

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.



First voluntary
Sustainability
Report

2008

First EPD published

2010

First programme
on eggs from
free-range hens

2012

2011

Launch of CSR system
to collect HSEE data
from our factories

2009

First sustainable durum
wheat programme

Electricity from
renewable sources
for Mulino Bianco



Mulino Bianco
biscuits in fully
recyclable
packaging

2014

Sauces and pesto
with electricity from
renewable sources



Barilla principles of
sustainable packaging

In-house Animal
Welfare Policy

2016

2015

Supply of durum wheat
by rail for the Group's
largest plant (Parma)

First programme on
responsible cocoa
with Cocoa Horizons
for Pan Di Stelle



2013

Electricity from
renewable sources
for Wasa

Creation
of D&I Board



Smart working pilot

Electricity from renewable
sources for Harrys



First photovoltaic system
installed (Melfi)

2017



Commitment
to SBTi at 2.0°

2019

Gender Pay
Equality for all
Barilla people

2021



2020

Sustainable Carta
del Basilico

Durum Wheat
Manifesto

2018



"Carbon Neutrality"
project for Wasa

Carta del Mulino on
sustainable soft wheat

Charte Harrys on soft
wheat from responsible
agriculture

ZERO Accidents
programme



Nutrition & Wellbeing Model

Parental leave policy

2023

2024

New SBTi 1.5°
commitment

New ESG
Governance
and Strategy

2022

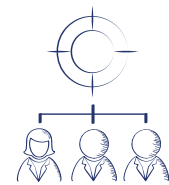
Removal of
plastic window
from Barilla
Classic

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.

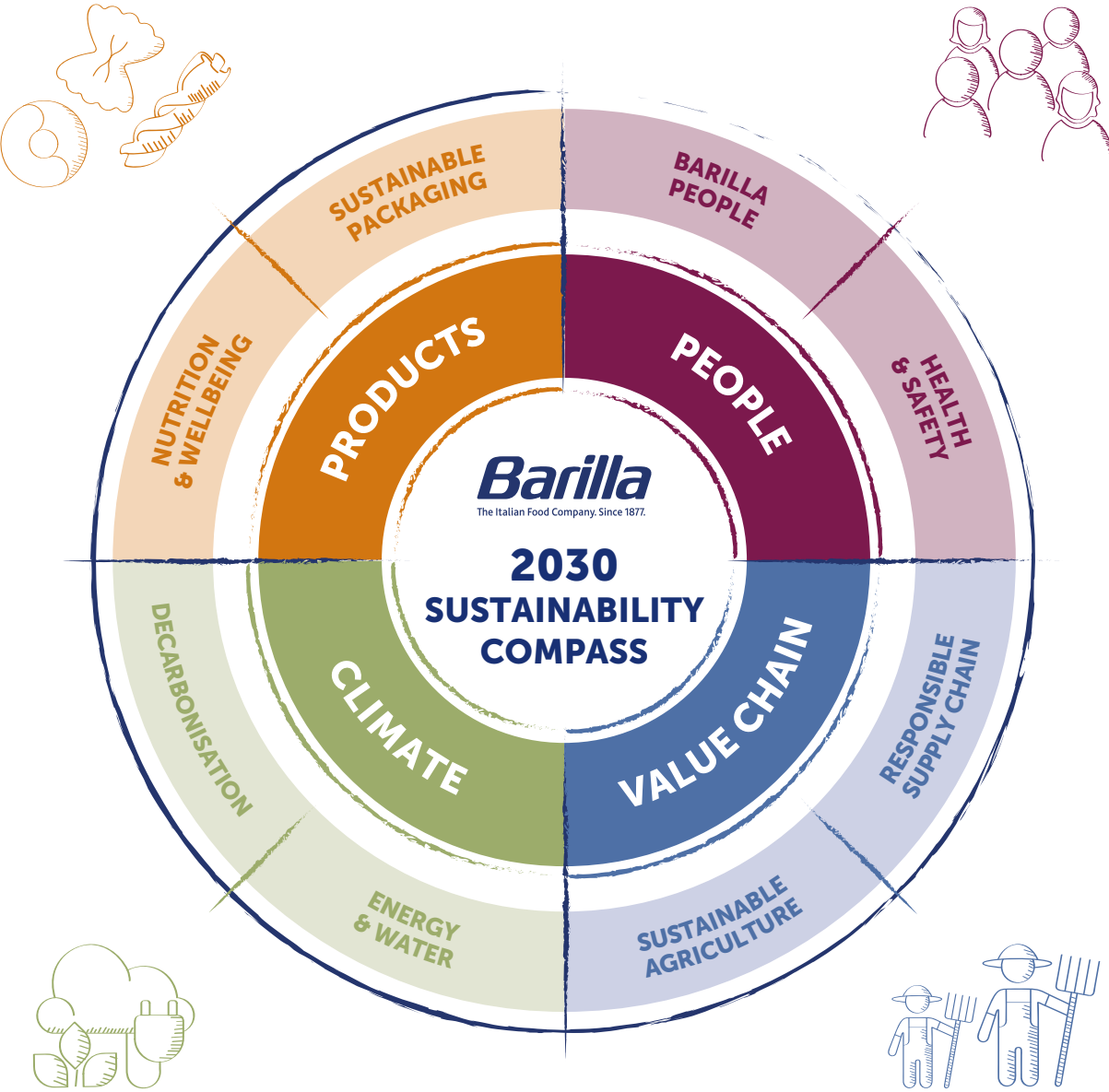
The new sustainability governance consisting of more than 150 people in all business units represents a tangible step towards the structured integration of the ESG strategy.

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.

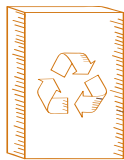


SUSTAINABILITY STRATEGY



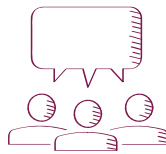
NUTRITION & WELLBEING

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.