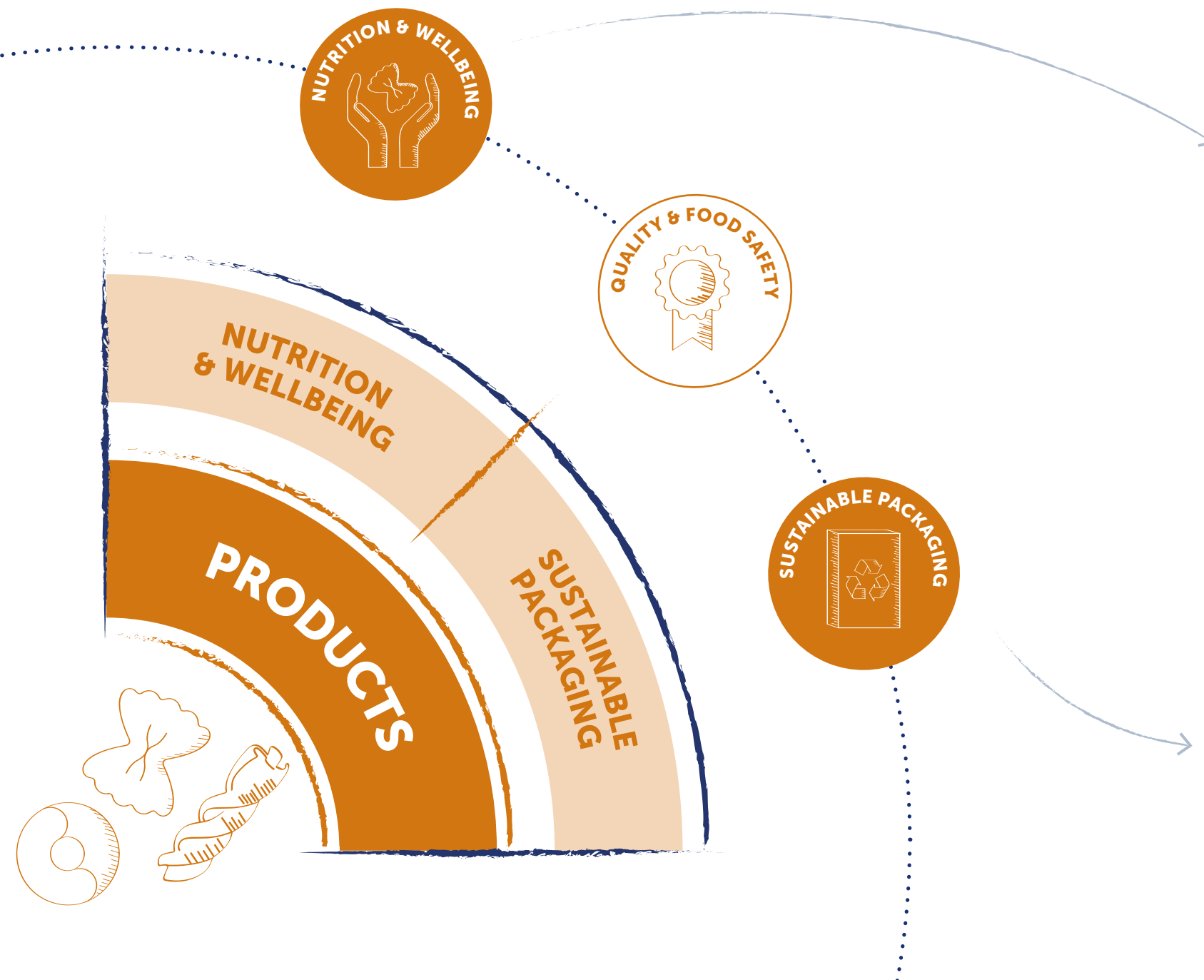


Barilla is constantly committed to offering consumers high-quality, safe, nutritionally balanced products, preferring the purchase of raw materials from supply chains that adopt sustainable practices. This commitment translates into significant investments in Research & Development: in the last year 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.

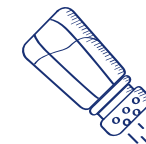
A crucial role is played by packaging, which protects and preserves food, facilitates its use and conveys information. However, packaging also poses an environmental challenge, due to the waste generated and the emissions associated with manufacturing. Barilla addresses these risks by focusing on improving 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.



2024 RESULTS



88%
of **VOLUMES** sold (+0.7% compared to 2023)
with **≤ 5 g** of **SUGAR**



88%
of **VOLUMES** sold (+1.5% compared to 2023)
with **≤ 0.5 g** of **SALT** per serving

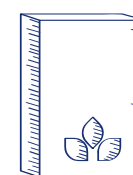


90%
of **VOLUMES** sold (+0.8% compared to 2023)
SOURCE OF FIBRE



65%
of **BAKERY PRODUCTS** (+2.4% compared to 2023)
in single portions, they contain **≤ 150 kcal**

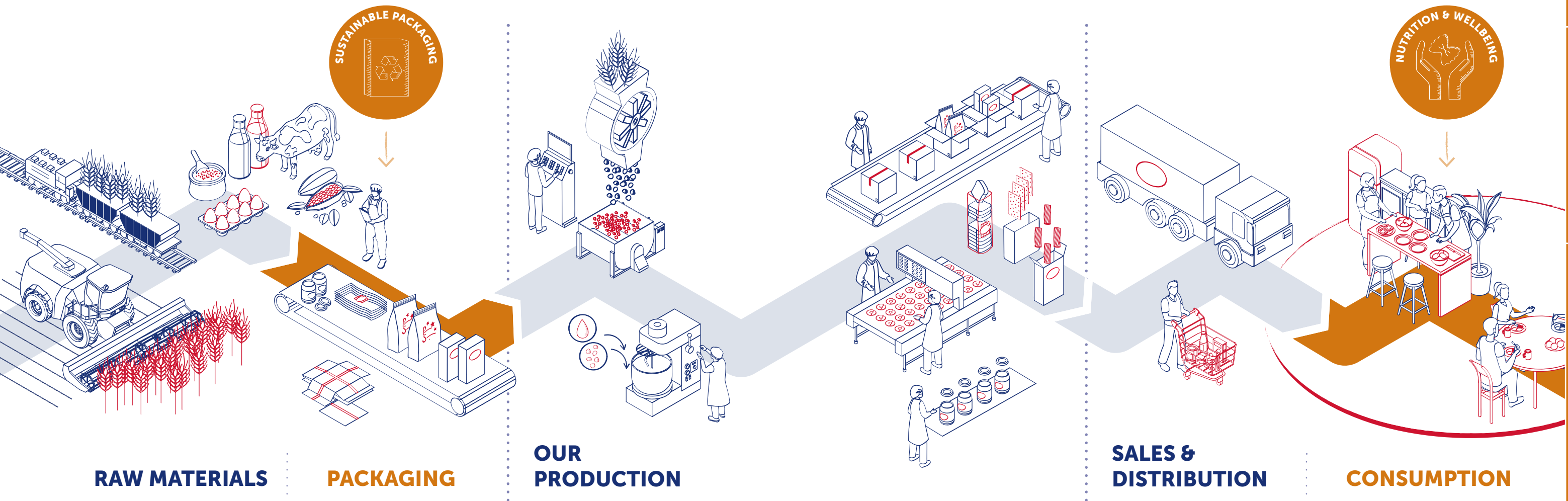
2024 RESULTS



99.8%
of **PACKAGING**
is designed to
BE RECYCLED



>50%
RECYCLED MATERIALS
in our packaging



RAW MATERIALS

PACKAGING

OUR PRODUCTION

SALES & DISTRIBUTION

CONSUMPTION



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.**