the distribution of value along the supply chain, through a sustainability bonus for each stakeholder involved.
2.

All members of the Barilla sustainable basil supply chain must **use only varieties indicated in the specification**, which have been selected to be **naturally tolerant to fungal diseases**.
3.

All members of the Barilla sustainable basil supply chain, starting from the agricultural year in which they joined the project, over an equivalent area¹⁴, must adopt a **crop rotation plan** that provides for at least no basil stubble.
4.

All members of the Barilla sustainable basil supply chain must apply the guidelines **recommended in the specification**, which are more restrictive than the regulations in force.
5.

All members of the Barilla sustainable basil supply chain must **monitor the biological quality of the soils destined for basil**, every two years, over at least 20% of the equivalent area through specific analyses (QBSAR and organic matter).
6.

All members of the Barilla sustainable basil supply chain must adopt **precision irrigation systems** aimed at increasing efficiency and saving water use.
7.

As of the 2021 agricultural year, all members of the Barilla sustainable basil supply chain must **sow an area equal to 3% of the equivalent area with plant essences to create habitats for pollinating insects** (flower strips, hedges, rows of trees or a combination of the alternatives above).
8.

All members of the Barilla sustainable basil supply chain are required to **cut plants to a maximum length of 30 centimetres**.
9.

All subscribers to the “Carta del Basilico”, as of the 2024 agricultural year, must adopt the decision support systems available in Barilla Farming, to **optimise agricultural inputs** according to the principles of sustainable agriculture.



14 Area equivalent to the quantity of basil destined for Barilla, with a precautionary increase of 10%.

ACCADEMIA DEL BASILICO

Over the years, Barilla has entered into multi-year contracts with basil growers that offer economic stability, promoting sustainable investments and practices according to the criteria of the “Carta del Basilico” and with the support of ISCC Plus certification.

Taking this robust relationship as a starting point, the Group has developed an innovative training project for its farmers, with the aim of consolidating long-term relationships, improving agronomic skills and promoting an innovative production model, also supported by digital tools such as the Basilicum app, for more effective agronomic decisions.

The listening Barilla has always practised vis-à-vis its basil farmers and all stakeholders to understand their needs, the advanced training provided by DINAMICA and the scientific support of Open Fields Srl have built solid foundations to implement the project.

The Accademia is divided into seven modules that address fundamental issues such as soil healthiness, disease prevention, Agriculture 4.0 and the protection of biodiversity. At the end of the course, an official certification is issued to all basil farmers.

With this project, Barilla aims to define a new standard of collaboration in basil production, strengthening the quality and transparency of its supply chain. It continues the path embarked on in 2019, made up of initiatives in favour of both farmers and consumers, all with the aim of improving the experience offered through its Pesto.

Be the **first movers** owning and sharing agricultural best practices to enhance **competitive advantage**

Using blockchain technology we can offer to consumers **transparent tracking** of our pesto supply chain



2019 - 2020



2021



2023 - 2024



2025



Telling our story to consumers by communicating our expertise across all touchpoints



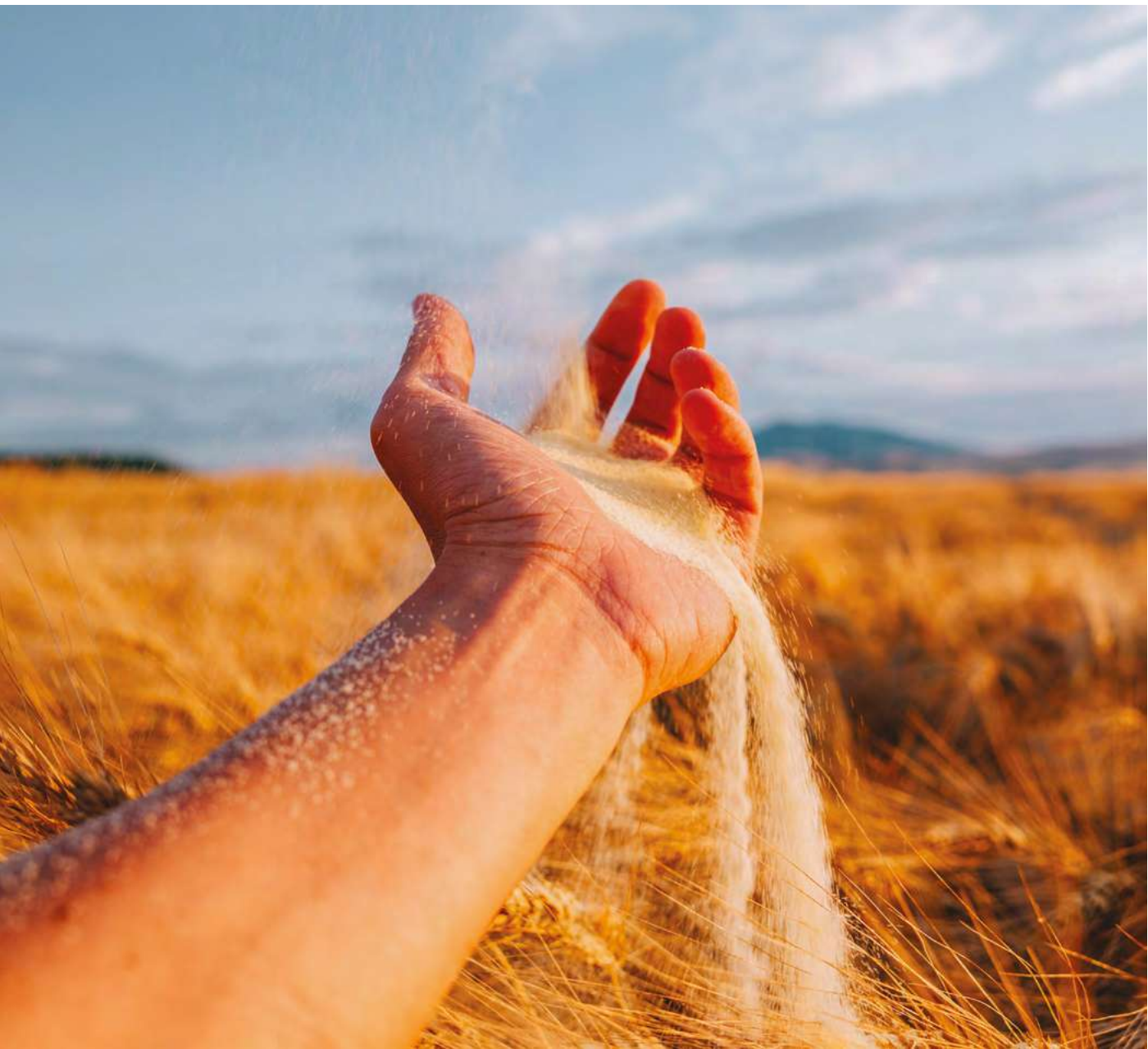
Comprehensive platform to join **training direct to our farmers** with **PR & consumer** communication activities

OBJECTIVES
& FUTURE PLANS

Thanks to our long-standing experience in the management of strategic supply chains, built over time through the development of structured processes and constant dialogue with the stakeholders in the value chain, Barilla has launched a reflection on how to further strengthen its contribution to the transition to even more advanced agricultural models.

In this context, there is a growing interest in **regenerative agriculture**, an approach that aims to regenerate soils, protect biodiversity and improve the resilience of agricultural ecosystems.

Looking to the future, the Group intends to encourage progressive diffusion of these practices within its supply chains, with **the aspiration of reaching, by 2030, a supply of 250,000 tons of raw materials from certified regenerative productions.**



Barilla intends to encourage progressive diffusion of regenerative agriculture practices within its supply chains.



Arriving at a supply of
250,000 tons of RAW MATERIALS
from
CERTIFIED REGENERATIVE PRODUCTIONS

THE REGENERATIVE APPROACH IN BARILLA'S SUSTAINABILITY JOURNEY

Agriculture and cultivation systems have evolved over time, undergoing significant transformations influenced by technological, economic and social changes. In particular, in recent years, the consequences of the climate crisis are pushing the supply chain to develop new adaptation strategies in a context that is constantly evolving.

Barilla has always been oriented towards the adoption of sustainable practices within its strategic supply chains, both as a prerequisite for resilient production and for social responsibility.

Our policies contain ambitious targets for reducing carbon emissions by optimising the use of chemicals, promoting biodiversity conservation and developing tools that can contribute to improving socio-economic condition.

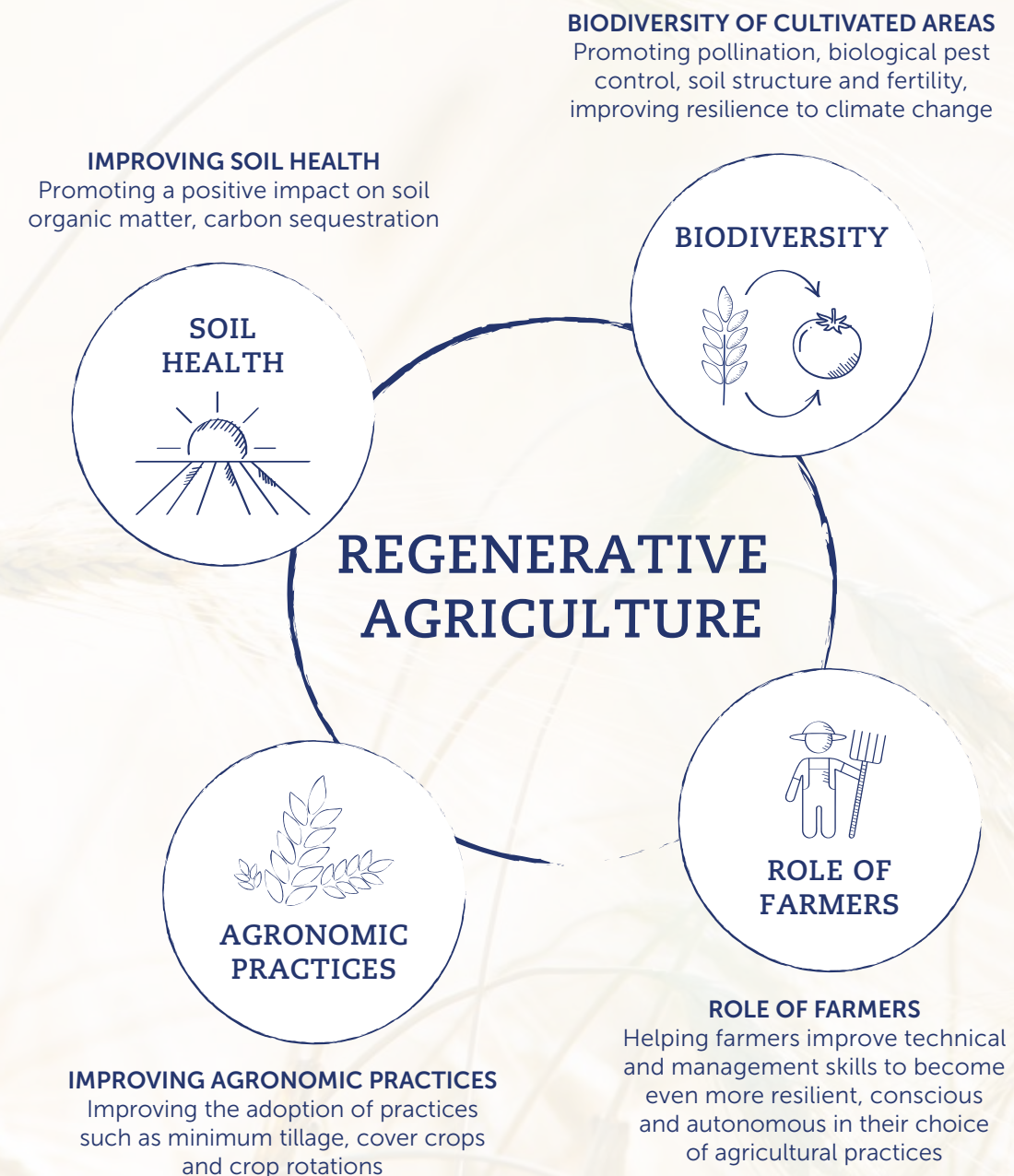
However, we want to go further: we aim to adopt and certify regenerative practices to improve soil health and promote biodiversity.

The evolution of cultivation models by increasing the adoption of regenerative agriculture practices is gradual and will involve more and more farmers and hectares of land thanks to a roadmap designed taking into account the specificities of the supply chains and the needs of all the stakeholders involved.

Barilla has embarked on a transition pathway towards regenerative agriculture by adapting its Barilla Sustainable Farming (BSF) protocol to the principles defined by the FAO – the Food and Agriculture Organization of the United Nations: **regenerative agriculture consists of an inclusive approach to agro-ecosystems aimed at preserving the land, and especially the soil, through sustainable agronomic techniques and cutting-edge technologies.**

To date, there is no legal or regulatory definition of regenerative agriculture but, in the scientific literature, this term is always associated with a set of agronomic principles and practices. Of these, **minimum tillage, cover crops and crop rotations** play an important role in improving the health of soils by making them more productive and resilient to extreme weather conditions.

In essence, with regenerative agriculture, we intend to **promote biodiversity and a positive impact on soil organic matter, a fertility index, and on water management**, without neglecting agricultural yields.



THE REGENERATIVE APPROACH IN BARILLA'S SUSTAINABILITY JOURNEY

Soil health is one of the most important parameters to monitor to evaluate the improvements achieved with the adoption of regenerative practices. The indicator normally used is the content of organic matter, which performs several functions within the soil: it can increase natural fertility and the soil's ability to retain water, it can reduce erosion phenomena and help remove carbon from the atmosphere.

To measure this indicator, existing laboratory methods require sampling of portions of soil and are constrained by the timing of laboratory analysis. Barilla, in conjunction with the Italian National Research Council Institute for BioEconomy (CNR-IBE), has developed an innovative system to measure on a large scale the content of organic matter in the soil in a simple, fast, accurate and cost-effective manner compared to traditional methods.

This system is known as SOCRATE and applies AI to satellite images to calculate the content of organic matter in the first 30 cm of soil. It was developed from a data set collected from about 950 soil samples in Italy and France, over a total of approximately 2000 ha.

The data obtained from satellite readings has such accuracy that SOCRATES is one of the best models available, in fact it has been the subject of scientific publications and presented at major conferences for its high scientific and application value.

By exploiting satellite images from past years, with SOCRATE we have been able to travel through time, inside some of the supply chains, measuring the content of organic matter before and after four years from the introduction of the rules, to confirm the relationship between soil type, the agricultural practices adopted and the increase in organic matter. By providing this information we can support farmers in the regeneration of the soil and land.

In addition, good management of cultivated areas is the starting point for maintaining high levels of biodiversity that can be preserved or increased through appropriate cultivation practices. These practices must be economically sustainable in the short and long term, must relate to the land and must promote natural biodiversity (spontaneous species, soil micro-organisms, arthropods, birds).


Biodiversity can have a positive effect on ecosystem services, including water quality, pest and disease


control, and soil quality. It can also help optimise the use of fertilizers and phytosanitary devices.

To be able to measure the impact on biodiversity of the agricultural practices suggested by Barilla, we conducted the *Uniformity vs Diversity* project with the University of Turin, developing a set of about 40 indicators which, applied at the level of plots of land, farms and local areas, give us a biodiversity index rep-

resentative of the entire company, expressed through a traffic light evaluation system.

The involvement and role of farmers is fundamental and determined in this project of change, which, however, requires new technical and managerial skills, to provide them with an autonomous and conscious choice of the most efficient, sustainable and suitable agricultural practices for their business.


950
SOIL SAMPLES
Italy & France


SATELLITE
MEASUREMENT
OF ORGANIC
MATTER CONTENT




SOCRATE
BASED ON A COLLABORATION BETWEEN

Barilla
The Italian Food Company. Since 1877.


Consiglio Nazionale
delle Ricerche

CLIMATE

*Reducing the footprint
of our products
to power the future*



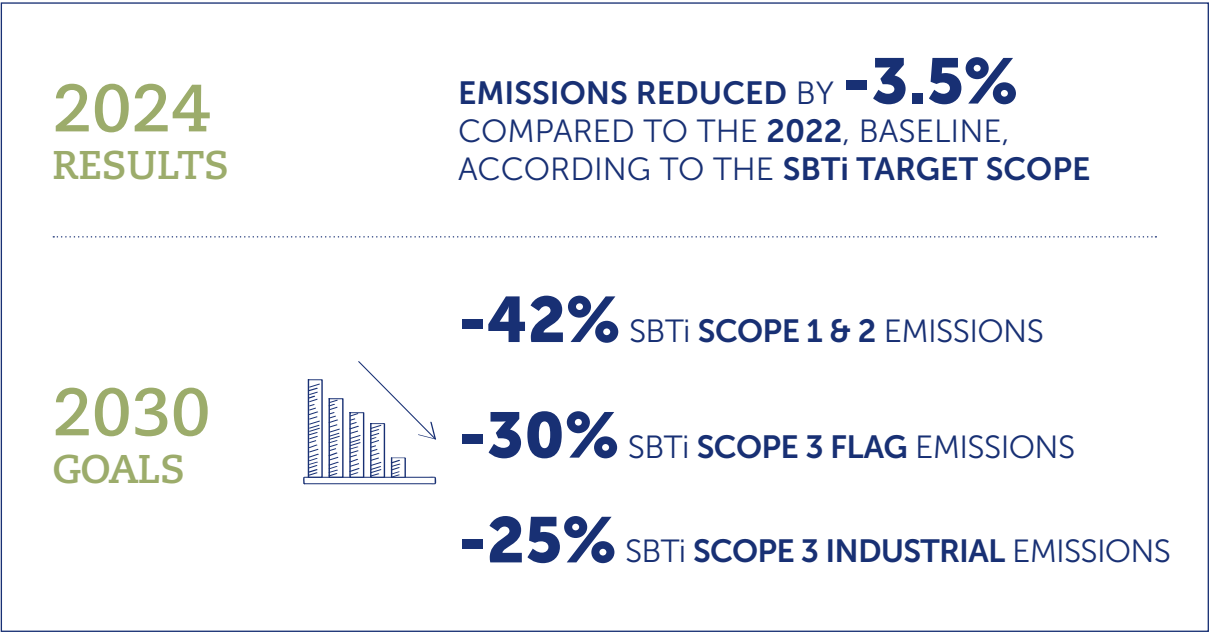
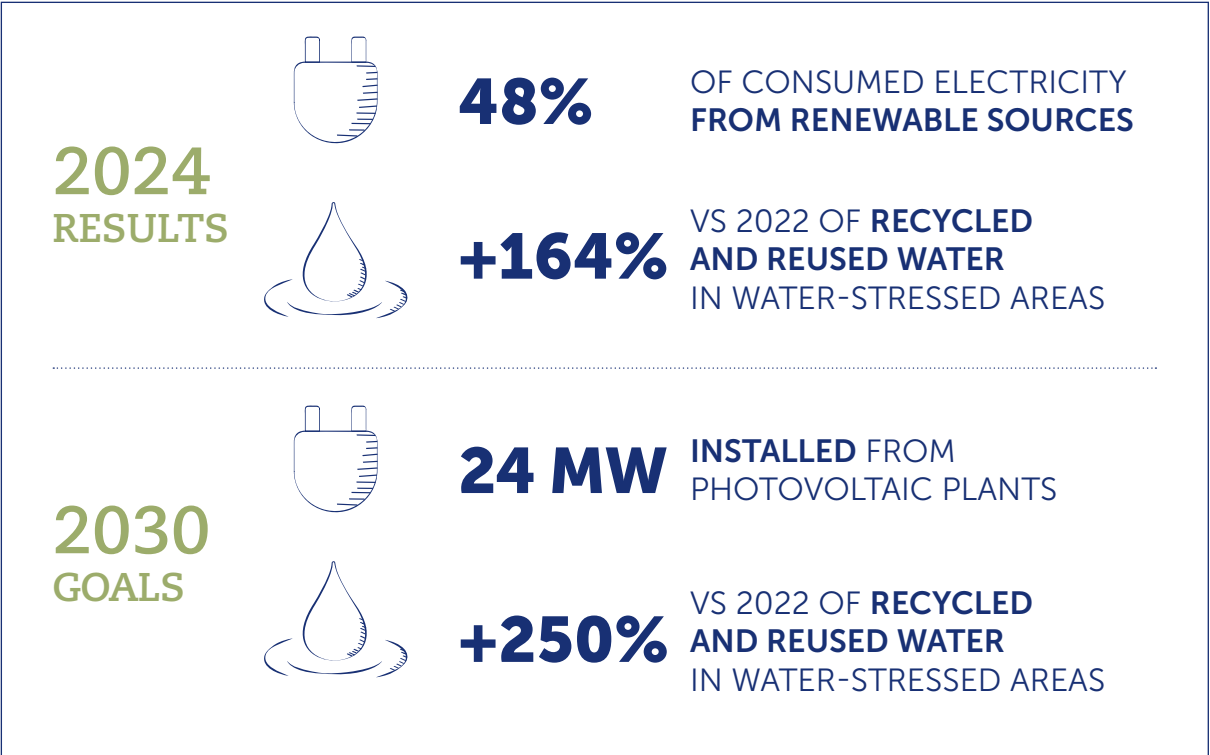
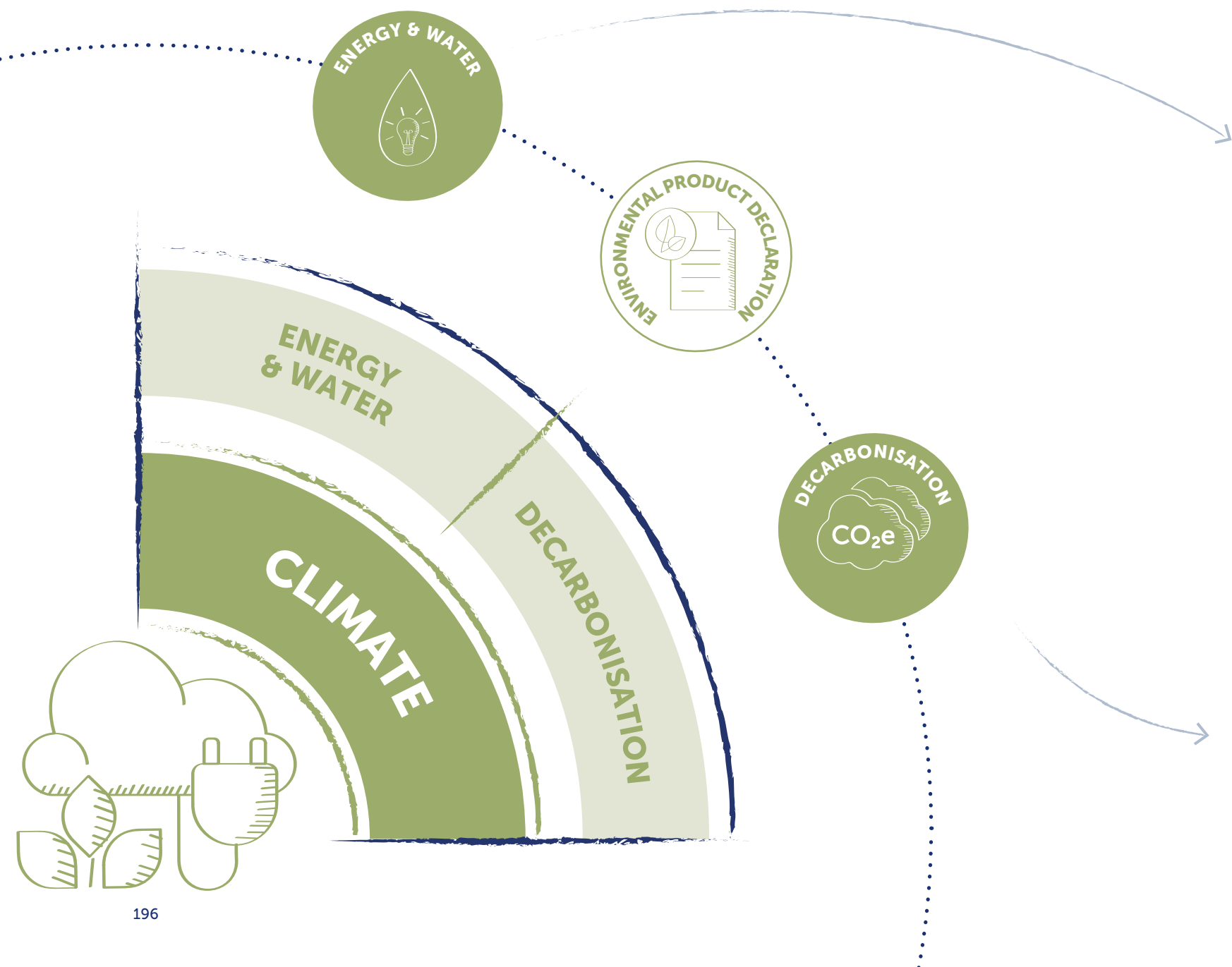
INTRODUCTION	196
ENERGY & WATER	202
FOCUS: ENVIRONMENTAL PRODUCT DECLARATION	224
DECARBONISATION	232

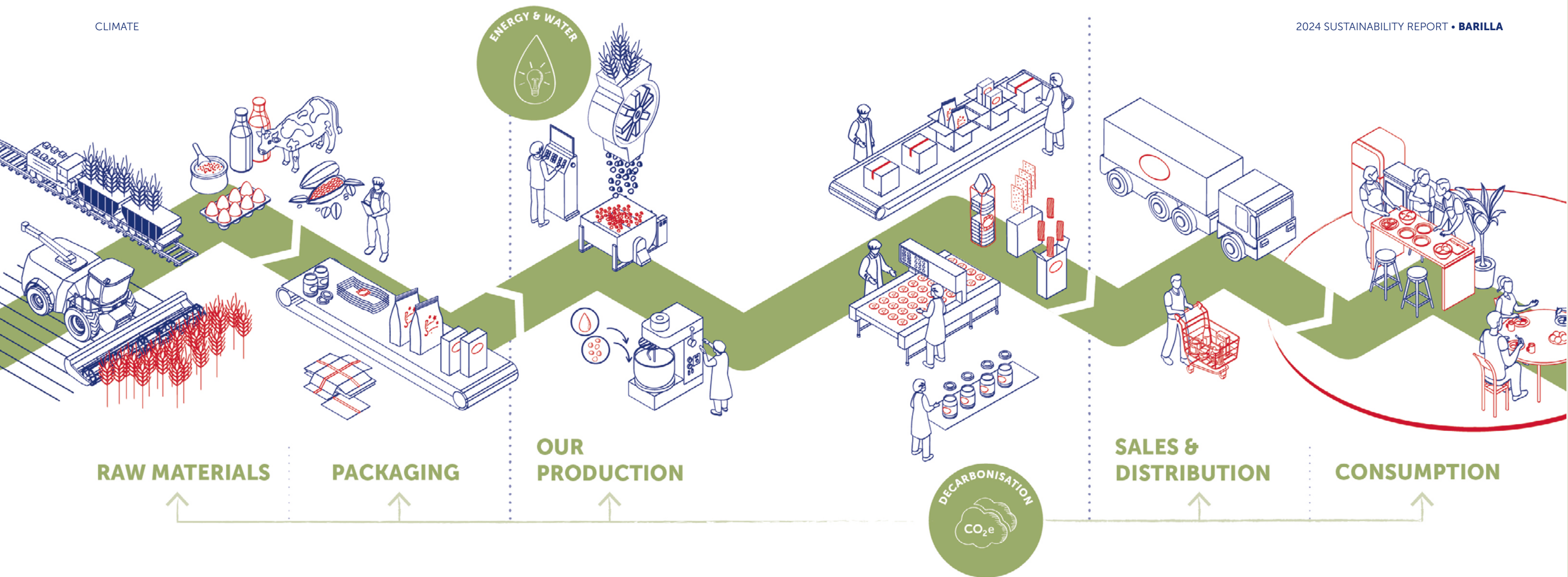
Barilla considers climate change one of the most urgent challenges globally and has defined a strategy based on scientific evidence, integrating monitoring tools, impact analysis and forecasting models. The approach is based on two complementary guidelines: adaptation and mitigation, with a continuous assessment of risks and opportunities throughout the value chain.

Adaptation aims to strengthen operational resilience in the face of extreme events, water stress and energy instability, through efficiency in the use of water, energy and circular waste management. Mitigation aims to reduce emissions along the entire value chain

(Scope 1, 2 and 3), through renewable sources, greater efficiency, reduction of the carbon footprint in supply chains and gradual abandonment of fossil fuels.

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





ENERGY & WATER

In the current context, the efficient and sustainable management of energy, water and waste resources is a strategic priority for Barilla. **The company has developed an ambitious multi-year investment plan to reduce its environmental impact** by improving operational efficiency and focusing on the following three key areas: **Energy, through the adoption of advanced technological solutions in its plants** and the use of renewable energy, including self-generation; **Water, reducing consumption and increasing recovery and reuse**, especially in water-stressed areas where the company focuses its efforts on limiting environmental impact and ensuring continuity of production; **Waste, continuing the commitment to enhance production waste, limiting the production of waste and maximising recycling and reuse for an increasingly circular economy.**

With this in mind, Barilla has strengthened environmental governance through the adoption of strict policies, certifications in line with international ISO standards and an advanced resource management system, ensuring compliance with regulations and continuous improvement of energy, water and waste management performance.



DECARBONISATION

Barilla integrates decarbonisation as a central element of its strategy, adopting a science-based approach to reduce emissions across the entire value chain. **The company is committed to aligning its actions with the goals of the Paris Agreement**, helping to limit the global temperature increase to within 1.5°C above pre-industrial levels. To confirm this commitment, **in 2024 the Group renewed its membership of the Science Based Targets (SBTi) initiative, presenting new emission reduction targets for 2030.**

The decarbonisation strategy is structured according to two levels: **reduction of direct emissions and mitigation of indirect emissions along the supply chain.** For direct emissions, Barilla accelerates the energy transition through investments in plants, adopting high-efficiency solutions and increasing the self-generation of energy from renewable sources.

The main sources of indirect emissions are agricultural raw materials and packaging. Barilla promotes sustainable agricultural practices in some strategic supply chains, develops packaging solutions based on eco-design and uses materials with reduced environmental impact. It also works with suppliers along the value chain to reduce emissions and foster a more responsible production model.

CLIMATE RISK ANALYSIS

In 2024, the Group conducted an in-depth analysis of the risks and opportunities related to climate change, which guided the work team in defining the financial materiality and related action plans with relevant investments, detailed in the chapters on Energy, Water and Waste and Decarbonisation of the Value Chain. In doing so, the framework defined by the Task Force

on Climate-Related Financial Disclosures (TCFD) was followed, making it possible to assess the implications for the business model and to strengthen business resilience in the short, medium and long term for the company.

PHYSICAL CLIMATE RISKS

The table below divides the physical climate risks identified by Barilla into acute risks (sudden extreme events) and chronic risks (gradual and persistent changes over time):

CATEGORY	ACUTE RISKS	CHRONIC RISKS
TEMPERATURE	Heat waves, cold snaps, forest fire	Average temperature increase, heat stress
WATER	Heavy rainfall, flooding, extreme drought	Change in precipitation patterns, water stress
WIND	Tornadoes, storms	-

Barilla identifies and assesses the physical risks related to climate change through a structured Climate Risk Assessment process, integrated into Enterprise Risk Management (ERM). This process involves Risk Owners from different business units, including Purchasing, Operations, Health, Safety, Environment & Energy, R&D, Sustainable Finance and Marketing. The analysis is conducted by considering various scenarios outlined by IPCC 6¹ (SSP1, SSP2 and SSP5²) and 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 in-

formation from national bodies (e.g. ARPAE in Italy). Analysis focuses on two main aspects:

- Variation in the yield and quality of raw materials. The analysis highlighted possible reductions in production yields in the current supply areas, thus supporting strategic adaptation planning. 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 regenerative agriculture practices and offer scientific training.
- Climate risk profile of production plants. Barilla conducted an analysis

1 Intergovernmental Panel on Climate Change, the United Nations' main scientific body for assessing climate change.
2 Three of the main IPCC scenarios: SSP1 – Sustainability (Green Road): sustainable world with low emissions and balanced growth. SSP2 – Middle of the Road: intermediate route, with socio-economic trends similar to the status quo. SSP5 – Fossil-Fuelled Development (Taking the Highway): Rapid economic growth based on fossil fuels, with high greenhouse gas emissions.

to identify the plants most vulnerable to extreme weather events and estimate potential economic losses.

CLIMATE TRANSITION RISKS

The table below shows the transition climate risks identified by Barilla:

CATEGORY	RISKS IDENTIFIED	IMPACT
REGULATION	Evolution of the EU ETS	Increase in costs for co-/tri-generation, Increase in transport costs and raw materials (ETS2)
REGULATION	Regulations for sustainable food systems	Adjustment costs, reputational impact
TECHNOLOGY	Delays in the adoption of low-emission technologies	Asset obsolescence, rising costs
MARKET	Indirect costs of emissions in logistics and packaging	Increase in supply costs
MARKET	Indirect costs of emissions in supply chain	Increase in supply costs
MARKET	Lack of value accorded to sustainability	Loss of market share, reputational impact
REPUTATION	Delays in adoption of Net Zero targets	Reputational and commercial impact
REPUTATION	Environmental pricing mechanisms in retail	Loss of revenues, reputational impact

To consciously address these risks, Barilla has adopted three forecast scenarios from the International Energy Agency (IEA), 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, assuming that 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.

ENERGY & WATER



ENERGY, WATER & WASTE

Energy, water management and waste activities are governed by an integrated HSEE management system common to all the Group's operating areas. For more details on the HSEE system, see the Health & Safety section of this report.

ENERGY

GUIDING PRINCIPLES AND POLICIES

In the current context, characterised by growing environmental, social and geo-po-



litical challenges, the sustainable use of energy resources is a fundamental priority for Barilla, which is constantly committed to promoting the culture of sustainability and energy efficiency at all its production sites: pasta, biscuit and sauce factories, and mills.

To achieve these objectives, Barilla has chosen to adopt the Energy Management System for its production units in accordance with the UNI EN ISO 50001 standard.

This enables, especially via energy analysis and diagnosis, a systematic approach for continuous improvement of the energy performance of individual production sites. Suppliers and external companies operating at Barilla plants are also involved in this process.

As such, Barilla recognises the importance of energy efficiency and the development of renewable energy to mitigate climate change.



APPROACH AND ACTIONS TAKEN

To promote a rational use of energy resources, Barilla has since 2012 implemented an Energy Management System, in accordance with the international technical standard ISO 50001.

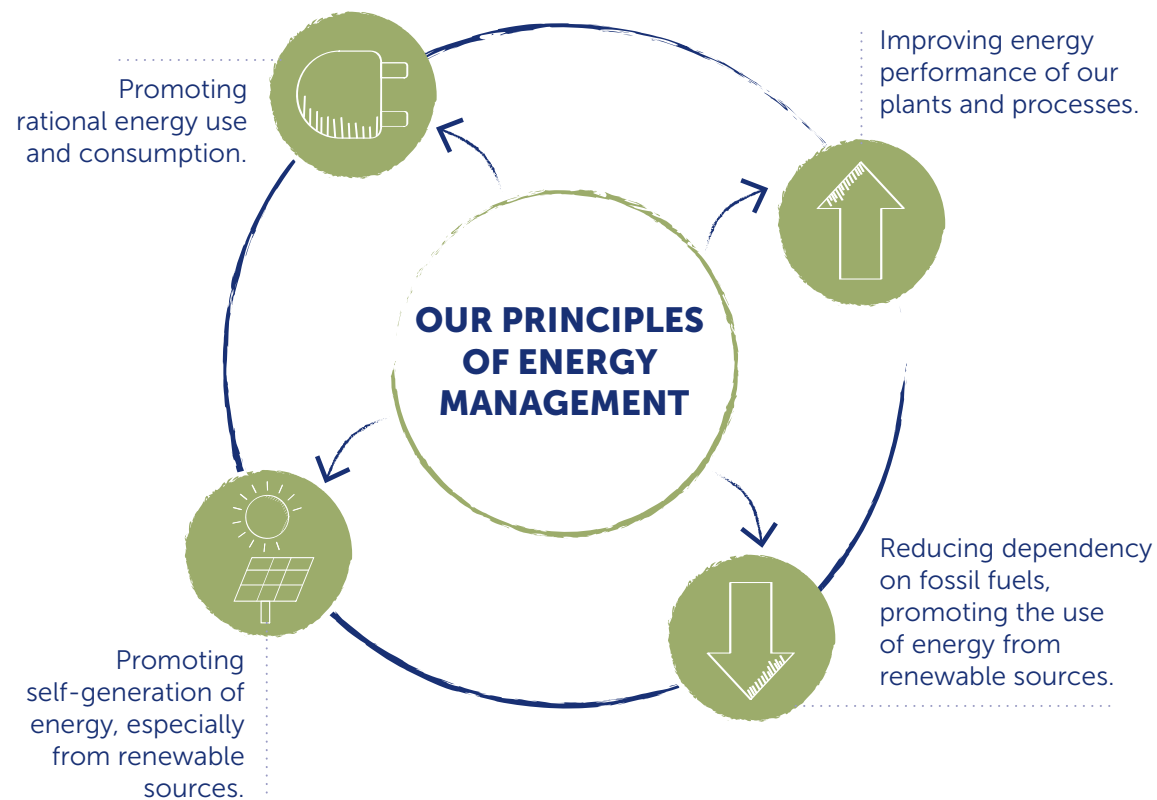
To date, 25 plants are certified according to this technical standard: all production sites in Europe, i.e. in Italy, France, Greece, Türkiye, Germany and Russia. In 2024, the Muggia plant (Trieste, Italy), the French headquarters in Paris and the offices in Châteauroux (France) completed their first certification process.

The pasta factory in Parma, Italy, is also subject to the **Emissions Trading Scheme (ETS)**; energy consumption is therefore regularly

verified and certified by a third party, together with the related CO₂e emissions.



In this process, which began back in 2004, Barilla has structured the **Energy Saving Programme (ESP)** project, in which the technical areas of the plant, co-ordinated by the Central Offices, share and implement the best technological and management solutions to make the energy performance of the sites more efficient.

At the same time, the company has progressively increased the purchase of electricity from renewable sources, reducing CO₂ emissions with the purchase of Guarantees of Origin (GO). Factories of brands such as Mulino Bianco, Pan di Stelle, GranCereale, Wasa, Harrys and Barilla sauces are fully covered by GO certificates.



In particular, since 2020, Barilla has entered into a multi-year contract with **Alperia**, a supplier of renewable hydroelectric energy, which has allocated the plant powered by the Lake Resia dam for the production of the electricity that powers our Italian bakeries.

As such, all Mulino Bianco brand products are made with electricity from renewable sources, as indicated by the specific logo on the packaging.



**Mulino Bianco
acquista 100%
energia elettrica
da fonti rinnovabili**



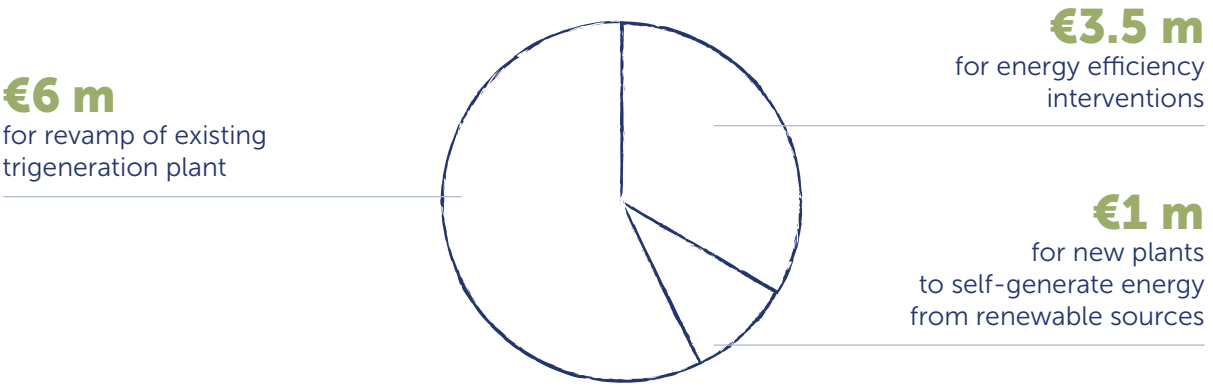
At the baked goods plants in Sweden and in part in France and Germany, the baking ovens have been electrified and are powered by renewable energy. In France, part of the methane gas has also already been replaced with biogas.

For the joint production of electricity, heat and cooling, Barilla has equipped itself with

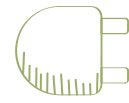
high-efficiency tri-generation plants at all Italian pasta factories, to reduce the use of fossil fuels compared to the purchase of the same quantities of energy from the national grid or compared to the separate production thereof, with a consequent reduction in environmental impacts, improved energy efficiency and independence from the national electricity grid.

PROJECTS COMPLETED IN 2024

In the reporting year, the company allocated approximately €10.5 million to these areas, of which:




At the same time, numerous energy efficiency projects were implemented, resulting in a reduction in energy consumption compared to the previous year, including:




Installation of **more efficient auxiliary systems** for production processes, such as compressors

📍 **PARMA**



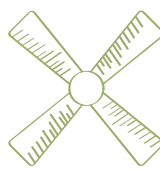
Replacement of lighting with **LED systems** in production departments

📍 **PARMA AND NOVARA**




Installation and automation of management of **air conditioning systems** for more efficient energy use

📍 **FOGGIA**



Installation of **high-efficiency fans** in pasta dryers

📍 **PARMA**



Insulation interventions on steam network

📍 **MELFI**



With regard to self-generation, two new photovoltaic plants came into operation in 2024:

- Rubbiano Sauces (1.5 MWp)
- Rubbiano Bakery (0.3 MWp)



In Foggia, a new state-of-the-art tri-generation plant has been installed to replace the existing co-generator that has reached the end of its life. The new plant came into operation in spring 2024 and has the capacity to produce 90% of the site's electricity needs, 85% of the heating needs and 50% of the refrigeration needs, which will also improve the carbon footprint of the site itself.



Regular training was also conducted during the year: best practices to reduce energy consumption were identified and formal-

ised (e.g. optimisation of chilled water and compressed air set points).

METRICS & RESULTS

TOTAL ENERGY CONSUMPTION

2024 is substantially in line with 2022, whereas there was an increase in overall consumption of 2.8% compared to 2023. This increase is consistent with the growth trend in production volumes recorded in the same period. Two other important factors also contribute to explaining the change: on the one hand, the implementation of the

trigeneration plants at the Foggia and Caserta production sites, following the revamps; on the other, the expansion and refinement of the calculation of the reporting scope. At the same time, domestic renewable energy production increased by almost 70%, confirming the company's commitment to greater energy self-sufficiency. The table below illustrates the total energy consumption of the Barilla company for the years 2022, 2023 and 2024, broken down by type of source.

TOTAL ENERGY CONSUMPTION^{3,4} (MWh)

	2024	2023	2022	2024 vs 2023	2024 vs 2022
FROM FOSSIL FUELS	1,287,831	1,243,077	1,304,418	+3.6%	-1.3%
FROM RENEWABLE SOURCES	343,773	343,850	326,218	+0.0%	+5.4%
TOTAL CONSUMPTION	1,631,604	1,586,927	1,630,636	+2.8%	+0.1%

ENERGY PRODUCTION

In the two-year period considered, there was an overall slight increase in domestic energy production, driven both by the overall production of energy from non-renewable sources used in the plant, but also based on the increase in self-generation from renewable sources, which almost doubled

compared to the previous year (+69.5%). On the contrary, the share of non-renewable energy fed into the grid decreased significantly (-40.8%). These figures confirm a strategic approach to energy management, aimed at maximising self-consumption and improving operational efficiency. The table below shows the data relating to the company's internal energy production.

ENERGY PRODUCTION (MWh)

	2024	2023	2022	2024 vs 2023	2024 vs 2022
FROM RENEWABLE SOURCES used in plant	4,704	2,775	844	+69.5%	+457.2%
FROM RENEWABLE SOURCES fed into grid	3	-	-	-	-
FROM NON-RENEWABLE SOURCES used in plant	974,817	950,477	971,531	+2.6%	+0.3%
FROM NON-RENEWABLE SOURCES fed into grid	10,916	18,437	-	-40.8%	-
TOTAL ENERGY GENERATION	990,440	971,689	972,375	+1.9%	+1.9%

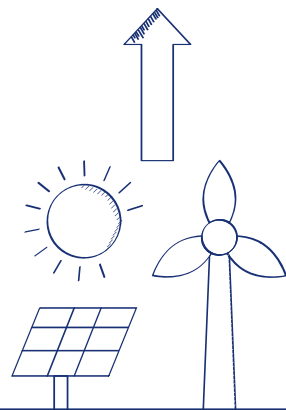
3 Includes consumption of fuels related to mobile combustion.

4 See the appendix to this document for a breakdown of energy consumption.

OBJECTIVES
& FUTURE PLANS

The Group has set itself the goal of reaching **24 MW** of installed capacity by 2030 for the self-generation of electricity from renewable sources.

To implement this energy policy, Barilla developed and launched in 2024 a specific Energy & Water Plan of €168 million of cumulative investments until 2030 specifically dedicated to plants of which investments for self-production from renewable sources form an integral part.

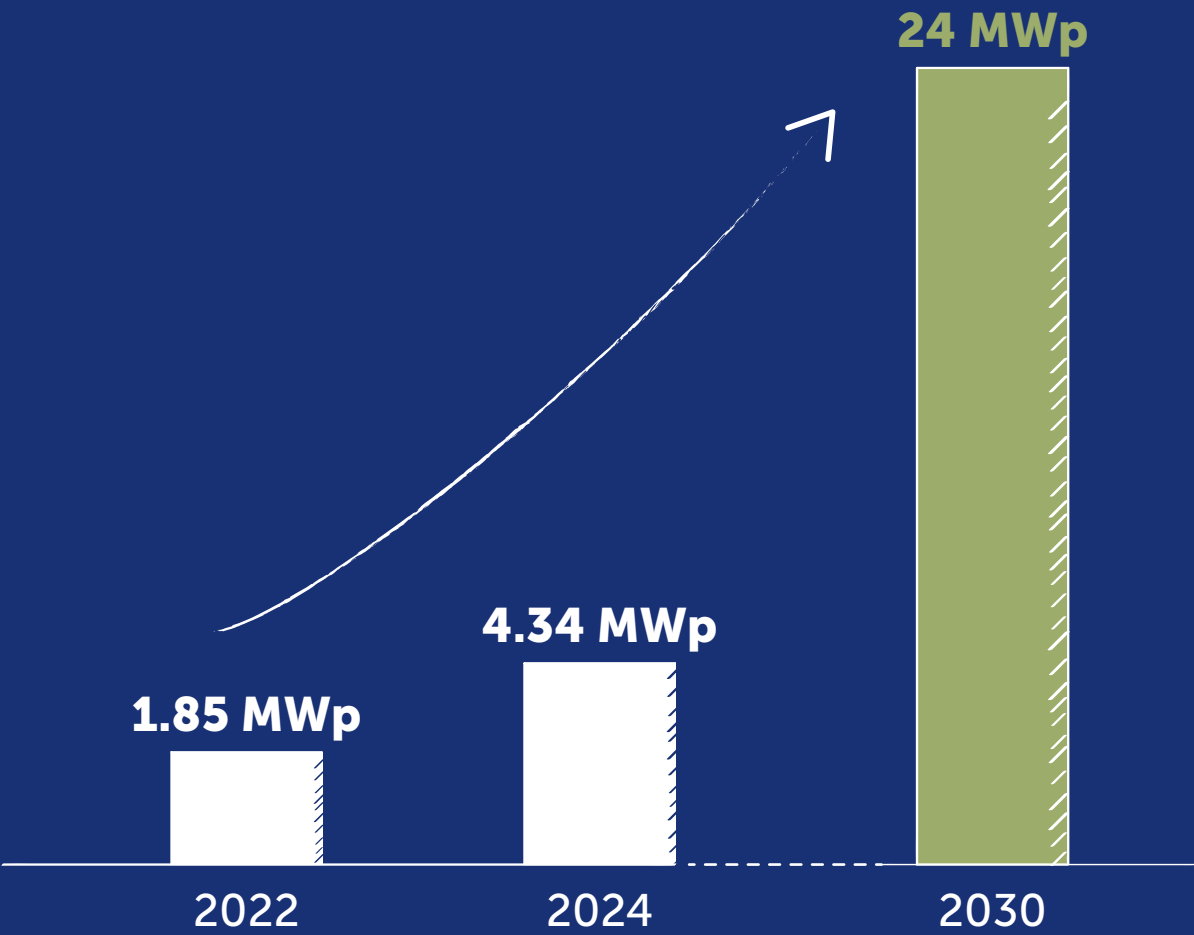


€168 m total investment to 2030, specifically dedicated
to plants where investments for self-generation from renewable sources forms an integral part



Barilla has set itself the goal of increasing installed capacity for renewable electricity self-generation.

INSTALLED PHOTOVOLTAIC POWER

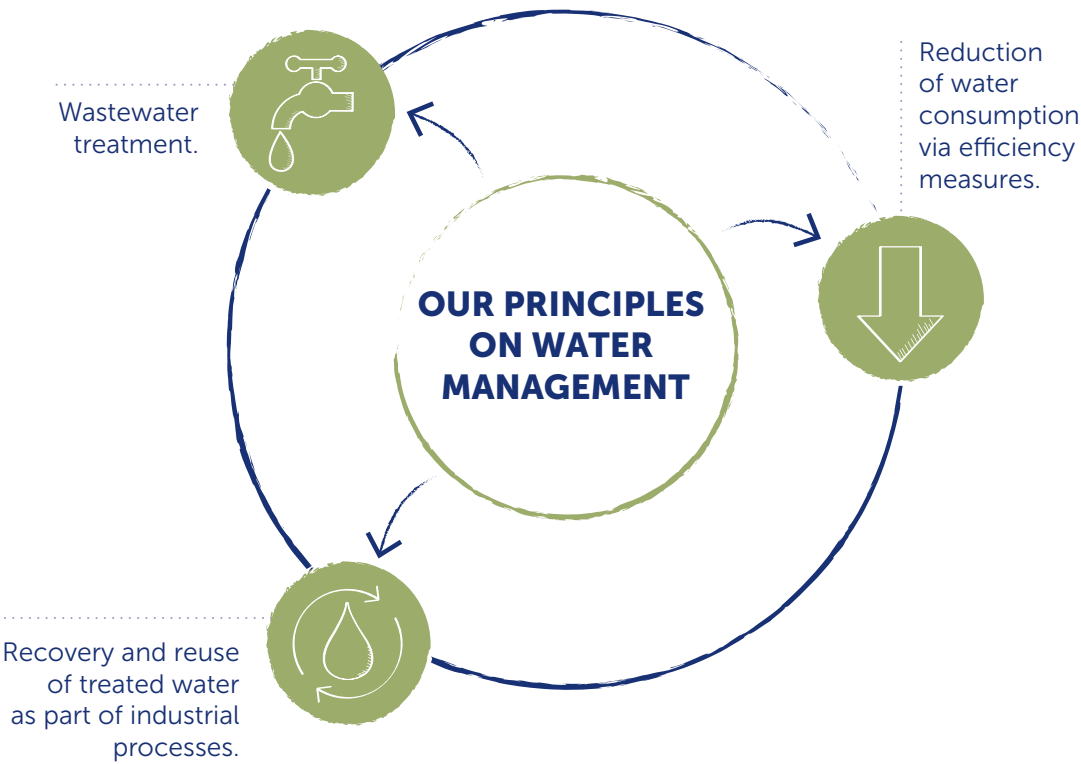


WATER

GUIDING PRINCIPLES AND POLICIES

Barilla is constantly committed to reducing water consumption in its production processes by promoting a responsible

use of water resources and the adoption of recycling and reuse practices within its factories by promoting an integrated approach to the sustainable management of water along the supply chain and, where possible, to the efficient management of energy resources.



According to this scope, Barilla has decided to adopt for its production units an Environmental Management System in accordance with the UNI EN ISO 14001 standard, by establishing criteria to set the objectives and implement the company's environmental performance improvement plans.

In addition, the Group has been engaged for years in the development of Life Cycle

Assessments (LCAs) for its products, with a specific focus on water scarcity with regard to raw materials; it has adopted as a key indicator the *Water Scarcity Index*, which measures the impact of water consumption in relation to the regional availability of water, assessing how much is used, wasted or polluted along the production cycle. The goal is to understand how business activities influence the amount of water resources actually



available to people and ecosystems, promoting more conscious and sustainable management of water.

Barilla mainly uses water resources from aqueducts, wells or surface water, and is committed to constant monitoring to ensure compliance with environmental regulations and compliance with the requirements established by the Environmental Authorisations issued by the Competent Authorities.

Wastewater treatment, where present, is subjected to rigorous internal analysis and external inspections by control bodies to prevent pollution and reduce environmental impact.

In sites located in areas of high water stress, the Group has decided to invest in advanced technologies and integrated water treatment systems to promote the recovery and reuse of water resources in industrial processes, such as plant cleaning and cooling. For example, the Rubbiano Sauces plant recovers and reuses part of the treated water for industrial purposes, improving the overall efficiency in the use of water resources.

APPROACH AND ACTIONS TAKEN

At the Group’s production plants, annual targets are defined for monitoring consumption based on the trends of previous years and setting more challenging targets each year.

These are monitored monthly through a global repository (“Supply Chain Scorecard”), which incorporates all environmental indicators and is subject to regular reviews, to control the optimisation of water resource management at all the Group’s production sites.

In 2024, the Group launched major wastewater recovery and reuse interventions at several production plants, including those located in water-stressed areas.

In particular, at the Rubbiano site where pestos and sauces are produced, solutions for the recycling of wastewater are in place, with continuous improvements to the wastewater treatment plant to increase the reuse of the resource within the industrial process. These improve-

ments have significantly increased the volume of water recycled in 2024 (+28%).

In addition, also in response to requests from the French government, Barilla has also planned investments in more efficient water technologies for the Valenciennes and La Malterie plants.

COLLABORATIONS IN AGRI-FOOD SUPPLY CHAIN

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 ensure rational 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 for lower 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.



METRICS & RESULTS

TOTAL WATER CONSUMPTION

In 2024, there was a slight increase in water consumption compared to 2022, mainly

due to revamping and extraordinary maintenance of plants (e.g. tri-generation plants, sprinklers, etc.) and the introduction of new types of products that led to an increase in requirements.

TOTAL WATER CONSUMPTION

	2024	2023	2022	2024 vs 2023	2024 vs 2022
TOTAL WATER CONSUMPTION (m³)	2,653,424.1	2,532,541.8	2,649,976.9	+4.8%	+0.13%.
TOTAL WATER CONSUMPTION/ FINISHED PRODUCT (m³/t)	1.39	1.37	1.37	+1.46%.	+1.46%.

TOTAL WATER CONSUMPTION IN WATER-RISK AREAS, INCLUDING THOSE WITH HIGH WATER STRESS

On the other hand, with regard to total consumption in water-risk areas, there was a decrease of -9% compared to 2022, due

on the one hand to the exit of the geographical areas of the Celle and Montreal plants from the categorisation of water-risk areas and on the other hand to Barilla’s continuous commitment to optimising the use of water at production sites located in sensitive areas.

TOTAL WATER CONSUMPTION IN WATER-RISK AREAS, INCLUDING THOSE WITH HIGH WATER STRESS

	2024	2023	2022	2024 vs 2023	2024 vs 2022
TOTAL WATER CONSUMPTION IN WATER-RISK AREAS, INCLUDING THOSE WITH HIGH WATER STRESS	1,162,976.6	1,330,280.5	1,273,794.6	-12.6%	-8.7%



TOTAL RECYCLED AND REUSED WATER

Another indicator that improved significantly in 2024 was the total volume of water recycled and reused, with an increase of +45% compared to 2022. An even more significant result was obtained in water-risk areas, where the increase was +164%, again compared to 2022.

This improvement was mainly driven by the Rubbiano Sauces plant, which contributed +62,099 m³ of recycled water over the three-year period thanks to the adoption of advanced water recycling solutions implemented in response to risk conditions and production needs.

RECYCLED AND REUSED WATER

	2024	2023	2022	2024 vs 2023	2024 vs 2022
TOTAL RECYCLED AND REUSED WATER	144,621.0	112,029.0	99,575.0	+29.1%	+45.3%
TOTAL RECYCLED AND REUSED WATER IN WATER-RISK AREAS, INCLUDING THOSE WITH HIGH WATER STRESS	98,654	53,574	37,301	+84%	+164%

OBJECTIVES & FUTURE PLANS

In view of the growing pressure on water resources and the expected increase in production volumes at the Rubbiano plant, two strategic interventions will be launched at that specific site in the coming years, for a total investment of over €5 million.

The initiatives form part of the **Energy & Water Plan**, the €168 million investment programme launched in 2024 to improve the energy and water efficiency of production plants.

The planned interventions include:

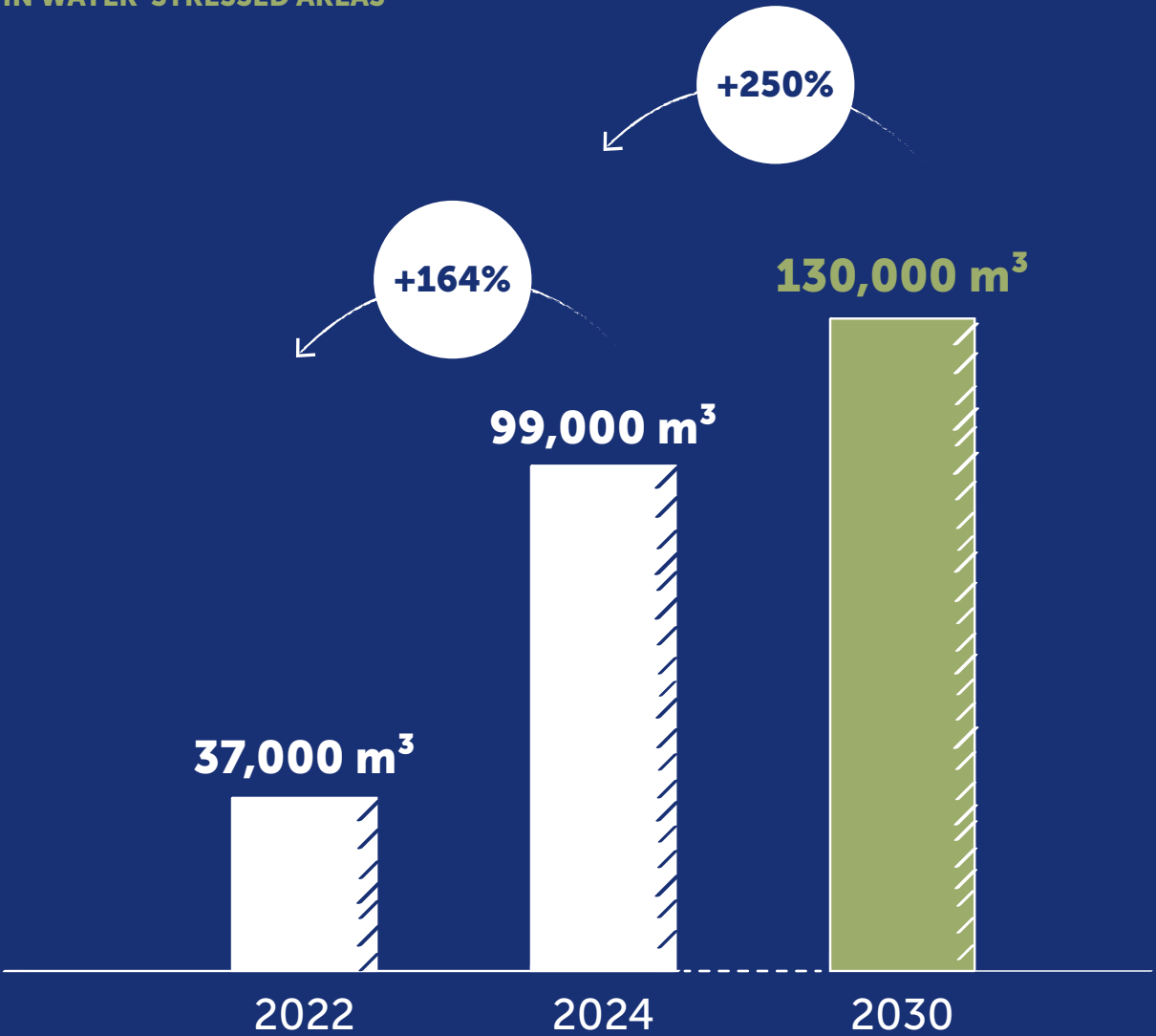
- Upgrading of wastewater treatment plants, partly based on reverse osmosis plants;
- Reduction of overall water consumption by using air cooling systems instead of water.

These integrated interventions represent a tangible and structured response to the sustainable management of water resources, where Barilla has set itself the goal of increasing the recycled water index in areas with greater water stress to +250% by 2030 compared to 2022.



Barilla is committed to increasing the index of recycled water in areas with greater water stress.

TOTAL RECYCLED AND REUSED WATER IN WATER-STRESSED AREAS



At the Rubbiano plant (Parma),
Barilla employs about **400 people**,
producing **88,000 tons** per year
of sauces and pesto, sold in
125 countries around the world.

IN THE
2024

We installed a new
photovoltaic system with
1.5 MW
of power



in summer, peak
production period,
**one day of
production
per week**
was covered by
self-generated energy

+60,000 m³
of water was
recovered and
recycled
compared to 2022



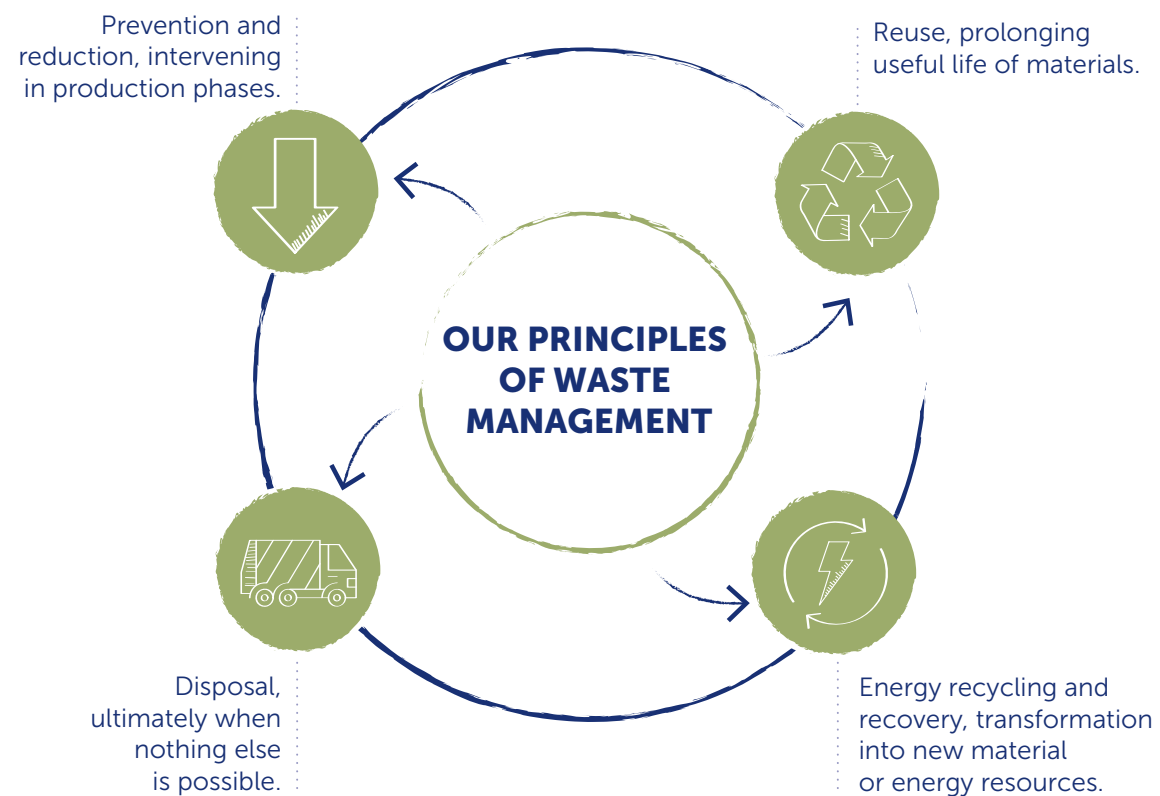
thanks to all the
water recovered,
24
**olympic-size
swimming
pools**
were filled



WASTE

GUIDING PRINCIPLES AND POLICIES

Barilla is constantly committed to exploring solutions to improve the efficiency of the use of resources and to reduce the generation of waste by promoting its recovery, applying a hierarchy of the following principles:



The group's ambition is to eliminate waste sent for disposal in landfill.

Also in this case, thanks to the adoption of an Environmental Management System in accordance with the UNI EN ISO 14001 standard, the company is committed to complying with legislative requirements and improving its environmental performance by focusing on the prevention of pollution and the management and reduction of waste produced.

In particular, to date, the waste generated by Barilla's production processes is classified as by-products and mainly intended for livestock use and in residual form for energy production.

On the other hand, materials from ancillary production services, such as maintenance and cleaning activities, packing materials not used in packaging and residues generated by wastewater treatment plants are classified as waste.

APPROACH AND ACTIONS TAKEN

To achieve these objectives, Barilla has implemented an Integrated Environmental and Energy Safety Management System, compliant with ISO standards 45001, 14001 and 50001. To date, 28 production sites have implemented an environmental management system and are certified according to the UNI EN ISO 14001 standard.

To ensure compliance with the standards required by current legislation, Barilla constantly monitors performance by conducting specific analyses to identify any pollutants in the environmental matrices and promotes proper waste management through the application of separate waste collection to send waste for recycling and energy recovery and less and less for disposal in landfill.

As part of the HSEE management system, specific waste management guidelines have been developed to support production sites in operational activities and promote increasingly selective separate waste collection.

Consumer awareness of separate waste collection is also fundamental, on which Barilla focuses by providing information on proper final disposal of product packaging.

To maximise recovery, projects are active in all plants aimed at reducing waste production, improving separate collection and increasing reuse, where possible (e.g. reuse of pallets, raw material storage tanks, boxes for packaging boxes, etc.).

Each production site independently manages the waste produced, relying on local suppliers. In Italy, where possible, the selected single supplier supports the implementation of specific projects to increase the percentage of recycled waste, thus helping to spread separate collection practices and improve waste management overall.

Barilla has also analysed its pasta, tomato sauce and soft bread supply chains in collaboration with Last Minute Market, a spin-off of the University of Bologna, to monitor food losses and waste throughout the val-





ue chain. The study confirmed that these value chains represent a model of circular economy, with minimal waste in production and with most of the losses recorded in the consumption phase.

The analysis used the Global Food Loss and Waste Accounting and Reporting Standard (FLW Standard), with case studies published on the official FLW Protocol Case Studies Archive – Food Loss and Waste Protocol website.

INVESTMENTS AND COLLABORATIONS FOR THE CIRCULAR ECONOMY

From a financial point of view, Barilla incurs routine operating costs for waste management, including disposal, transport and other related activities. In Italy, it collaborates with Hera to optimise waste management and implements specific projects to increase the recycling rate. A relevant example is the Castiglione plant, where a particular type of waste (waste vegetable oils) is sent for re-generation for the production of biofuel.

METRICS & RESULTS

Barilla monitors and manages the waste generated in its production plants, adopting strategies aimed at reducing its environmental impact. Most of the waste from production processes consists of by-products intended for animal feed, with a volume of more than 107,000 tons in 2024.

On the other hand, waste is that generated by secondary activities, such as maintenance, cleaning and packaging, and mainly includes paper and cardboard, plastics, glass, metals, electronic equipment, hazardous waste (e.g. chemicals, batteries, paints) and non-recycled wood.

In 2024, the total hazardous waste generated was 793 tons.

Barilla adopts measurement methods based on direct weighing or estimates made at the production sites, subsequently confirmed by the companies that manage the end of life of waste, certifying its recovery or disposal.

Despite the increase in production volumes, in 2024 the total amount of waste generated remained almost stable, standing at 35,998.9 tons compared to 36,625 tons in 2023.

Almost all of this waste, equal to 94%, is sent for recovery or recycling, whereas the proportion sent for disposal (landfill), which represents the minority, has decreased by approximately 30% compared to 2023.

WASTE GENERATED (t)

	2024	2023	2022	2024 vs 2023	2024 vs 2022
WASTE SENT FOR RECOVERY OR RECYCLING	33,897.9	34,367.2	34,099.5	-1.4%	-0.6%
WASTE SENT FOR DISPOSAL	2,101.0	3,157.7	3,081.4	-33.5%	-31.8%
TOTAL QUANTITY OF WASTE GENERATED	35,998.9	37,524.9	37,180.9	-4.1%	-3.2%



OBJECTIVES
& FUTURE PLANS

The Barilla Group’s plants annually set targets to increase the percentage of waste sent for recycling or energy recovery operations, with the ultimate goal of eliminating waste sent to landfill.

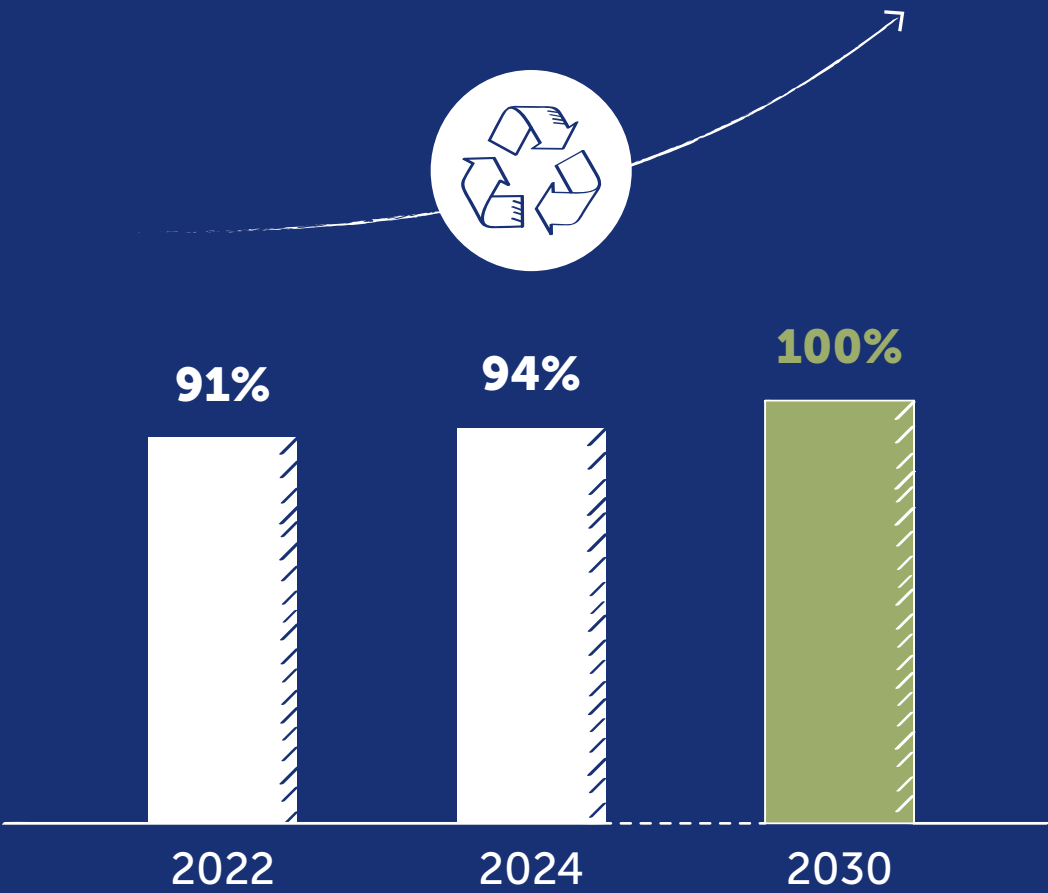
The achievement of this common goal takes place through improvement plans co-ordinated by local waste management

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.

Performance is monitored monthly and annually through the percentage indicator of recycled waste out of the total waste produced (t recycled waste/t waste produced * 100), promoting the continuous improvement of waste management.



Barilla annually defines plant-level objectives to ensure an increasing percentage of waste sent for recycling or energy recovery operations.



EPD® SYSTEM

The Barilla EPD System is a **genuine management system** for the activities required to develop product EPDs, update the Barilla database, create **calculation models** and the operations necessary for the **publication of EPDs**.



1st EPD® SYSTEM
certified in the food sector



+1,400,000t
i.e. 70% of Barilla products
are covered by an EPD



+80
Active EPDs



+80
People involved



+5,000
Data modules



3 LEVELS OF CHECKS
in the process

HOW IT WORKS

1 DATA COLLECTION & HANDLING

PRODUCT-SPECIFIC DATA
Collected and analysed for each EPD and include:



Recipe,
type of
ingredients
and quantity



Features
of packaging:
type, quantity
and materials



Specific
production
consumption



Modes of
transport and
distances
routes during
distribution



Management
of packaging
end of life

2 DATA PROCESSING

CALCULATION MODEL
It is the heart of data processing, and is developed to reflect the characteristics of product groups and in compliance with specific international rules.

BARILLA DATABASE AND DATA COLLECTION TOOL
The Database contains data modules, i.e. real process models containing quantitative information on the effects of the process considered.
Each data module is verified by a stakeholder in the Barilla EPD process.
Each Barilla plant can upload the data that is catalogued and processed to a specific web platform.



Calculation
model



Data collection
tool



Barilla
TOOL
CSR

3 PROCESSING OF RESULTS

PRODUCTION OF INTERNAL DOCUMENTATION
The environmental impacts of the product are calculated and the EPD document is drawn up.
The calculations and the EPD document are verified by a stakeholder in the Barilla EPD process.

4 EPD® PUBLICATION

DOCUMENTATION PUBLISHED ON WWW.ENVIRONDEC.COM



EPD®

EPD®
ENVIRONMENTAL PRODUCT DECLARATION

CONTENT OF AN EPD®

Environmental Product Declarations (EPDs®) for Barilla products present quantitative information with reference to product characteristics, environmental indicators and the distribution of impacts along the supply chain.

1 PRODUCT CHARACTERISTICS

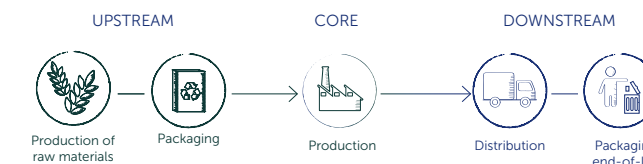
Ingredients and nutritional values are reported similarly to **information on the product packaging**.



NUTRITIONAL INFORMATION (per 100 g)		
Energy	—	—
Fat	—	—
Carbohydrates	—	—
Fibre	—	—
Protein	—	—
Salt	—	—

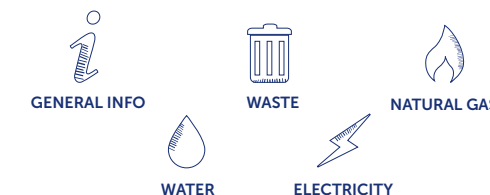
2 VALUE CHAIN DESCRIPTION

Each EPD presents a **detailed description of the product value chain**, with clear reference to the phases included in the analysis.



3 HYPOTHESES & DATA FOR IMPACT CALCULATION

Barilla EPDs dedicate a few pages to the description of the **hypotheses considered and the type of data used in the analysis**.



4 RESULTS

The most important section of each EPD is **dedicated to the results**, expressed through inventory and environmental impact indicators, which **describe resource consumption, waste, outflows** from the system and the **effects of the system on the environment**.

	UPSTREAM	CORE	DOWNSTREAM	TOTAL
Environmental impact indicators	—	—	—	—
Use of resources	—	—	—	—

5 ENVIRONMENTAL PERFORMANCE

Barilla EPDs effectively communicate environmental impacts, including **the three relevant footprints** in agri-food production, with reference to the different **phases of the product life cycle**.



CARBON FOOTPRINT

Quantify greenhouse gas emissions that contribute to global warming



WATER SCARCITY

Assesses potential for water scarcity, net of the average residual water available after meeting the water demand of humans and ecosystems

EPD®
ENVIRONMENTAL PRODUCT DECLARATION



Abbracci

WHAT IS THE ENVIRONMENTAL IMPACT (EPD) OF THE ABBRACCI PRODUCED IN ITALY

FIND OUT MORE



FRESH CREAM

COCOA

CONSUMPTION AND END-OF-LIFE

Packaging designed to be sent for separate collection.



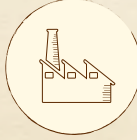
RAW MATERIALS

Abbracci are prepared only with carefully selected and controlled raw materials.



DISTRIBUTION

Abbracci are marketed mainly in Italy.



PRODUCTION

Abbracci are produced at the Italian plant in Novara.



PACKAGING

The associated environmental performance was evaluated considering the 350-gram package.



Pan Bauletto

WHAT IS THE ENVIRONMENTAL IMPACT (EPD) OF PAN BAULETTO

FIND OUT MORE



YEAST

EXTRA VIRGIN OLIVE OIL

CONSUMPTION AND END-OF-LIFE

Packaging designed to be sent for separate collection.



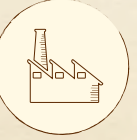
RAW MATERIALS

Pan Bauletto is prepared only with carefully selected and controlled raw materials.



DISTRIBUTION

Pan Bauletto is marketed mainly in Italy.



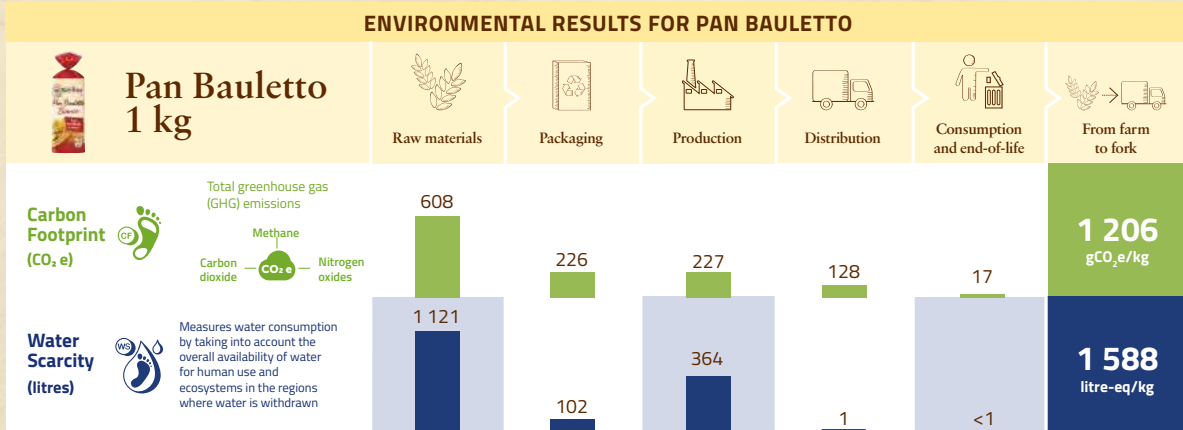
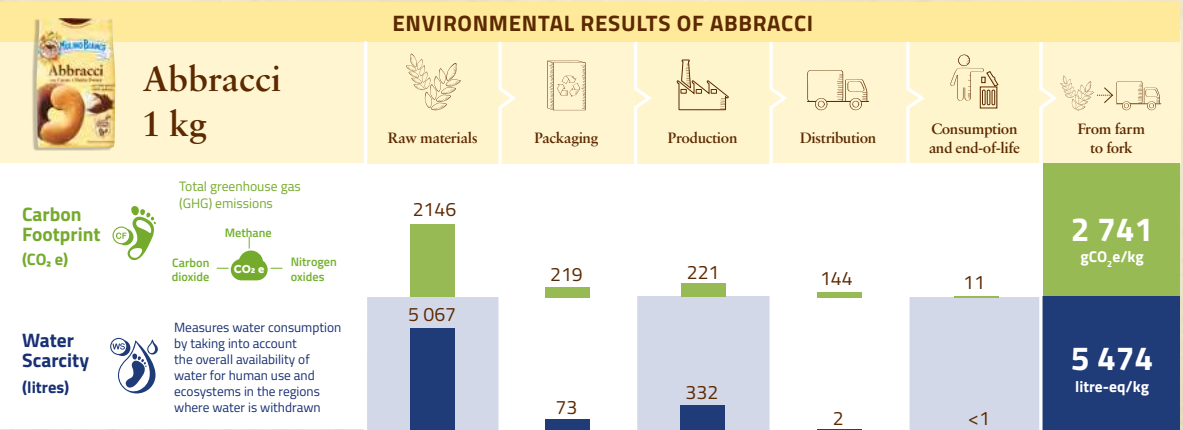
PRODUCTION

Pan Bauletto is produced in the Italian plants at Cremona and Melfi.



PACKAGING

The associated environmental performance was evaluated considering the 400-gram package.





PESTO ALLA GENOVESE

What is the environmental impact (EPD) of Pesto alla Genovese

FIND OUT MORE



Fresh basil
Italian

Parmigiano
Reggiano PDO

Garlic

CONSUMPTION AND END-OF-LIFE

Packaging designed to be sent for separate collection in full, placing the package in the glass and metal collection.



DISTRIBUTION

The environmental impacts related to the distribution have been calculated considering the volumes and sales destinations for the Italian market.



PRODUCTION

Barilla pesto is produced in the Italian plant at Rubbiano.

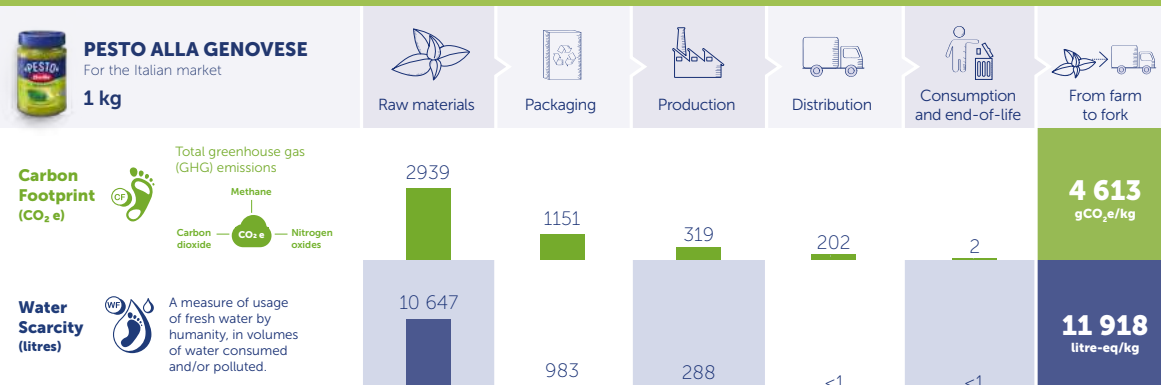
RAW MATERIALS

Barilla pesto is prepared only with carefully selected and checked raw materials.

PACKAGING

The associated environmental performance refers to the package containing 400 grams of product.

ENVIRONMENTAL RESULTS OF PESTO FOR ITALIAN MARKET



EPD
ENVIRONMENTAL PRODUCT DECLARATION



SPAGHETTI

What is the environmental impact (EPD) of Spaghetti for the Italian market

FIND OUT MORE



Durum
wheat

Water

COOKING PHASE

You can reduce the impact of the cooking phase through passive cooking.

PACKAGING END-OF-LIFE

Packaging designed to be sent for separate collection in full.



DISTRIBUTION

Barilla Spaghetti are marketed considering the volumes and destinations of sale for the Italian market.

VALUE

Barilla Spaghetti are produced at the Marcanise (CE) plant.

RAW MATERIALS

Barilla Spaghetti are prepared only with carefully selected and controlled raw materials.

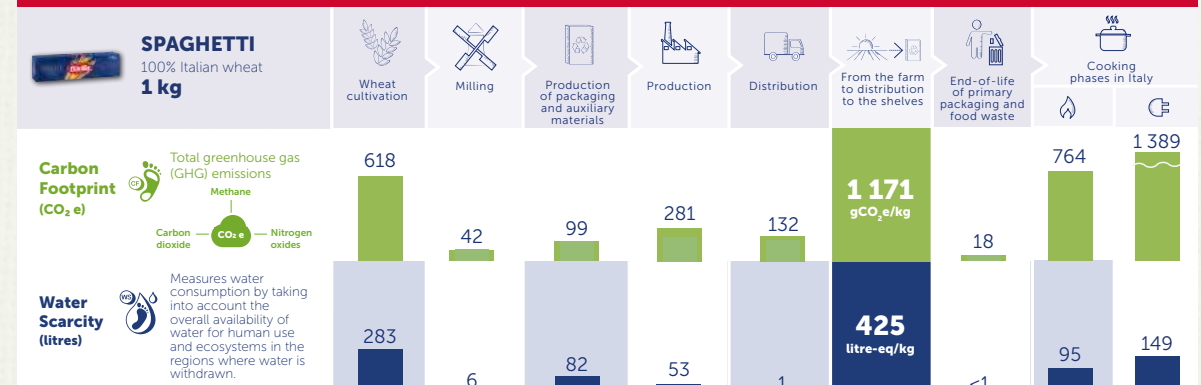
GRINDING

The associated environmental performance was calculated considering the energy and water consumption of the mills at Altamura and Castelplanio.

PACKAGING PRODUCTION

The associated environmental performance was evaluated considering the 500-gram package.

ENVIRONMENTAL RESULTS FOR 100% ITALIAN WHEAT SPAGHETTI



EPD
ENVIRONMENTAL PRODUCT DECLARATION



EXTRA MOELLEUX

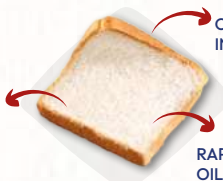
Nature

What is the environmental impact (EPD) of Extra Moëlleux Nature

FIND OUT MORE



WHEAT FLOUR



OTHER INGREDIENTS:

RAPESEED OIL

PRODUCTION OF INGREDIENTS

Extra Moëlleux Nature is prepared only with carefully selected and controlled raw materials. The data for the evaluation of the raw materials present in the recipe are provided by Barilla experts and databases (mainly Ecoinvent and Agrifootprint).

PRODUCTION OF PACKAGING

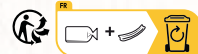
The environmental performance associated with the packaging production phase was evaluated considering the 500-gram package (best-selling format).

PRODUCTION OF EXTRA MOELLEUX NATURE

Extra Moëlleux Nature is produced in the French plant at La Malterie. The environmental performance of the production process was evaluated by considering the primary data relating to the plant's energy and water consumption and waste production.

PACKAGING END-OF-LIFE

Packaging designed to be sent for separate collection, according to the indications reported on the packaging.



DISTRIBUTION

Extra Moëlleux Nature is mainly marketed in France. Environmental performance associated with distribution was assessed using primary data for distances and modes of transport (by truck).



WASA RÅGI

WHAT IS THE ENVIRONMENTAL IMPACT (EPD) OF WAGA RÅGI

FIND OUT MORE



SALT, YEAST



WHOLEMEAL RYE FLOUR, RYE FLOUR

PACKAGING END-OF-LIFE

Packaging designed to be sent for separate collection, according to the indications reported on the packaging.



DISTRIBUTION

Rågi is mainly marketed in Sweden and Denmark. Environmental performance associated with distribution was assessed using primary data for distances and modes of transport.

PRODUCTION OF INGREDIENTS

Rågi is prepared only with carefully selected and controlled raw materials. The data for the evaluation of the raw materials present in the recipe are provided by Barilla experts and databases (mainly Ecoinvent and Agrifootprint).

PRODUCTION OF PACKAGING

The environmental performance associated with the packaging production phase was evaluated considering the 275-gram package (the one that keeps the best).

RÅGI PRODUCTION

Rågi is produced at the Swedish plant in Filipstad. The environmental performance of the production process was evaluated by considering the primary data relating to the plant's energy and water consumption and waste production.

ENVIRONMENTAL RESULTS FOR 'EXTRA MOELLEUX NATURE

EXTRA MOELLEUX NATURE 1 kg	Production of ingredients	Production of packaging and auxiliary materials	Production Extra Moëlleux Nature	Distribution on shelves	End-of-life primary packaging	From farm to end-of-life of primary packaging
Carbon Footprint (CO₂ e) Total greenhouse gas (GHG) emissions Methane Carbon dioxide Nitrogen oxides	568	156	147	108	11	990 gCO ₂ e/kg
Water Scarcity (litres) Measures water consumption by taking into account the overall availability of water for human use and ecosystems in the regions where water is withdrawn	263	54	22	<1	<1	339 litre-eq/kg

The data and images shown refer to the environmental and production results for the year 2023. The results of the indicator "Potential for water deprivation" are reported here as "water scarcity footprint".



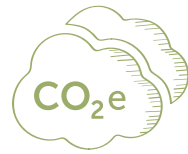
ENVIRONMENTAL RESULTS FOR RÅGI

RÅGI 1 kg	Production of ingredients	Production of packaging and auxiliary materials	Production Rågi	Distribution on shelves	End-of-life primary packaging	From farm to end-of-life of primary packaging
Carbon Footprint (CO₂ e) Total greenhouse gas (GHG) emissions Methane Carbon dioxide Nitrogen oxides	610	139	82	101	12	944 gCO ₂ e/kg
Water Scarcity (litres) Measures water consumption by taking into account the overall availability of water for human use and ecosystems in the regions where water is withdrawn	209	51	33	<1	<1	293 litre-eq/kg

The data and images shown refer to the environmental and production results for the year 2023. The results of the indicator "Potential for water deprivation" are reported here as "water scarcity footprint".



DECARBONISATION



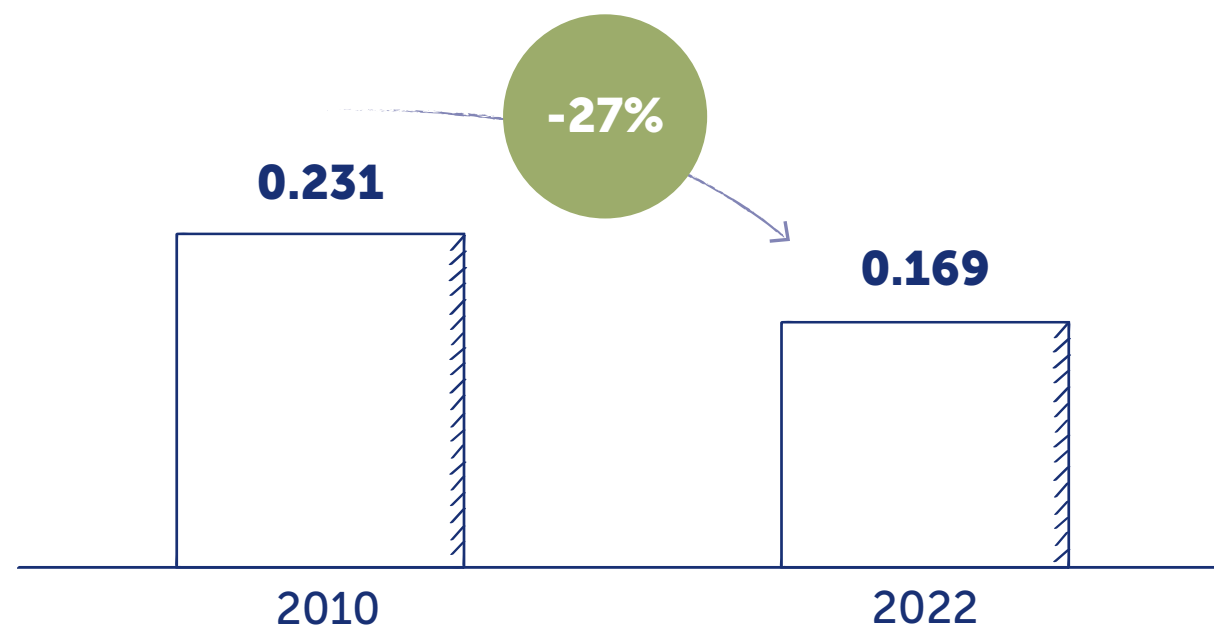
GUIDING PRINCIPLES AND POLICIES

Barilla has long integrated the fight against climate change into its corporate strategy, recognising it as one of the most urgent and significant environmental challenges of our time.

Since the early 2000s, the company has embarked on a structured path aimed at understanding the implications of climate change, measuring the environmental impacts of its activities and reducing them in a systematic and scientifically based way.



INTENSITY OF SCOPE 1 & 2 EMISSIONS (t CO₂e/t)⁵



⁵ Emissions relate only to energy consumption and the intensity is calculated on the basis of the volumes directly produced by the plants. Year 2010, five production plants excluded from scope: Rubbiano Sauces, Catelli Canada, Muggia, Pasta Evangelists, Solne Bakery. Year 2022, two production plants excluded from scope: Gauchy, Gran-Pre.

In line with the European principles of *Life Cycle Thinking*, the company has adopted the *Life Cycle Assessment* (LCA) methodology to analyse the life cycle of its products, starting with semolina pasta, with the aim of identifying the main environmental impacts and defining concrete and measurable improvement actions.

In 2009, Barilla published its first Environmental Product Declaration (EPD), followed in 2010 by the creation of the first EPD Management System certified by a third party in the food sector. This initiative represented a major step forward in the transparency of environmental performance and has made it possible to precisely identify the areas of intervention along the entire supply chain, now reaching 70% of its volumes sold covered by EPDs.

Among the most concrete results of this commitment, the 27% reduction in the emission intensity of CO₂ equivalent per kilogram of finished product (Scope 1 and Scope 2) in the period 2010-2022 stands out.

This figure reflects not only the effectiveness of the strategies adopted - including the improvement of energy efficiency, the optimisation of production plants and the increase in the use of renewable sources - but also the company's ability to decouple production growth from climate - changing emissions.

The analysis of the evolution of emission intensity was conducted in line with the principle of decoupling, demonstrating that the increase in production volumes did not lead

to a proportional increase in emissions. The interventions implemented have therefore guaranteed a significant reduction in the environmental impact per unit of product, against an overall growth in industrial activity.

Confirming its future commitment to science-based climate targets, in 2024 the company further strengthened its adherence to the Science Based Targets (SBTi) initiative, updating and expanding these targets in line with the more stringent threshold of +1.5°C established by the Paris Agreement.

The new Science Based Targets have been submitted on behalf of Barilla International, using 2022 as the new baseline year, consolidating an increasingly rigorous decarbonisation pathway.

In line with this climate strategy, Barilla is developing an *Internal Carbon Pricing Policy*, a governance tool designed to integrate the cost of environmental externalities into corporate decision-making processes.

By defining an internal CO₂ price to be applied to strategic assessments and investments, the company intends to incentivise the adoption of low-emission solutions and ensure consistency between the Group's operational choices and climate objectives. The definition of the policy, the result of the joint work of the main corporate functions, aims to make operational choices more effective and to direct investments towards a more resilient and low-emission business model.

APPROACH

Barilla has identified the year 2022 as the baseline for monitoring and reporting its greenhouse gas (GHG) emissions. This year’s selection is based on the complete and consolidated availability of data relating to the entire operating scope of the entire Group, including the newly acquired plants (Muggia, Italy and Catelli, Canada) and all the Group’s offices, integrated for the first time in the reporting system starting from the same year.

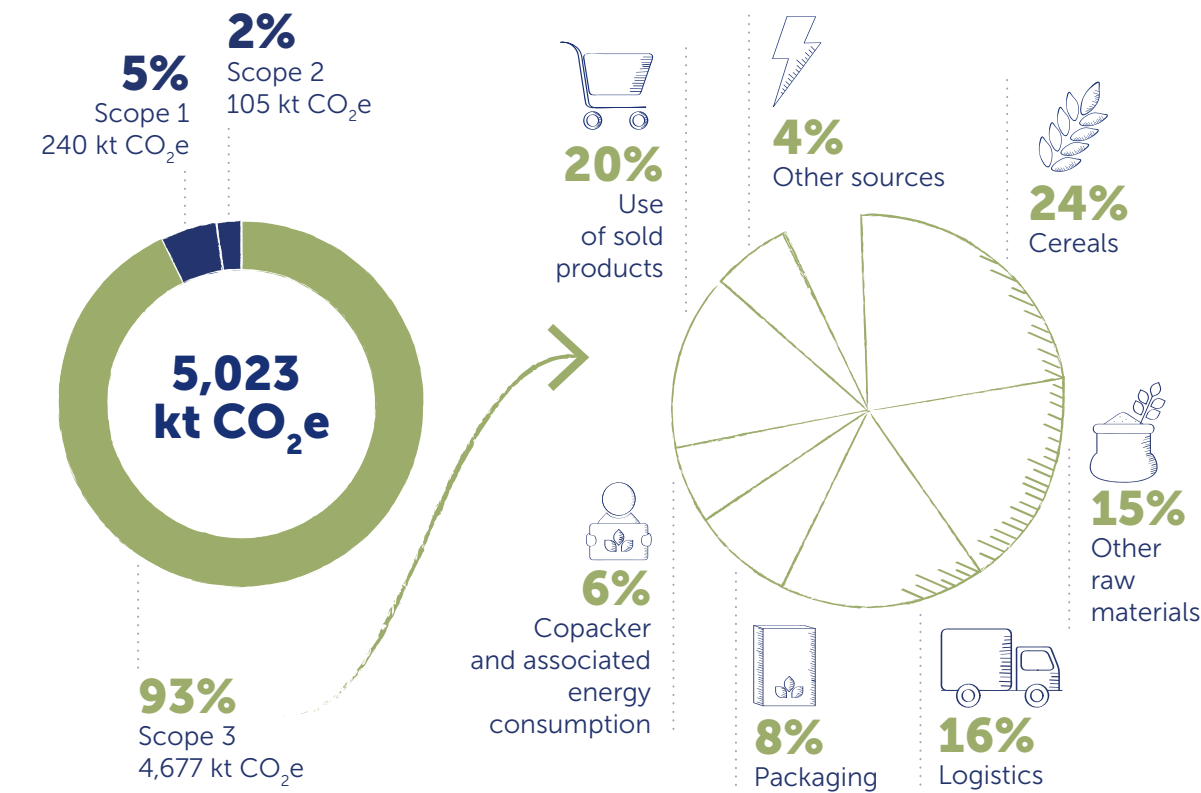
In defining the approach to the baseline, Barilla adopts the principles of the GHG Protocol, ensuring the accuracy and transparency of the information reported. The baseline may be recalculated in the event of significant events that significantly affect the scope of emissions, in particular.

In 2022, the Barilla Group’s total emissions amounted to approximately 5,023 kt CO₂ equivalent, broken down as follows:

CATEGORY OF EMISSIONS (kt CO₂e)

	Emissions	% of total
SCOPE 1	240	5%
SCOPE 2	105	2%
SCOPE 3	4,677	93%

TOTAL EMISSIONS 2022



ACTIONS IMPLEMENTED AND RESULTS

The actions taken are broken down into two macro-areas: Scope 1 and 2, which mainly concern direct and indirect emissions from the company’s energy consumption,

and Scope 3, which includes indirect emissions along the value chain, from raw materials and transport and distribution to consumption.

The overall trend in the Barilla Group’s total emissions is as follows:

TOTAL EMISSIONS (kt CO₂e)

	2024	2023	2022
TOTAL EMISSIONS	4,954	4,830	5,023
CHANGE FROM PREVIOUS YEAR	+2.6%	-3.8%	-

SCOPE 1 & 2

Barilla is committed to improving energy efficiency and increasing the use of renewable sources, with the aim of reducing direct and indirect emissions related to energy consumption. In this direction, a structured Energy Plan was launched in

2024, one of the key tools of the Group’s energy transition plan. The implementation of the planned measures will result in a reduction of 90,000 tons of CO₂ by year 2030.

The trend in Scope 1 and 2 emissions is shown in the table below:

SCOPE 1 & 2 EMISSIONS (kt CO₂e)

	2024	2023	2022
SCOPE 1 & 2 EMISSIONS	352	331	346
CHANGE FROM PREVIOUS YEAR	+6.3%	-4.4%	-

The increase in CO₂ emissions in 2024 compared to 2023 is due to several factors:

- increase in consumption linked to increased production (3.5%);
- commissioning the Foggia and Maricianise Trigenation plants after re-vamps;

primary data refinement.

At the same time, a reduction in emissions related to the use of new photovoltaic systems installed in the last two years for the production of electricity should be noted.

SCOPE 3

To address indirect emissions along the supply chain, Barilla has adopted a strategic approach focused on the development of sustainable farming practices regarding its

strategic cereals, promoting constant collaboration with its suppliers and with the entire ecosystem.

The evolution of Scope 3 emissions is presented in the table below:

SCOPE 3 EMISSIONS (kt CO ₂ e)			
	2024	2023	2022
SCOPE 3 EMISSIONS	4,602	4,500	4,677
CHANGE FROM PREVIOUS YEAR	+2.2%	-3.8%	-

The trend in CO₂ emissions is mainly attributable to three key areas for the Barilla supply chain: raw materials, packaging and transport, the main dynamics:

Raw materials

Priority was given to the sustainability of agricultural raw materials, which represent a significant source of emissions. Barilla has developed and implemented sustainable agricultural practices and digital tools to optimise the use of resources, reduce greenhouse gas emissions, minimise water consumption and protect biodiversity.

The main initiatives include:

- manual for sustainable cultivation of durum wheat;
- the decision support system Grano-duro.net® and GranoScan® application, which helps monitor wheat diseases and optimise cultivation;
- “Carta del Mulino” for sustainable cultivation of soft wheat.

Packaging

Barilla is working with its suppliers to improve packaging design and develop increasingly sustainable solutions, reducing material consumption and optimising recyclability.

Transport & Distribution

Barilla continues to invest in the expansion of intermodal solutions and in the use of fuels with low environmental impact. In addition to rail transport for grain and goods between northern and southern Italy, a new international route between Foggia (Italy) and Langenau (Germany) has been introduced, previously covered only by road. The company has also increased the use of advanced biofuels, such as bio-LNG and HVO, completing the transition of shipments to Sicily with trucks powered exclusively by bio-LNG. These measures significantly reduced CO₂ emissions, strengthening the sustainability strategy and logistical efficiency.

MITIGATION PROJECTS FUNDED WITH CARBON CREDITS

Barilla adopts a structured and transparent approach to managing its emissions, integrating mitigation initiatives supported by certified carbon credits.

In this context, the project for the total offsetting of residual emissions was launched in 2018, involving several Group brands.

The offsetting activity concerned the issues of the Harry's brands relating to the years 2018-2022, GranCereale for 2018-2023 and Mulino Bianco for 2019-2022. Wasa still continues to this day to confirm its willingness to continue with the offsetting project for emissions relating to 2024 and is committed to 2025.

The emissions offset as part of this project are not, in accordance with the GHG Protocol, included in the reporting of emissions relating to the Group's reduction targets. In addition, the use of carbon credits is limited to offsetting residual emissions and does not interfere with Barilla's decarbonisation commitments, which remain a priority. Wasa combines direct emission reductions with offsetting residual emissions through support for climate projects in developing countries. In particular, the company purchases carbon credits generated by emission reduction projects, focusing on renewable sources such as wind, hydroelectric and solar, with interventions mainly in South America and India.

In Brazil, the Rio Floresta d'Oeste project is a low-impact hydroelectric power plant that provides clean energy to the local grid of Alta Floresta d'Oeste, reducing annual CO₂ emissions by approximately 28,000 tons.

In India, the Pawan Wind Project involves the installation of wind farms to replace some of the energy from coal, contributing to the country's transition to a low-emission economy.

These projects not only contribute to the fight against climate change, but also generate social, environmental and economic benefits, supporting the achievement of the United Nations Sustainable Development Goals (SDGs). The credits purchased are certified by internationally recognised standards, such as the Verified Carbon Standard (VCS) and the Clean Development Mechanism (CDM).

In 2024, Barilla offset 119,293 tons of CO₂e related to 2023 emissions through the purchase of carbon credits, broken down as follows:

- GranCereale: 18,715 t CO₂
- Wasa: 100,578 t CO₂

100% of the credits purchased come from VCS and CDM certified projects.

OBJECTIVES
& FUTURE PLANS

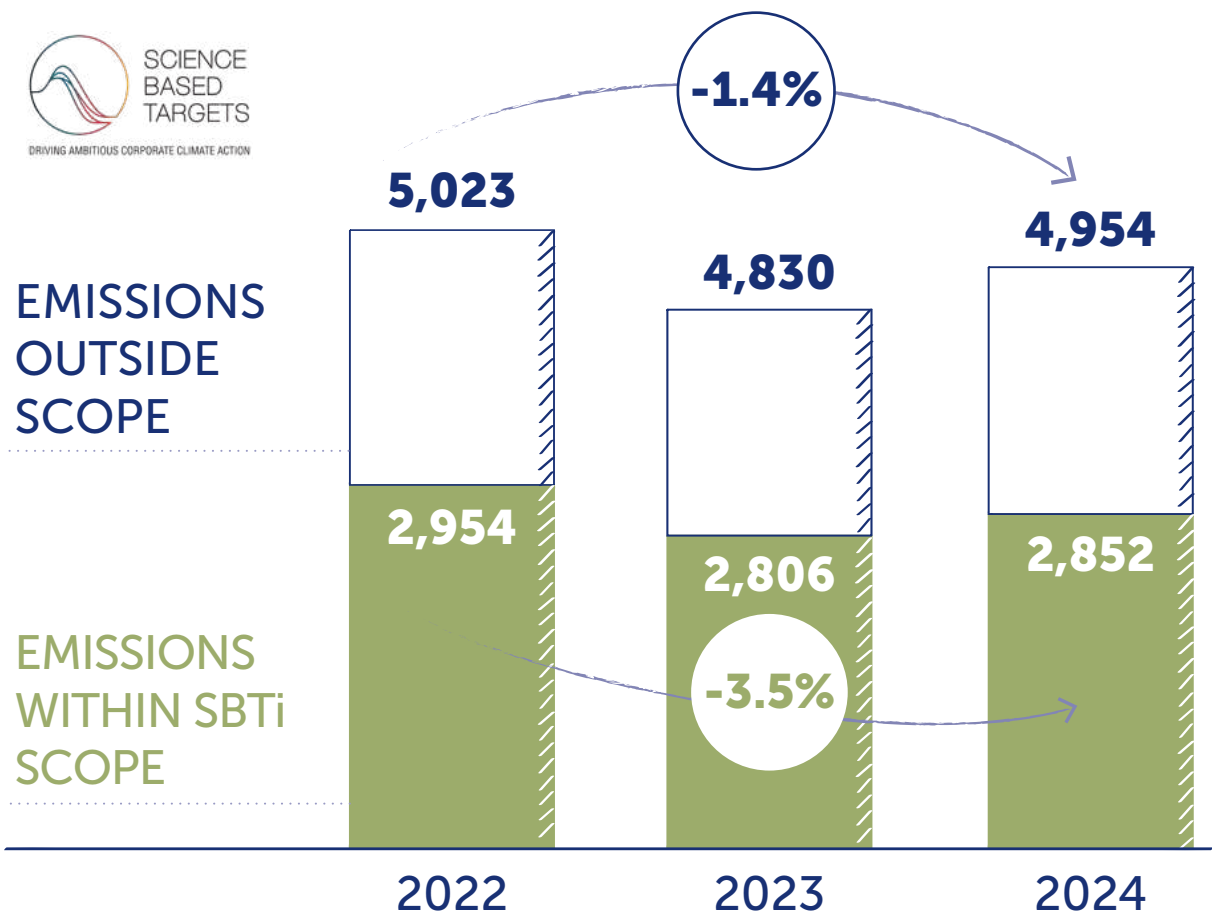
Currently being defined, Barilla’s 2030 climate transition plan will be progressively integrated into the corporate strategy and financial planning by 2025, with the aim of ensuring consistency with the Group’s pathway. This systemic approach will make it possible to strengthen innovation, stimulate collaboration throughout the supply chain and generate shared and lasting value. At the heart of this vision is the commitment to significantly reduce its environmental impact, through synergistic action that actively involves suppliers, partners and stakeholders in a common pathway towards a more sustainable and resilient future.

Barilla has renewed and strengthened its commitment to the Science Based Target initiative with the aim of contributing to the containment of the global temperature below 1.5°C, as required by the Paris Agreement.

The scope of the targets includes all direct emissions (Scope 1), indirect emissions from energy consumption (Scope 2) and indirect emissions along the value chain (Scope 3), limited to the categories that represent approximately 70% of the Group’s total Scope 3 emissions.

In the period between 2022 and 2024, the total emissions included in the SBTi scope were already reduced by 3% in terms of tons of CO₂ equivalent.

BARILLA GROUP EMISSIONS – SBTi



The four priority categories included in the Scope 3 perimeter – which alone account

for about 70% of the related emissions – 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

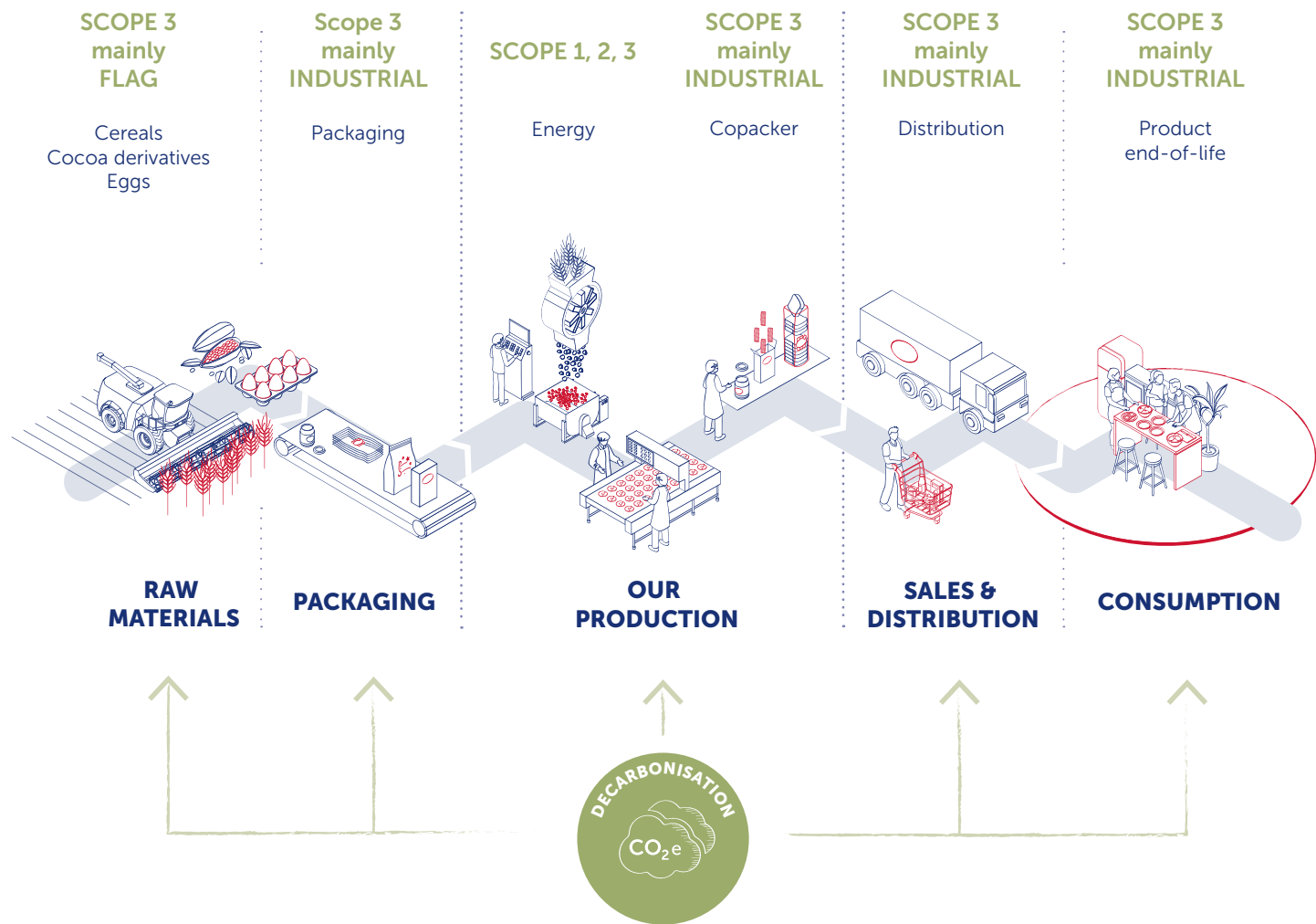
End of life treatment of sold products

Another important aspect concerns the cooking phase of the pasta, which is not directly controlled by the company but affects overall emissions. The reduction in emissions at this stage will depend on the energy transition (switch from gas to electricity) and consumer practices.

Barilla therefore actively promotes awareness of the adoption of the practice of passive cooking of pasta, encouraging behaviours that reduce energy consumption, but it was not possible to introduce the Scope 3 category “Use of sold products” in the scope of reduction.



BARILLA'S COMMITMENT TO DECARBONISATION THROUGHOUT THE SUPPLY CHAIN



To support the Scope 1 and 2 targets, Barilla has approved a €168 million energy plan for the period 2025–2030.

This plan includes:

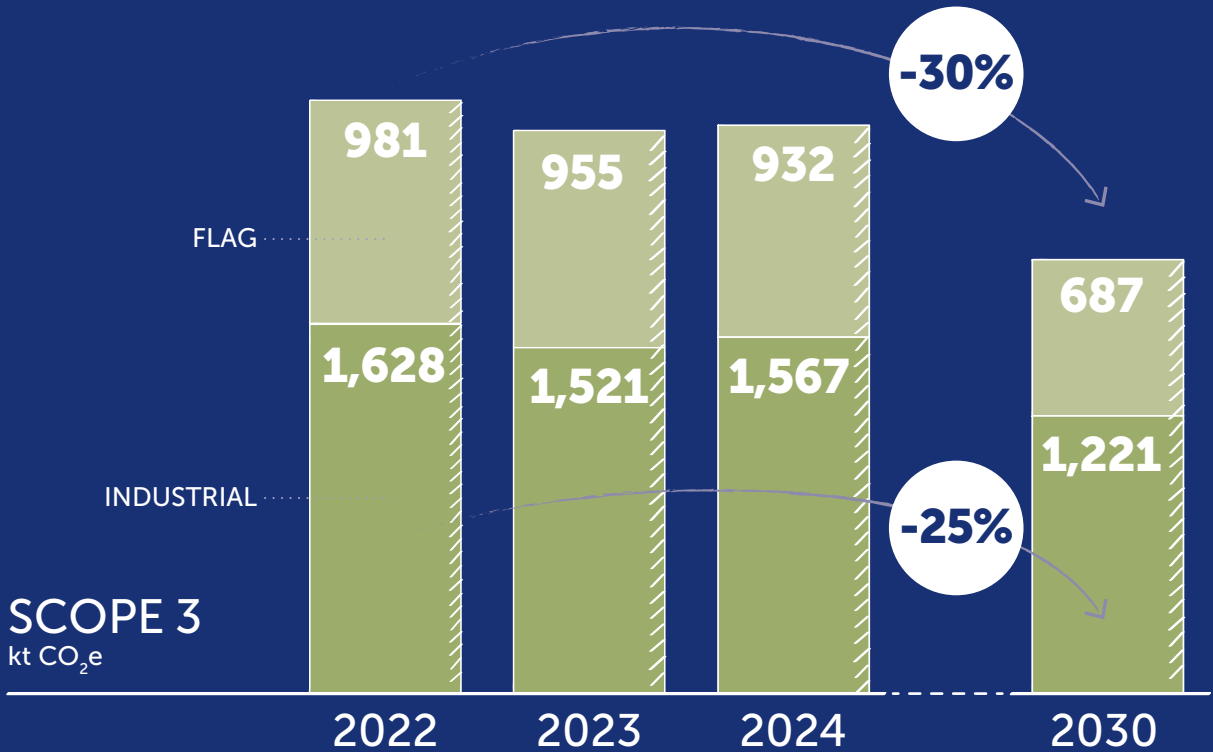
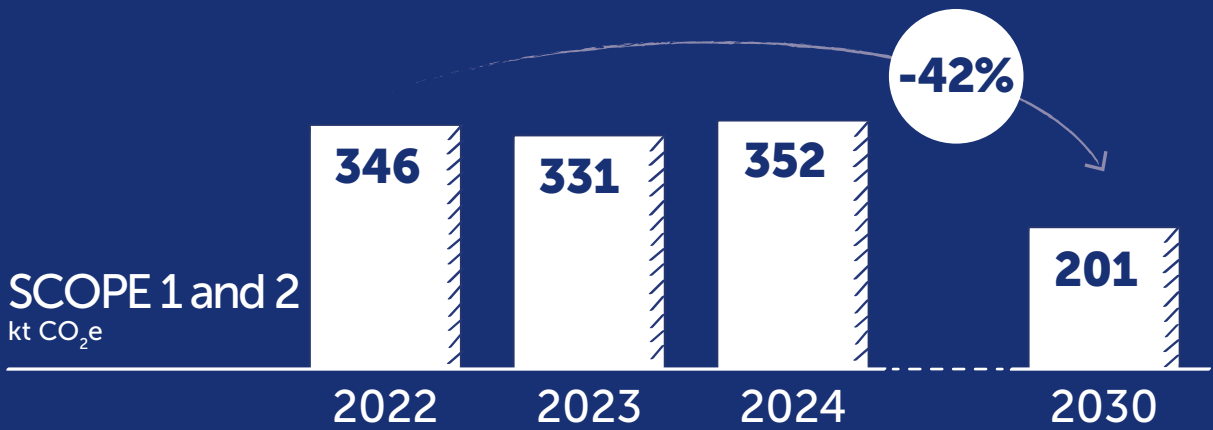
- improvement of plant energy efficiency;
- increase in self-generation of energy from renewable sources;
- progressive reduction in the use of natural gas.

For the Scope 3 objective, Barilla will collaborate with its supply chain partners, promoting a shared and responsible model for the management of indirect emissions:

- sharing mutual commitments and reduction plans;
- adapting to emerging regulations;
- developing specific innovative projects in synergy.



Barilla is committed to achieving the following objectives for decarbonisation (compared to the baseline year 2022).



GOVERNANCE

*We look to the future
combining passion
and liability*

HOW THE ADMINISTRATIVE, SUPERVISORY AND MANAGEMENT BODIES WORK.....	244
BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE.....	248
PREVENTION AND FIGHT AGAINST ALL FORMS OF ILLEGALITY.....	250
INCIDENTS, COMPLAINTS AND SERIOUS IMPACTS RELATED TO HUMAN RIGHTS, CORRUPTION AND BRIBERY	254
PAYMENT PRACTICES	255
FISCAL RESPONSIBILITY	256

HOW THE ADMINISTRATIVE, SUPERVISORY AND MANAGEMENT BODIES WORK

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 DIRECTORS¹

Consisting of four executive members, it 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 budget for the 2024 financial year.

BOARD OF STATUTORY AUDITORS

The Board of Statutory Auditors, appointed by the Shareholders' Meeting, monitors

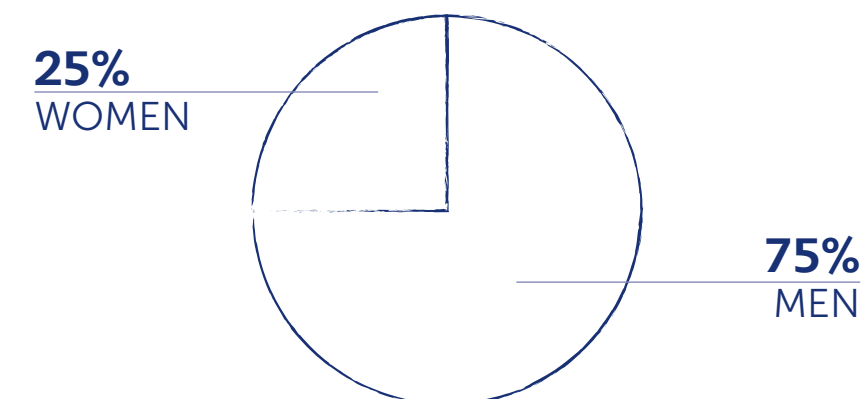
compliance with the law, the Articles of Association and compliance with the principles of proper administration. The term of office of the Board of Statutory Auditors will end with the approval of the 2024 Financial Statements.

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.

¹ To mitigate potential situations of conflict of interest, the Group has adopted a Code of Ethics. In addition, all Board members, upon appointment, are required to make a declaration stating that no conflict of interest applies. It should be noted that in 2022 two committees with advisory functions were set up (in the companies Barilla G. e R. Fratelli and in Barilla International B.V.) – the Remuneration Committee, on 1 January 2022, and the Strategy Committee, on 27 October 2022 – to support the Board of Directors on specific matters. The Strategy Committee consists of four members, all men, three of whom are executive and non-independent and one of whom is non-executive and independent. The Remuneration Committee consists of four members, all men, two of whom are executive and non-independent and two of whom are non-executive and independent. The members of this committee also include an external consultant with expertise in remuneration matters.

1 WOMAN 3 MEN
ALL AGED OVER 50



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.

At Group level, Barilla International B.V. has appointed 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.



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 2024, 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 publication of the new Code of Conduct is expected, 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.

The process relating to remuneration policies, with reference to the members of the administration and management bodies, is entrusted to the *Talent Compensation Committee*, which is advisory in nature for

the benefit of the Board of Directors of Barilla International B.V. and, considering that the Company has a managerial and operational remit in remuneration matters, also for the other Group companies. The tasks assigned to the Committee include:

- formulating opinions on the remuneration of Executives (or similar managers) in terms of the fixed component (*base salary* and insurance benefits of other kinds) and/or in the variable component in whatever form expressed (*short-term and/or long-term incentives and/or stock options* and/or other bonuses in correlation with the targets set and company objectives);
- formulating opinions and proposals on the remuneration of Executives with strategic responsibilities and the levels reporting to them, including the setting and reporting of targets against which performance is measured;

- formulating opinions and proposals on the remuneration of Directors (including those with proxies) to be submitted to the Ordinary Shareholders' Meeting and the Board of Directors respectively;
- periodically assessing the adequacy and overall consistency of the remuneration systems in place, including on the basis of comparisons with labour market practices and information drawn from available benchmarks, if necessary also with the assistance of external consultants;
- monitoring the development and implementation of remuneration policies and practices, proposed by the said Committee and approved by the Board of Directors, making recommendations where necessary.



BUSINESS CONDUCT POLICIES AND CORPORATE CULTURE

Barilla adopts a structured system of *business conduct* policies and procedures to ensure regulatory compliance and to promote a corporate culture based.

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

All policies are available on the company intranet, are constantly updated based on regulatory and organisational evolutions, and are disseminated to all staff through specific training programmes.

INTERNATIONAL STANDARDS AND VOLUNTARY INITIATIVES TO WHICH BARILLA ADHERES



The main tools to protect corporate integrity include the Code of Ethics and the Code of Business Conduct, both approved at Group level and publicly accessible on the [barillagroup.com](https://www.barillagroup.com) website.

The Code of Ethics, shared with each employee upon recruitment through a contractual clause, is the subject of continuous training, communication and awareness-raising activities, and is also signed by all business partners at the start of the employment relationship.

Approved by the Board of Directors of the Parent Company, the Code of Ethics promotes an ethical and sustainable business model, respectful of human rights, natural resources and the wellbeing of communities, with particular attention to developing countries. It represents the expression of the Company's founding values and constitutes the benchmark for all the Group's activities, respecting people and the environment.

An integral part of the Organisational, Management and Control Model adopted in accordance with Legislative Decree 231/2001, the Code enshrines principles and guidelines that are binding on all employees and stakeholders.

The covered topics also include the management of conflicts of interest:

every Barilla person is required to avoid conduct that may compromise the company's impartiality and to promptly report any situations relevant to the people in charge, including top management and the control bodies.

The Code also includes the precautionary principle, which imposes on the manufacturer the burden of demonstrating the harmlessness of products or processes in the presence of possible environmental or health risks.

The responsibility for supervising the implementation of the Code is entrusted to specific internal committees, including the Group Compliance and Audit Committee and the Supervisory Bodies of the Italian companies of the Group.

These bodies monitor the effective application of the Code, manage reports of significant violations, propose any revisions to company policies to ensure alignment with ethical principles, and report any violations by executives to the Board of Directors and the Board of Statutory Auditors.

In addition, they report cases of non-compliance by staff or external collaborators to the competent parties, proposing the adoption of appropriate disciplinary measures. Barilla has activated a *whistleblowing* system compliant with Directive (EU) 2019/1937 and certified according to the ISO/IEC 27001 standard. The system provides an online platform, dedicated e-mail addresses and communication channels accessible through the company intranet and the institutional website, whereby reports can be sent, including anonymously, relating to violations or alleged violations of the Code.

Reports are managed by interdisciplinary committees composed of representatives of the Compliance, Internal Audit and Human Resources functions, specially trained in data protection and confidentiality.

The system ensures impartiality, timeliness in management and protection from any retaliation against whistleblowers.

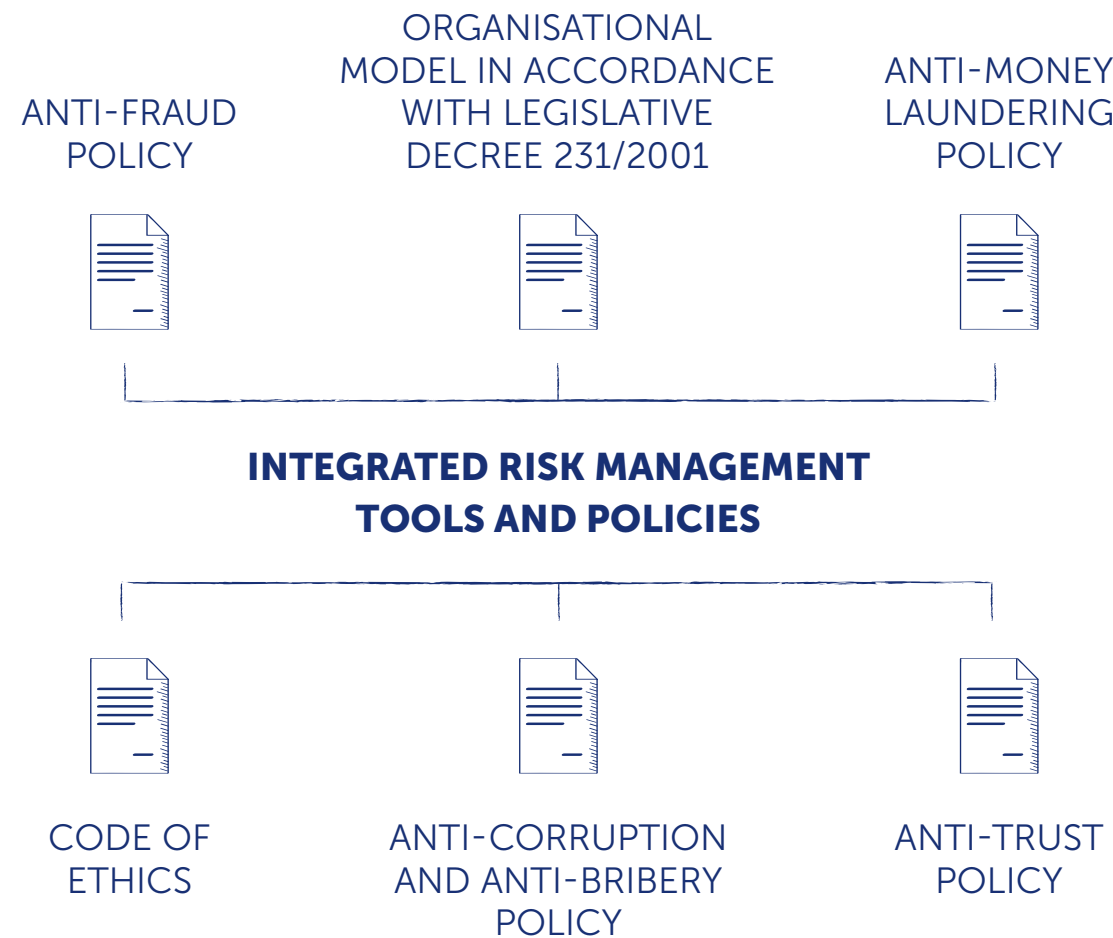
To support this, a training programme has been launched in relation to *whistleblowing*, which will be extended to all staff in 2025, with specific initiatives at production plants.

PREVENTION AND FIGHT AGAINST ALL FORMS OF ILLEGALITY

In line with the principle of Zero Tolerance, the Barilla Group is strongly committed to prevention and fight against all forms of illegality.

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.



ANTI-TRUST 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, must take 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.

All Group 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. Staff are also regularly trained to recognise such situations and to report any critical issues.

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. To support its application, an IT screening system has been integrated into the purchasing processes, to identify any supplier involvement in corruption. Reports of possible violations are managed through whistleblowing committees, which also include external members, both within the Global Compliance and Audit Committee and in the Boards of Statutory Auditors.

If relevant reports are made, a dedicated investigative team can be activated. In the event of a member's direct involvement in the facts under investigation, they are expected to abstain from the proceedings, to ensure impartiality.

The results of the investigations are communicated to the Global Compliance and Audit Committee, ensuring transparency, objectivity and traceability in the management process.

A further pillar of the anti-corruption strategy is represented by staff training and awareness-raising activities. In 2025, a mandatory training programme will be launched, intended for all Barilla people, with a specific focus on the corporate functions with the greatest exposure to risk. The aim is to ensure that policies are clearly understood, accessible and properly applied by all stakeholders.

INCIDENTS, COMPLAINTS AND SERIOUS IMPACTS RELATED TO HUMAN RIGHTS, CORRUPTION AND BRIBERY

During the reporting year, 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.



PAYMENT PRACTICES

The Barilla Group has implemented a payment monitoring system based on clear and measurable criteria, with the aim of ensuring timely control of payment performance and protecting its suppliers, including small and medium-sized enterprises (SMEs), promoting punctuality in payments.

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 covered all entities handled via the SAP system and included all invoices actually paid during 2024, regardless of their issue date. It should be noted that invoices relating to trade promotions (Trade Promo Invoices) are excluded from the scope of the analysis. The following legal entities of the Group are also excluded, as they are not handled via 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.

The Group defines payment terms during the contract negotiation phase, with standard timescales of between 30 and 60 days. In some countries, in the absence of specific regulatory constraints, it is possible to agree on longer terms, up to 90 or 120 days, if mutually agreed between the parties.

In 2024, the average payment time recorded by the Barilla Group was 65 days.

Finally, it should be noted that in the reference period there were no legal disputes or proceedings relating to late payments.



FISCAL RESPONSIBILITY

The Tax Strategy document, formally approved by the Board of Directors, provides for the implementation of objectives related to the Company's tax management.

The strategy is based on key principles such as a focus on non-corporate values and the ability to transform stability and prior certainty of the correct taxation regime into improved business performance.

The content of the strategy is shared with the directors and employees.

The strategy also defines the Company's assumed tax risk appetite, based on the proactive pursuit of precautionary certainty and the "more likely than not" principle, based on the desire to prevent the initiation of tax disputes that are unnecessary or which, based on a prognostic assessment, could have an unfavourable outcome.

The development and continuous implementation of the strategy at Barilla are ensured by appropriate policies and procedures, suitable organisational solutions and structures, communication tools, and consistent and proportionate means, in accordance with the defined risk appetite.

To ensure tax management aligned with its risk appetite, the Group decided to adopt a Tax Control Framework (TCF)², which contributes to risk control and in-efficiency management.

² It should be noted that, at the date this report was drawn up, the Tax Control Framework (TCF) is fully implemented and formalised exclusively at the company Barilla G. e R. Fratelli S.p.A. (BGR) and at selected foreign entities. Therefore, the full structured adoption of the framework is not yet extended to all subsidiaries in Barilla's global scope.

TAX STRATEGY

The principles set out in the Tax Strategy are related to the following areas:

RISKS AND REPUTATION: control and management of risks, including to protect the reputation of the company and brands.

VIRTUOUS CORPORATE CULTURE: promotion at all levels of the company of the importance of transparency, honesty, fairness and compliance.

EFFICIENCY: efficient management of the tax cost related to business activities, optimising the tax variable in substantial and formal compliance with the laws, principles and purposes of the tax system.

COMPLIANCE: ensuring the integrity of tax compliance and the correct assessment of taxes, within the time-frame and associated requirements.

GOOD FAITH AND TRANSPARENCY IN RELATIONS WITH TAX AUTHORITIES: establishing relations with tax authorities based on good faith and transparency, including through constant dialogue, to be recognised as a reliable counterparty.

LEVERAGING INTERNAL RESOURCES: continuous development of sensitivity to tax issues of the people involved and in the management of associated risks.

In compliance with the above, Barilla is committed to pursuing prior certainty on tax positions and to preventing the initiation of unnecessary tax disputes.

In addition, in line with the Strategy, Barilla is committed to disseminating and increasing the importance and relevance of tax issues within the Company, ensuring that the various corporate functions acquire an awareness of the need for constant involvement of the tax function.

To this end, periodic update meetings are organised between the top management of corporate functions and the Tax function, aimed at sharing non-routine, operational and strategic plans and improving the tax awareness of individual corporate functions.

The **Tax Control Framework (TCF)** is the method whereby the tax variable is managed throughout the Barilla Group, with different degrees of formalisation based on the specific *legal entity*, with a view to **ensuring prevention and mitigation of the consequences of tax risks**.

To this end, the TCF is understood as the set of tools, organisational structures, standards and corporate rules aimed at enabling, through an effective process of identification, measurement, management and monitoring of the main tax risks, business conduct such as to minimise the risk

of operating in breach of tax regulations, ensuring an approach of transparency and mutual co-operation in relations with the tax authorities.

This tool is designed to intercept risks arising from changes affecting the company, regulatory changes and practices affecting the tax variable, including by taking into account established case law.



Where it is deemed that tax obligations, based on objective assessment by management, are subject to interpretation or, in any case, have margins of uncertainty, the Company seeks evidence through external, third-party and independent advice or confirmation to ensure that, having assessed the likelihood of the various scenarios, any dispute over the chosen position is resolved in its favour, consistent with the “*more likely than not*” principle and the objectives of efficiency and compliance, which govern the approach to the tax variable.

Tax Risk Management is the process of making the TCF ‘effective’, i.e. ensuring the proper management and control of tax risk.

The process is broken down into sub-processes that ensure its continuous improvement and adaptability to major changes in the company’s structure and business model (adaptability to the internal context) or changes in tax legislation (adaptability to the external context).

Within the **internal control and tax risk management system**, roles and responsibilities have been assigned according to three levels of control:

- **level 1 control (“line control”)**, in fiscal risk management, individual operational lines that, as they perform their everyday duties, implement “line controls”, as defined by company policies and procedures, aimed at the proper performance of operating activities, including those with repercussions on tax compliance;
- **level 2 control entrusted to the Tax Risk Management function** (hereinafter also referred to as “TRM”), different

from the line functions in compliance with the criterion of separation of duties. The Tax Risk Management Function is responsible for monitoring activities (“Tax Assessment”), to verify the effectiveness and efficiency of controls to guard against tax risks;

- **level 3 control, at the apex of the pyramid, is entrusted to Group Internal Audit** and is aimed at assessing the functionality of the overall tax risk management and control system, as well as identifying anomalous trends, violations of procedures and regulations, in line with the activities carried out by this function on the Company’s overall internal control and risk management system.

Barilla also has a **TCF Committee**³ with a proactive advisory and supervisory role concerning TCF activities and processes.

The Group maintains collaborative relations with the Tax Authorities, based on respect for the principles of good faith, legality and transparency, confirming the virtuous way of doing business that has always characterised Barilla and is applied to all its stakeholders.

The consolidation of this relationship has allowed and will continue to allow an adequate level of certainty on dealing with tax issues appropriately, through constant, transparent and preventive dialogue.

For further information, please see the 2024 Financial Statements.

³ The TCF Committee is an entity based at Barilla G. e R. Fratelli S.p.A.

APPENDIX

GENERAL INFORMATION.....	262
INFORMATION IN RELATION TO SPECIFIC CIRCUMSTANCES.....	264
METRICS: VALUE CHAIN.....	265
METRICS: CLIMATE.....	271
IROs.....	277
LIST OF INFORMATION REFERRED TO INTERDISCIPLINARY AND THEMATIC PRINCIPLES.....	281

GENERAL INFORMATION

GENERAL CRITERIA FOR DRAFTING OF SUSTAINABILITY REPORT

The Sustainability Report is the main tool whereby the Barilla Group communicates the results achieved and the commitments undertaken in the environmental, social and governance areas, in a transparent, complete and structured manner.

Published annually since 2008, the document reflects the evolution of the company's sustainability pathway, highlighting the performance achieved and the main areas for improvement.

The Financial Statements for the year 2024 (1 January – 31 December) have been drawn up inspired by the European Sustainability Reporting Standards (ESRS), in line with the provisions introduced by the European Directive on Corporate Sustainability Reporting (CSRD).

Unless otherwise indicated, the data and information reported refer to the 2024 financial year and offer an integrated view of the Group's impacts on sustainability factors, as well as the ways in which these issues affect its economic and financial performance. The approach adopted is based on the principle of double materiality¹, an analysis conducted with the direct involvement of the company's top lines - responsible for the analysis of impacts in their respective areas - and integrated with the perspective of external stakeholders, to ensure an inclusive, participatory and solid approach.

During the year, Barilla began a process of strengthening its sustainability strategy in view of the full implementation of the CSRD. Taking as a starting point the material issues identified in the 2023 Sustainability Report, a context and benchmark analysis was conducted to verify their topicality, detect new emerging trends and assess their impacts. This process led to the definition of a new strategic architecture, divided into four pillars and eight application programmes, which guide the organisation's actions throughout the value chain.

For each programme, the management methods of the various issues are systematically reported, in terms of Policies, Actions, Targets and Metrics.

To facilitate consultation, the document includes a **Content Index**, which contains the list of reported ESRS Disclosure Requirements, associated with material topics relevant to Barilla, with an indication of the section in which each piece of information is discussed.

For the reporting year, no omissions were reported due to reasons of confidentiality, intellectual property or protection of know-how.

SCOPE OF REPORTING

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.

Where available and comparable, comparative data relating to the previous two years have also been included, to provide a more comprehensive and continuous view of the Group's performance trend over time.

To ensure an accurate representation of performance, preference was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators. The use of estimates has been limited to specific cases, which are clearly indicated in the document.

The scope of reporting adopted refers to the Consolidated Financial Statements for the financial year ended 31 December 2024.

¹ For further details on the methodology used, the procedure adopted and the results obtained, see the "Double materiality analysis" section.

DISCLOSURE IN RELATION TO SPECIFIC CIRCUMSTANCES

TIMESCALES

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 1-5 years;
- Long term >5 years.

VALUE CHAIN ESTIMATES

As anticipated, the assessment of impacts, risks and opportunities was conducted in consideration of the activities of the upstream and downstream value chain. 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. In the quantitative reporting of Scope 3 greenhouse gas emissions, Barilla uses data from reliable sources and methodologies compliant with the GHG Protocol to ensure an adequate level of accuracy of the information disclosed.

CAUSES OF UNCERTAINTY IN ESTIMATES AND RESULTS

Barilla is progressively implementing a structured control system, extended to all entities included in the scope of this Report (as defined above). Currently, the Group, with a view to continuous improvement, continues with the periodic evaluation of increasingly accurate and reliable data collection systems.

CHANGES IN DRAFTING AND PRESENTATION OF SUSTAINABILITY INFORMATION AND REPORTING ERRORS IN PREVIOUS PERIODS

As this is the first year of application of the ESRS reporting standards, the requirement for disclosure relating to changes in the preparation and presentation of sustainability information or reporting errors in previous periods does not apply.

METRICS: VALUE CHAIN

RESPONSIBLE ORIGIN AND SOURCING OF AGRICULTURAL RAW MATERIALS AND KEY INGREDIENTS

QUANTITY OF DURUM WHEAT EQUIVALENT, PURCHASED LOCALLY AND BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	813,601	636,153	78%
GREECE	51,117	51,117	100%
TÜRKIYE	174,641	174,641	100%
NORTH AMERICA	365,543	365,543	100%
CANADA	39,703	39,703	100%
MEXICO	90,151	90,151	100%
RUSSIA	94,856	94,856	100%
TOTAL	1,629,612	1,452,164	89%

QUANTITY OF SOFT WHEAT EQUIVALENT, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	278,102	117,752	42%
FRANCE	154,233	154,233	100%
GERMANY	17,347	17,347	100%
SWEDEN	5,826	5,826	100%
CANADA	4,671	4,671	100%
RUSSIA	24,836	24,836	100%
TOTAL	485,015	324,665	67%

QUANTITY OF RYE EQUIVALENT, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	408	0	0%
FRANCE	353	0	0%
GERMANY	31,087	31,087	100%
SWEDEN	38,367	24,380	64%
TOTAL	70,215	55,467	79%

QUANTITY OF TOMATOES, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	46,699	46,699	100%
CANADA	10	10	100%
TOTAL	46,709	46,709	100%

QUANTITY OF BASIL, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	8,884	8,884	100%
TOTAL	8,884	8,884	100%

QUANTITY OF EGGS, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	14,149	12,760	90%
FRANCE	3,554	3,554	100%
CANADA	27	27	100%
GREECE	2	2	100%
TOTAL	17,732	16,343	92%

QUANTITY OF BEET SUGAR, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
ITALY	37,096	14,487	39%
FRANCE	9,162	5,238	57%
GERMANY	902	902	100%
SWEDEN	458	458	100%
RUSSIA	1,380	1,380	100%
TOTAL	48,998	22,465	46%

QUANTITIES OF BUTTER, FRESH MILK, DAIRY PRODUCTS AND FISH CAUGHT IN LINE WITH THE SUSTAINABLE AGRICULTURE CODE (SAC)

	2024		
		RESPONSIBLE IN LINE WITH THE SUSTAINABLE AGRICULTURE CODE (SAC)	
	TOTAL	VOLUMES (t)	%
BUTTER	6,751	0	0%
FRESH MILK	3,821	3,583	94%
DAIRY PRODUCE	8,524	0	0%
CAUGHT FISH	22	22	100%

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	SWINE	POULTRY	CAUGHT FISH	FRESH MILK	BUTTER AND DAIRY PRODUCTS	EGGS AND EGG PRODUCTS	TOTAL CATEGORIES
SPECIES-SPECIFIC ENRICHMENT FOR ALL SPECIES	36%	98%	0%	0%	38%	0%	66%	39%
NO SWINE TAIL DOCKING	NA	74%	NA	NA	NA	NA	NA	74%
EXEMPTION FOR REMOVAL OF SKETCHES/ DEHORNING	96%	NA	NA	NA	9%	0%	NA	21%
THIRD-PARTY CERTIFICATION, INCLUDING ANIMAL WELFARE STANDARDS	96%	98%	0%	100%	94%	0%	100%	61%
TRANSPORT FOR LESS THAN 8 HOURS	96%	98%	0	NA	94%	0%	59%	42%
STUNNING	96%	98%	0%	NA	94%	0%	100%	99%
NEED FOR SECOND STUNNING FOLLOWING THE FIRST	2%	2%	NA	NA	NA	NA	NA	2%
CATTLE REARED IN GROUPS	96%	NA	NA	NA	94%	0%	NA	21%
CATTLE EXEMPT FROM TYING TO POSTS	NA	NA	NA	NA	94%	0%	NA	19%
SOWS FREE FROM GESTATION CAGES	NA	25%	NA	NA	NA	NA	NA	25%
CARROWING-FREE SOWS	NA	20%	NA	NA	NA	NA	NA	20%
PIGLETS REARED WITHOUT CAGES	NA	20%	NA	NA	NA	NA	NA	20%
CATTLE EXEMPT FROM FEEDLOT AND CAFO BREEDING	96%	NA	NA	NA	NA	NA	NA	96%
FREE-RANGE HENS	NA	NA	NA	NA	NA	NA	100%	100%
DEPECKING	NA	NA	NA	NA	NA	NA	30%	30%

METRICS:
CLIMATE

ENERGY BREAKDOWN
BY ENERGY SOURCE

QUANTITY OF RAW MATERIALS, PURCHASED LOCALLY BY COUNTRY OF PRODUCTION (t)

	2024		
	TOTAL PURCHASED	OF WHICH PURCHASED LOCALLY	% PURCHASED LOCALLY
BEEF	618	618	100%
ITALY	591	591	100%
CHINA	27	27	100%
PORK	1,675	1,675	100%
ITALY	1,647	1,647	100%
CHINA	28	28	100%
CHICKEN	5	5	100%
CHINA	5	5	100%
PURCHASED FISH	22	22	100%
ITALY	22	22	100%
BUTTER	6,751	0	0%
ITALY	6,032	0	0%
FRANCE	719	0	0%
FRESH MILK	3,821	3,821	100%
ITALY	3,583	3,583	100%
GERMANY	238	238	100%
DAIRY PRODUCTS AND DERIVATIVES	8,524	4,012	47%
ITALY	8,043	4,012	50%
FRANCE	18	0	0%
GERMANY	463	0	0%
TOTAL	21,416	10,153	47%

ENERGY CONSUMPTION AND ENERGY MIX (MWh and %)

	2024	2023	2022	2024 vs 2023	2024 vs 2022
FROM FOSSIL FUEL SOURCES (consistent with Scope 1 and 2)	1,287,831	1,243,077	1,304,418	3.6%	-1.3%
CONSUMPTION OF PETROL AND DERIVATIVES	14,050	11,113	5,318	26.4%	164.2%
CONSUMPTION OF NATURAL GAS	955,509	926,195	969,061	3.2%	-1.4%
PURCHASED FOSSIL FUEL ENERGY	318,271	305,769	330,040	4.1%	-3.6%
% OF TOTAL CONSUMPTION	79%	78%	80%	0.8%	0%
FROM NUCLEAR SOURCES	0	0	0	0	0
% OF TOTAL CONSUMPTION	0	0	0	0	0
FROM RENEWABLE SOURCES (consistent with Scope 1 and 2)	343,773	343,850	326,218	0.0%	+5.4%
% OF TOTAL CONSUMPTION	21%	22%	20%	-2.8%	+5.3%
CONSUMPTION OF RENEWABLE FUELS	1,250	1,500	0	-16.7%	0
CONSUMPTION OF PURCHASED RENEWABLE ENERGY	337,819	339,575	325,374	-0.5%	0
SELF-GENERATED RENEWABLE ENERGY	4,704	2,775	844	69.5%	457.3%
TOTAL CONSUMPTION (excluding energy sold)	1,631,604	1,586,926	1,630,636	2.8%	0.1%
% OF ELECTRICITY FROM RENEWABLE SOURCES FROM TOTAL ELECTRICITY DEMAND	48%	49%	45%	-0.7%	7.5%
% OF ELECTRICITY FROM RENEWABLE SOURCES ON TOTAL ELECTRICITY PURCHASED FROM THE GRID	60%	63%	60%	-3.9%	1.1%
MWP OF POWER INSTALLED (2030 figure: 24 MWp)	4.3	2.5	1.8	72.0%	138.9%

2 Includes fuel consumption related to mobile combustion.

BREAKDOWN OF WATER CONSUMPTION AT TOTAL WATER STRESS

TOTAL WATER CONSUMPTION IN WATER-RISK AREAS, INCLUDING THOSE WITH HIGH WATER STRESS (m³)

	2024	2023	2022	2024 vs 2023	2024 vs 2022
ASCOLI	33,435.0	39,890.0	50,812.0	-16.2%	-34.2%
CASTIGLIONE	86,336.0	83,563.0	81,692.0	3.3%	5.7%
CELLE	0	156,536.0	134,922.4	- ³	-
FOGGIA	144,245.0	148,077.0	153,794.2	-2.6%	-6.2%
LA MALTERIE	39,312.0	0	0	Classified as a new water risk area	Classified as a new water risk area
MARCIANISE	163,581.0	145,630.0	168,654.0	12.3%	-3.0%
MELFI	136,954.0	118,295.0	115,595.0	15.8%	18.5%
MONTREAL	0	84,405.0	0	- ³	-
RUBBIANO	380,062.0	379,261.0	407,039.0	0.2%	-6.6%
SAN LUIS	51,647.6	50,568.5	41,154.0	2.1%	25.5%
SOLNE	44,114.0	39,947.0	0	10.4%	-
SOLNE	22,795.0	24,029.0	26,673.0	-5.1%	-14.5%
THEVA	18,576.0	18,746.0	21,106.0	-0.9%	-12.0%
VALENCIENNES	9,670.0	9,827.0	10,972.0	-1.6%	-11.8%
ALTAMURA	12,964.0	12,302.0	13,165.0	5.4%	-1.5%
CASTELPLANIO	4,330.0	5,322.0	6,513.0	-18.6%	-33.5%
FERRARA	12,890.0	10,615.0	0	21.4%	-
VOLOS	2,065.0	3,267.0	3,199.0	-36.8%	-35.4%

³ Location no longer classified as at water risk.

BREAKDOWN OF WASTE GENERATED

BREAKDOWN OF WASTE GENERATED (t)

	2024	2023	2022	2024 vs 2023	2024 vs 2022
TOTAL QUANTITY OF WASTE GENERATED	35,998.9	37,525.0	37,180.9	-4.1%	-3.2%
TOTAL QUANTITY (BY WEIGHT) OF WASTE SENT FOR RECOVERY	33,897.9	34,367.2	34,099.5	-1.4%	-0.6%
HAZARDOUS WASTE SENT FOR RECOVERY	249.6	298.9	213.0	-16.5%	17.2%
Recycling	236.0	278.6	151.9	-15.3%	55.3%
Other recovery operations	13.6	20.3	61.1	-32.7%	-77.7%
NON-HAZARDOUS WASTE SENT FOR RECOVERY	33,648.3	34,068.4	33,886.5	-1.2%	-0.7%
Recycling	32,868.7	33,155.5	32,666.6	-0.9%	0.6%
Other recovery operations	779.5	912.9	1,219.9	-14.6%	-36.1%
QUANTITY (BY WEIGHT) OF WASTE DIRECTED TO DISPOSAL	2,101.0	3,157.7	3,081.4	-33.5%	-31.8%
HAZARDOUS WASTE DIRECTED TO DISPOSAL	146.9	184.3	49.6	-20.3%	196.0%
Incineration	3.7	7.4	8.1	-49.9%	-54.1%
Discharge	143.2	176.9	41.5	-19.1%	244.8%
NON-HAZARDOUS WASTE DIRECTED TO DISPOSAL	1,954.1	2,973.4	3,031.8	-34.3%	-35.5%
Incineration	0	0.4	0	-100.0%	-
Discharge	1,954.1	2,973.0	3,031.8	-34.3%	-35.5%
TOTAL QUANTITY OF NON-RECYCLED WASTE	2,101.0	3,157.7	3,081.4	-33.5%	-31.8%
PERCENTAGE OF NON-RECYCLED WASTE	5.8%	8.4%	8.3%	-30.6%	-29.6%

BREAKDOWN AND METHODOLOGY
FOR CALCULATING GHG EMISSIONS

BREAKDOWN AND METHODOLOGY FOR CALCULATING CLIMATE-CHANGING GAS EMISSIONS

	2024	2023	2022 base year
GROSS SCOPE 1 GHG EMISSIONS (t CO ₂ e)	232,402	227,094	240,422
PERCENTAGE OF SCOPE 1 GHG EMISSIONS COVERED BY REGULATED EMISSIONS TRADING SCHEMES (%)	28%	40%	41%
GROSS SCOPE 2 GHG EMISSIONS BASED ON LOCATION (t CO ₂ e)	201,708	187,596	196,445
MARKET-BASED GROSS SCOPE 2 GHG EMISSIONS (t CO ₂ e)	119,988	103,560	105,436
GROSS INDIRECT (SCOPE 3) GHG EMISSIONS (t CO ₂ e)	4,601,972	4,499,653	4,677,110
1. Goods and services purchased	2,584,565	2,552,535	2,611,514
2. Capital goods	84,106	80,891	76,456
3. Fuel and energy-related activities (not included in Scopes 1 or 2)	86,781	84,224	95,436
4. Upstream transport and distribution	594,547	606,994	653,843
5. Waste generated by operational activities	4,108	6,005	5,173
6. Business trips	1,877	1,858	1,225
7. Employee commuting	13,847	15,978	16,709
8. Upstream leased assets	0	0	0
9. Downstream transport and distribution	142,810	137,878	142,780
10. Processing of products sold	0	0	0
11. Use of products sold	1,007,280	935,264	995,727
12. End-of-life processing of products sold	81,937	77,911	78,134
13. Downstream leased assets	113	113	113
14. Franchising	0	0	0
15. Investments	0	0	0
TOTAL GHG EMISSIONS (LOCATION-BASED) (t CO ₂ e)	5,036,082	4,914,343	5,113,976
TOTAL GHG EMISSIONS (MARKET-BASED) (t CO ₂ e)	4,954,362	4,830,306	5,022,968
INTENSITY OF GREENHOUSE GAS EMISSIONS (LOCATION-BASED) (t CO ₂ e PER EURO OF NET REVENUES)	2.43	2.57	2.48
GREENHOUSE GAS EMISSIONS INTENSITY (MARKET-BASED) (t CO ₂ e PER EURO OF NET REVENUES)	2.39	2.53	2.43

Barilla applies the operational control criterion as a consolidation method for 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.

In terms of data collection, emissions from production plants and offices (Parma, Paris, Cologne, Stockholm, Chicago, Singapore) are collected through primary collection, whereas for commercial sites the data are estimated on the basis of average consumption derived from the primary information available.

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.
- 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**
Goods and services purchased:
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**
Activities related to fuel and energy use (not included in Scopes 1 or 2):
The emission factors used are taken from the DEFRA 2023 database.
- Category 4**
Upstream transport and distribution:
The emission factors used are based on the Ecoinvent database.
- Category 5**
Waste generated by operational activities: 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 trips:**
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 9
Downstream transport and distribution:**
The emission factors used are based on the Ecoinvent database.
- Category 11
Use of products sold:**
The emission factors used are based on the Ecoinvent database.
- 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.

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 CO₂), 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 CO₂ equivalent (CO₂e), including all greenhouse gases recognized by the Kyoto Protocol:

- Carbon dioxide (CO₂)
- Methane (CH₄)
- Nitrous oxide (N₂O)
- Hydrofluorocarbons (HFCs)
- Perfluorocarbons (PFCs)
- Sulphur hexafluoride (SF₆)
- Nitrogen trifluoride (NF₃)

IROs

Barilla has conducted a double materiality analysis, in accordance with the CSRD and ESRS standards, with the aim of identifying impacts, risks and opportunities related to its strategic programs.

Barilla has conducted a double materiality analysis, in accordance with the CSRD and ESRS standards, with the aim of identifying impacts, risks and opportunities related to its strategic programs. The results obtained represent a fundamental reference for directing sustainability strategies and strengthening management throughout the value chain.

IMPACTS, RISKS AND OPPORTUNITIES – E1		
Category	Description	Stage in value chain
NEGATIVE IMPACT	The consumption of energy and fossil fuels in the food and beverage industry can contribute to climate change and pollution.	Direct operations
	Land and sea transportation operations generate direct greenhouse gas (GHG) emissions, contributing to climate change.	Upstream value chain
POSITIVE IMPACT	Use of renewable energy to reduce the use of fossil-fuel raw materials and CO ₂ emissions.	Direct operations
	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
RISK	Increased risk of operational disruptions due to extreme weather events.	Direct operations
OPPORTUNITY	Investments in energy efficiency and thermal and electrical energy plans to reduce carbon footprint and optimise operating costs.	Direct operations
	Establishing stable relationships with suppliers to ensure a more sustainable supply chain with less climate impact.	Upstream value chain

IMPACTS, RISKS AND OPPORTUNITIES – E3

Category	Description	Stage in value chain
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
	Intensive use of water in agriculture, contributing to water scarcity with impacts on the environment and local communities.	Upstream value chain
RISK	High water consumption in the Group's activities, with a negative environmental footprint.	Direct operations / Upstream value chain
	Risk of water stress at production sites in France during the summer, with possible impacts on production.	Direct operations
	Negative environmental impacts from waste generated by operations.	Direct operations
OPPORTUNITY	Improve business resilience to water stress by reducing financial risks and ensuring business continuity.	Direct operations / Upstream value chain
	Adoption of measures to increase process efficiency and reduce water consumption	Direct operations

IMPACTS, RISKS AND OPPORTUNITIES – E4

Category	Description	Stage in value chain
NEGATIVE IMPACT	Agricultural practices such as deforestation, soil compaction, intensive irrigation, and overgrazing cause moderate to severe erosion of agricultural soils.	Upstream value chain
	The procurement of raw materials and transport and production activities can contribute to deforestation and biodiversity loss.	Upstream value chain / Direct operations
	Waste pollution can compromise indigenous natural resources and lands, with negative effects on the food security and culture of indigenous fishing communities.	Direct operations
RISK	Uncertainty in availability of raw materials related to effects of climate change and unsustainable agricultural practices.	Upstream value chain
OPPORTUNITY	Creation of stable relationships with players in the supply chain for a safer and lower climate-impacted supply, with cost optimisation.	Upstream value chain
	Adoption of forest sustainability principles for packaging, which improve the stability of the supply chain and prepare the company for future regulations.	Upstream value chain / Direct operations
	Strategic positioning as a company attentive to the impacts of its activities on forests, with clear objectives on sustainable packaging and transparent communication with stakeholders.	Upstream value chain / Direct operations

IMPACTS, RISKS AND OPPORTUNITIES – E5

Category	Description	Stage in value chain
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
	Incineration of by-products without energy recovery or their disposal in landfills generates waste, causing negative environmental impacts such as greenhouse gas emissions and water pollution.	Direct operations
	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
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
RISK	High environmental footprint of Barilla product packaging due to intensive use of plastic.	Direct operations / Downstream value chain
	Failure to integrate guidelines on packaging and recycled materials.	Internal operations
	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

IMPACTS, RISKS AND OPPORTUNITIES – S1

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

IMPACTS, RISKS AND OPPORTUNITIES – S4

Category	Description	Stage in value chain
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
	The use of antibiotics, anti-inflammatories and hormones in animal products can leave unwanted residues, compromising food safety and public health.	Upstream value chain
	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
	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

IMPACTS, RISKS AND OPPORTUNITIES – G1

Category	Description	Stage in value chain
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
	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
	Corruption (bribery, fraud, money laundering) can cause misallocation of resources, reduce public revenues, and harm workers and communities.	Upstream value chain / Operations
POSITIVE IMPACT	Activities aimed at promoting transparency and trust with suppliers, including ESG assessments, can generate positive impacts.	Upstream value chain / Operations
	A wage policy that guarantees a decent income can help reduce inequalities and in-work poverty.	Direct operations
	Whistleblower protection strengthens the ability to report ethical violations without fear of retaliation.	Direct operations
	The promotion of a responsible corporate culture (absence of corruption, compliance with regulations) generates widespread benefits for the community.	Direct operations

LIST OF INFORMATION REFERRED TO IN INTERDISCIPLINARY AND THEMATIC PRINCIPLES

The table below sets out all the material datapoints, indicating the relative reference for each one in this Sustainability Report.

Requirement	Disclosure	Pillar	Chapter
BP-1	General criteria for drafting of sustainability statement	APPENDIX	GENERAL INFORMATION
BP-2	Disclosure in relation to specific circumstances	APPENDIX	GENERAL INFORMATION
IRO-1	Description of process for identifying and assessing relevant impacts, risks and opportunities	APPENDIX	ANNEX
IRO-2	Disclosure requirements of ESRS covered by undertaking sustainability statement	APPENDIX	ANNEX
E1-1	Climate change mitigation transition plan	CLIMATE	DECARBONISATION
E1.SBM-3	Impacts, risks and opportunities related to climate change	CLIMATE	DECARBONISATION / ENERGY / INTRODUCTION TO CLIMATE
E1.IRO-1	Identification and assessment of climate impacts, risks and opportunities	APPENDIX	ANNEX
E1-2	Climate change mitigation and adaptation policies	CLIMATE	ENERGY
E1-3	Climate change policy actions and resources	CLIMATE	DECARBONISATION / ENERGY
E1-4	Climate change mitigation and adaptation objectives	CLIMATE	DECARBONISATION

Requirement	Disclosure	Pillar	Chapter
E1-5	Energy consumption and energy mix	CLIMATE	ENERGY
E1-6	Indirect scope 1, 2, 3 GHG emissions and total GHG emissions	CLIMATE	DECARBONISATION
E1-7	GHG removals and GHG emission mitigation projects financed with carbon credits	CLIMATE	DECARBONISATION
E1-8	Domestic carbon pricing	CLIMATE	DECARBONISATION
E3.IRO-1	Identification and assessment of water-related impacts, risks and opportunities	APPENDIX	ANNEX
E3-1	Policies related to water and marine resources	CLIMATE	WATER
E3-2	Actions and resources related to water and marine resources	CLIMATE	WATER
E3-3	Water and marine resource objectives	CLIMATE	WATER
E3-4	Water consumption	CLIMATE	WATER
E5.IRO-1	Identification and assessment of impacts, risks and opportunities related to the circular economy	APPENDIX	ANNEX
E5-1	Policies related to use of resources and circular economy	CLIMATE PRODUCTS	WASTE / PACKAGING
E5-2	Actions and resources related to use of resources and circular economy	CLIMATE PRODUCTS	WASTE / PACKAGING
E5-3	Objectives related to use of resources and circular economy	CLIMATE PRODUCTS	WASTE / PACKAGING
E5-4	Incoming resource flows	PRODUCTS	PACKAGING
E5-5	Outgoing resource flows	CLIMATE PRODUCTS	WASTE / PACKAGING
S1.SBM-3	Impacts, risks and opportunities for workforce	APPENDIX	ANNEX
S1-1	Policies related to own workforce	PEOPLE	BARILLA PEOPLE
S1-2	Workforce engagement and representatives regarding impacts	PEOPLE	BARILLA PEOPLE
S1-3	Remediation processes and channels to raise concerns	PEOPLE	BARILLA PEOPLE
S1-4	Interventions and management of impacts and risks on workforce	PEOPLE	BARILLA PEOPLE
S1-5	Workforce impacts, risks, and opportunities targets	PEOPLE	BARILLA PEOPLE
S1-6	Employee characteristics	PEOPLE	BARILLA PEOPLE

Requirement	Disclosure	Pillar	Chapter
S1-7	Non-employee worker characteristics	PEOPLE	BARILLA PEOPLE
S1-8	Collective bargaining and social dialogue	PEOPLE	BARILLA PEOPLE
S1-9	Diversity	PEOPLE	BARILLA PEOPLE
S1-10	Adequate wages	PEOPLE	BARILLA PEOPLE
S1-11	Social protection	PEOPLE	BARILLA PEOPLE
S1-12	People with disabilities	PEOPLE	BARILLA PEOPLE
S1-13	Training and skills development	PEOPLE	BARILLA PEOPLE
S1-14	Health and safety	PEOPLE	HEALTH & SAFETY
S1-15	Work-life balance	PEOPLE	BARILLA PEOPLE
S4.SBM-3	Consumer impacts, risks and opportunities	APPENDIX	ANNEX
S4-1	Policies for consumers and end-users	PRODUCTS	NUTRITION & WELLBEING / QUALITY & FOOD SAFETY
S4-2	Consumer engagement on impacts	PRODUCTS	NUTRITION & WELLBEING / QUALITY & FOOD SAFETY
S4-3	Remediation processes and consumer channels	PRODUCTS	NUTRITION & WELLBEING / QUALITY & FOOD SAFETY
S4-4	Interventions on impacts for consumers and end-users	PRODUCTS	NUTRITION & WELLBEING
S4-5	Targets on negative/positive impacts for consumers	PRODUCTS	NUTRITION & WELLBEING
G1.GOV-1	Governance and responsibilities on company conduct	-	GOVERNANCE
G1-1	Culture and company conduct policies	-	GOVERNANCE
G1-3	Prevention and detection of corruption	-	GOVERNANCE
G1-4	Events of corruption or bribery	-	GOVERNANCE



In line with our commitment to the planet, this Report is printed in a limited number of copies, using FSC certified paper.

The FSC certification guarantees that the production and supply chain is managed with the greatest respect for the environment is socially useful and economically sustainable.

The FSC forest management standards include the protection of water quality, prohibit cutting down old-growth forests, prevent the loss of natural forest cover, and ban the use of highly toxic chemical products. In addition, FSC expects forest managers to involve the members of the local communities in the decision-making processes and to protect the rights of indigenous populations. FSC also requires that the results of the certification audits are published, even if they refer to private property.

List of images:

iStock: pp. 178.
Pexels: pp. 203, 204, 212, 213, 221, 222, 237.
Unsplash: pp. 142-149, 164, 165, 166, 208, 211.

Barilla is available for any reports of iconographic sources not mentioned.

Edited by

Barilla Communication
and External Relations
Department

Graphic Design

Visualmade, Milano

Photographs

Barilla Archive
Barilla Historical Archive

Printing

Cattaneo Paolo Grafiche Srl,
Oggiono, Lecco

BARILLA GROUP

Registered Office

Via Mantova, 166 - 43122 Parma, Italy

Contacts

Tel. +39 0521 2621

e-mail: mediarelations@barilla.com
www.barillagroup.com

