

THE JOY OF FOOD FOR A BETTER LIFE

SUSTAINABILITY REPORT 2022

THE JOY OF FOOD FOR A BETTER LIFE

BRINGING PEOPLE
CLOSER TO THE JOY OF GOOD FOOD
AND MAKING QUALITY
THE CHOICE FOR A BETTER LIFE,
FROM EACH INDIVIDUAL TO THE PLANET.

BECAUSE THIS IS HOW WE ARE
NURTURING THE FUTURE, TODAY.

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 2022, unless otherwise indicated.

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THE JOY OF FOOD FOR A BETTER LIFE

GUIDO, LUCA E PAOLO BARILLA,
Chairman and Vice-chairmen

Food has always had a profound significance in human history and has supported people's lifestyles and expectations. This is the essence of our job, only seemingly unchanging, but in constant, great turmoil because of all that goes on behind the scenes.

Agriculture, cultivation systems, transformation of the raw material into finished product, packaging, distribution and consumption have evolved over time to meet our increasingly pressing demand for products that satisfy the emotion of taste, nutrition, health, integrated with the ability to regenerate the planet's resources. This makes our job an extremely exciting challenge to find ever better solutions quickly.

The quality expressed in the product is the synthesis of a multiplicity of activities where the protagonists are the people who with their preparation and experience face the future.

Since 1877, our work has been fuelled by the desire to surpass ourselves, arriving to the present day with the same spirit as the founders.

This is the only certainty before us: a lot of passion and still a lot of work.



THE JOY OF FOOD FOR A BETTER LIFE



GIANLUCA DI TONDO,
CEO

For me, Barilla represents not only the company I work for, but my 'family'. And what I want for my family is for it to grow, be strong and healthy.

Being the CEO is a great responsibility, towards our people, towards our consumers and towards the environment around us.

For years we thought we could take without giving anything back and today we realise that it is no longer possible to think of unlimited growth within a world that by definition has limited resources. If we want to give our planet and all of us a future, we must do our part.

We know how difficult this path will be and we also know that it is something we cannot do alone. But we must begin, all of us.

Our company embarked on this journey many years ago: it did so without making big announcements, because it felt it was the right thing to do.

We did it in small steps, but over time they helped us to achieve great results.

And so we want to continue, one step at a time.

This report tells about us, our products, our people and our way of doing business.

Enjoy reading

A handwritten signature in black ink, which appears to read "Gianluca Di Tondo".

WHO WE ARE



WE ARE
A BIG FAMILY
IN LOVE WITH
GOOD FOOD



PROFILE OF THE GROUP

—

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

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

Today, after 145 years, our products are eaten by people throughout the day. We have a presence in over **100 countries** thanks to our brands, we have become an icon of excellence in the food sector. Thanks to the **29 production facilities**, each year we provide **over 2,109,000 tonnes of products** to people.

**over 2,109,000 tonnes
of products sold**

Our purpose **“The joy of food for a better life”** expresses the foundation of our existence.

It's about us and our commitment for people and for the planet: **offering wholesome products, made with high quality ingredients from sustainable supply chains.**

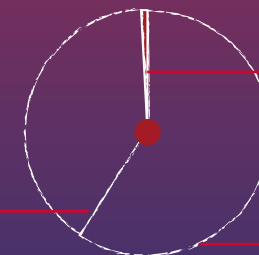
**“more than figures,
our results motivate us
to move boldly forward”**

BARILLA PEOPLE



BUSINESS AREA (TURNOVER)

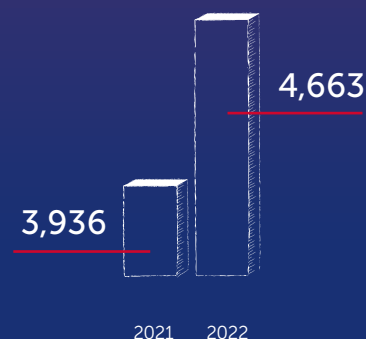
BAKERY
PRODUCTS
39.9%



OTHER
0.8%

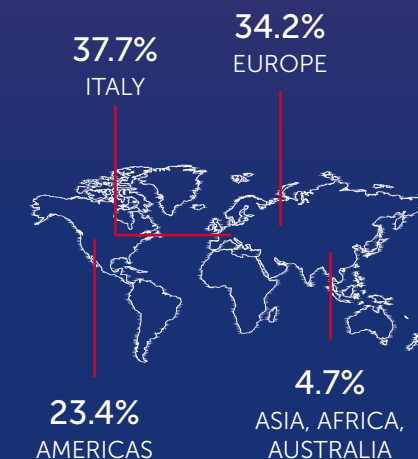
PASTA, SAUCES AND
READY-MEALS
59.3%

TURNOVER (MILLION EURO)



**272 Million
in investments**

GEOGRAPHICAL AREA (TURNOVER)



BARILLA IN THE WORLD

UNITED STATES	CANADA	MEXICO	BRAZIL
 1	 1	 1	 1
 2	 1	 1	 1
 1			

EUROPE	UK	ITALY	TURKEY	UNITED ARAB EMIRATES	RUSSIA	SINGAPORE	JAPAN
 15	 1	 1	 1		 1	 1	 1
 8	 1	 2	 1	 1	 1		
		 15				CHINA	AUSTRALIA
		 1				 1	 1
		 1					

8,747
BARILLA PEOPLE

21
BRANDS

29
PRODUCTION
DISTRICTS

*that envisages one or more sites

15 IN ITALY
14 ABROAD



KEY

-  CENTER OF EXPERTISE
-  PLANTS AND MILLS
-  COMMERCIAL OFFICES
-  CUSTOMER COLLABORATION CENTER
-  SHOP

WHO WE ARE

ITALY



SURFACE AREA

2,994,000 mq

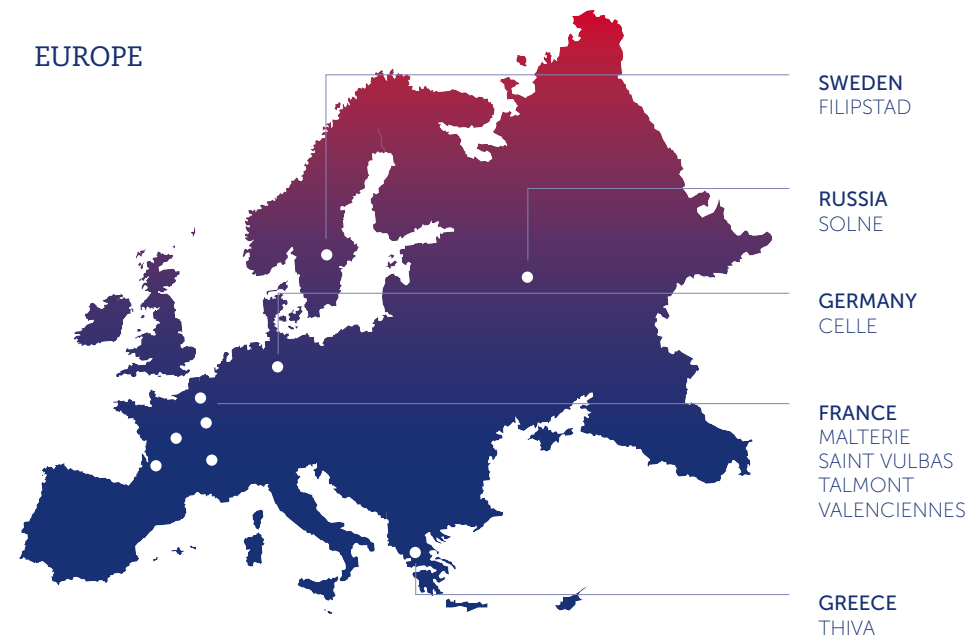
HOURS WORKED

4,391,000

BRANDS	EMPLOYEES	PRODUCTION
Barilla Voiello Mulino Bianco Pavesi GranCereale Pan di Stelle Wasa BluRhapsody	2,922	1,135,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	186,341 t CO _{2eq}
	Scope 2	49,215 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.21 t
	WATER CONSUMPTION	
	Water withdrawals	1,754,671 m ³
	Water withdrawals per tonne of finished product	1.55 m ³ /t

SUSTAINABILITY REPORT 2022

EUROPE



SURFACE AREA

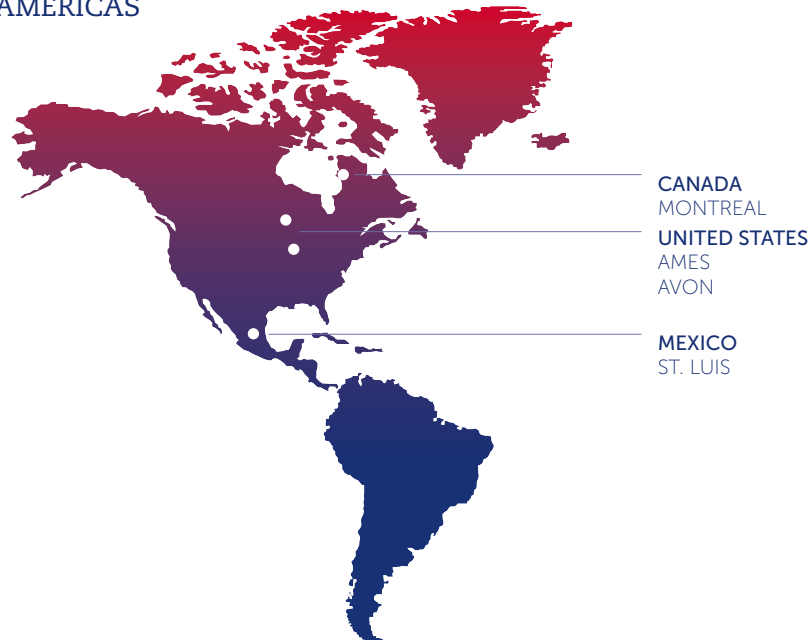
960,000 mq

HOURS WORKED

3,197,000

BRANDS	EMPLOYEES	PRODUCTION
Barilla Mulino Bianco Harrys Misko Wasa Pasta Evangelists	2,154	339,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	26,975 t CO _{2eq}
	Scope 2	21,898 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.14 t
	WATER CONSUMPTION	
	Water withdrawals	396,329 m ³
	Water withdrawals per tonne of finished product	1.17 m ³ /t

AMERICAS



SURFACE AREA

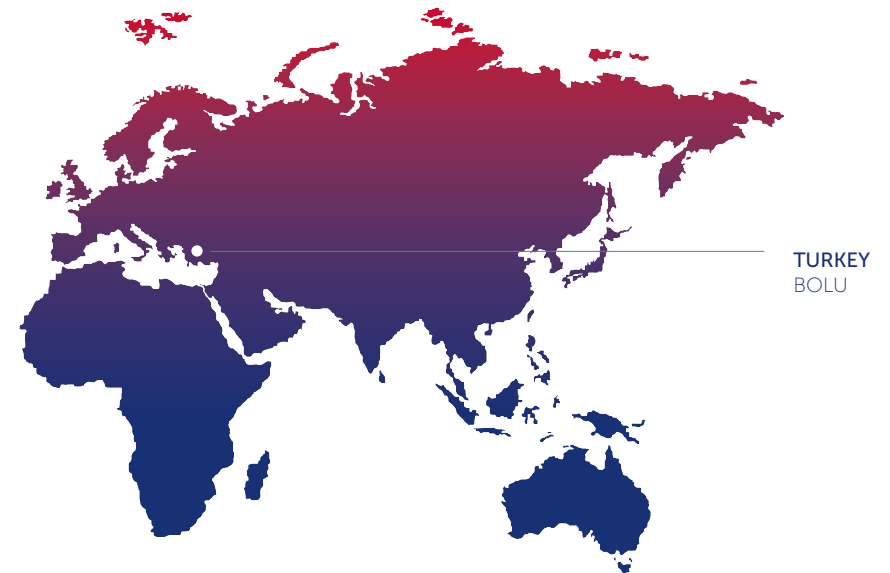
809,000 mq

HOURS WORKED

1,487,000

BRANDS	EMPLOYEES	PRODUCTION
Barilla Vesta Yemina Catelli Lancia Tolerant Splendor	742	394,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	43,618 t CO _{2eq}
	Scope 2	56,052 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.25 t
	WATER CONSUMPTION	
	Water withdrawals	337,382 m ³
	Water withdrawals per tonne of finished product	0.86 m ³ /t

ASIA, AFRICA AND AUSTRALIA



SURFACE AREA

140,000 mq

HOURS WORKED

326,000

BRANDS	EMPLOYEES	PRODUCTION
Barilla Filiz	106	97,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	7,594 t CO _{2eq}
	Scope 2	12,264 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.20 t
	WATER CONSUMPTION	
	Water withdrawals	81,323 m ³
	Water withdrawals per tonne of finished product	0.84 m ³ /t

BRANDS

“All the brands of the Barilla Group are linked by the same goal:
offer to people the joy and pleasure
of the good food”





The **Barilla** brand is born 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.



The ancient **Voiello** brand was founded in 1879 in Torre Annunziata (Naples), a major center of pasta production since the 16th century. Made with 100% Italian Aureo wheat. Voiello has formed part of Barilla since 1973.



Founded in 1977, **Filiz** is one of the largest pasta producers in Turkey, a country that ranks as one of the most avid consumers of pasta. Filiz has been part of Barilla since 1994.



MISKO was founded in Greece in 1927 and embodies the values of the Hellenic pasta tradition, personified by the monk Akakios riding his donkey to buy pasta at the village market. MISKO is part of Barilla since 1991.



Yemina and **Vesta** – founded in 1952 and 1966 respectively – are two brands of the Mexican market. They joined Barilla as a result of the joint venture established with Mexico’s Grupo Herdez in 2002.



Catelli is a brand of the Canadian market with over 100 years of history, acquired in 2021 together with the Lancia® and Splendor® brands and the plant in Montreal, Quebec.



A Premium British brand specialized in the production and digital distribution of fresh pasta and high-quality sauces, in both the recipe boxes category and online **takeaway**. With its 2021 acquisition of a majority stake in **Pasta Evangelists**, Barilla entered the fresh pasta market and consolidated its presence in the United Kingdom.



Tolerant is the brand of plant-based foods, rich in proteins, designed for those who have food intolerances or dietary restrictions. Tolerant is a specialty food line based on legumes subjected to minimal transformation processes, made with organic mono-ingredient.



Academia Barilla was founded in 2004 with the aim of promoting Italian gastronomic culture, and disseminating the Mediterranean Diet as a healthy and balanced lifestyle.



FIRST is a brand specializing in retail services.



Barilla for Professionals offers high-quality products, services and know-how for the catering industry.



A line of 3D printed pasta that reinvents the art of making pasta. With **BluRhapsody** a new digital craftsmanship of made in Italy pasta is born.



Established in 1975, **Mulino Bianco** now forms part of Italian food culture, as a testament to the everyday life of Italian families. It offers simple, authentic 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 and natural 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*.



The **Pavesi** brand was created in 1937 by Mario Pavesi, a brilliant confectioner and entrepreneur from Novara. It offers a wide range of bakery and pastry products. Pavesi has formed part of Barilla since 1992.



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



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

THE NEW LOGO

2022, the year in which **Barilla celebrates its 145th anniversary**, is full of innovations consistent with the long history of the brand. Among these, the launch of the new logo: a more intense red, a symbol of Barilla's love for pasta.



More red than red,
to symbolize a great
“Sign of love”

The new oval loses its white component, historical reference to egg pasta, to best represent the offer of the brand which has expanded, year after year, to meet the needs and tastes of consumers such as wholemeal pasta and gluten-free pasta.

Finally, the year of foundation appears above the word Barilla, which changes font and remains in italics: **1877**, underlining the **long history of one of the world icons of Italian agri-food**.

A change that wants to bring “A sign of love”, not only for people, but also for the planet, thanks to more aware daily choices.

THE BARILLA SHOP (BOTTEGA BARILLA)

For its 145th anniversary, Barilla reopens its first and historic Bottega, founded in the heart of Parma by Pietro Barilla in 1877. A return to the place where it all began.

The shop becomes a space open to all, where past, present and future meet.

Here where it all began...
Barilla, to celebrate 145 years in business,
reopens its first shop

In the Bottega it is possible to discover the new “Al Bronzo”, a type of pasta that evokes the traditional roots of this product.

In the back, inside the historic laboratory, it is possible to taste specialties prepared by Barilla chefs and watch the preparation of historical recipes.



VALUES

“Give people food that you would give to your own children”

PIETRO BARILLA

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

Passion

Putting heart and soul into the excellence of our products



Courage

Overcoming challenges to move forward



Intellectual Curiosity

Listening humbly to find innovative solutions



Trust

Working together towards a common future



Integrity

Being transparent for the respect of people and the planet



THE HISTORICAL ARCHIVE

“Our past is our future”

COME ON A JOURNEY WITH US TO THE ROOTS OF OUR HISTORY.
EXPLORE OUR HISTORICAL ARCHIVE TO FIND OUT HOW,
INCLUDING THROUGH THE COMMUNICATION CAMPAIGNS
WE HAVE LAUNCHED OVER THE YEARS.

The Barilla Historical Archive was established in 1987 by Pietro Barilla, with the aim of **collecting, preserving** and **enhancing** the historical material relating to the company and its brands. In 2001 the Historical Archive was founded in Milan by the founding members of **Museimpresa**, on the initiative of Assolombarda and Confindustria. The Associazione Italiana Archivi and Musei d'Impresa brings together over 100 museums and archives of large, medium and small Italian companies.

Over the years, the Archive has been the curator of **anthological publications** (including, with regard to Barilla, “Centoventicinque anni di pubblicità e comunicazione”, 2004; with regard to Pavesi, “Cinquant'anni di pubblicità e comunicazione”, 1997) or **specific publications** (The series “I quaderni dell'Archivio Storico” in CD-Rom format with titles on: Barilla calendars, Barilla stands, the soundtracks of Barilla commercials, etc.) and **historical and informative reports** in the daily and periodical press: all activities aimed at the study, valorisation and integration of the existing documentary heritage.

The Archive is part of a **broader cultural network** that includes the **Gastronomic Library** of **Accademia Barilla**, the **Barilla Family Modern Art Collection**, and the **Pasta Museum of the Food Museums circuit**, to the setting up of which it has contributed extensive material of historical importance.



www.archivistoricobarilla.com



Barilla celebrates its **145th anniversary** with a **special stamp** that tells and interprets the company's history, its relationship with art, its ability to look to the future and its vocation to respond to the needs of every era of its time with innovation.

The hot air balloon reworks a historic poster from 1947, created by painter and graphic designer Giuseppe Venturini from an idea by Carlo Mattioli, a reminder of how art has always been intertwined over the years with Barilla's entrepreneurial vision. The work in question represented a company and a country: faith in tomorrow, the will to leave behind the difficulties of the post-war period and get back “to the top”.

The stamp, issued by the Italian State on 6 December, belongs to the thematic series “le eccellenze del sistema produttivo ed economico” (excellence in the production and economic system), created to promote Italian professional and entrepreneurial skills and reserved for companies that have made a difference to our country.

BARILLA FOUNDATION

Barilla Foundation is promoting **responsible** behaviours and **healthy dietary choices** to bring about concrete **change in society**.

We are doing this disseminating scientific topics to people in the form of **Food Facts**: useful and interesting information to understand the importance of our daily choices for a healthy, planet-friendly life.



With this in mind, 2022 saw the release of the book **"100 Food Facts - Small Guide for Big Changes"** which, with scientific data and plenty of suggestions, encourages people to take active part in this change, consisting in small actions and greater awareness.

45,000 copies of this book have been published and already distributed throughout Italy. It is still available on www.fondazionebarilla.com, upon request, until stocks last.

Comedians and food creators play a role in this new path as well. They are main characters of a video-pill series released on the web, social networks and TV and viewed by millions of Italians. **With humour and comedy, they are leading the audience in the discovery of the very basic relationship among food, people and environment.**

Along with this content, the new site also offers a wealth of tasty **Save-the-Planet Recipes** to bring Barilla Foundation approach on the table: **celebrate the joy of food choosing delicious, healthy and low-impact dishes.**

THE RESEARCH PROJECTS PROMOTED BY BARILLA FOUNDATION



Lastly, the Foundation activity is still driven by a relentless commitment in education - involving thousands of schools at all levels - as well as in the scientific field through European LIFE and Erasmus Plus projects:



- **CLIMATE SMART CHEFS**: is a three-year LIFE project led by the Barilla Foundation. Launched in 2022, it intends to contribute to the implementation of the **EU Climate Policy** and of the **Farm to Fork Strategy** by actively engaging European chefs as promoters of **low-emission and healthy diets**. It also aims at promoting a wide-ranging debate on **food as a key tool for the mitigation of climate change**. www.climatesmartchefs.eu



- **SKILLED** is a three-year **Erasmus+** project led by Barilla Foundation. Launched in 2020, it involves **high school teachers and students** from Italy, Greece, Lithuania and Spain, with the aim of building a set of certified skills for **teaching food, people and environment relationship in Europe**. www.skilled4food.education

2009

Barilla Center
for Food & Nutrition
is founded as a
research group

2014

Barilla Center for
Food & Nutrition
becomes a
Foundation



2017

Birth of the
European
Su-Eatable Life
project



2016

Barilla Foundation
launches a collaboration
with **The Economist**
for the development of
the **"Food sustainability
Index"**

2010

The **"Double
Pyramid"** model
is developed



2018

The Barilla
Foundation
International Forum
reaches Brussels,
New York, and Milan

2019

Barilla Foundation
launches **"Fixing the
Business of Food"**
with SDSN, Columbia
University, and Santa
Chiara Lab



2021

Barilla Foundation
develops an updated
version of the **"Double
Pyramid"** model and
a new version of the
**"Food Sustainability
Index"**

2022
2023

The **"Climate
Smart Chefs"**
project is
launched



Barilla Foundation
embarks on a new
path, opening to
**divulcation to the
public at large**

2020

Launch of the
**Skilled Through
Food** project
in the framework
of the **Erasmus+**
initiatives



**Fondazione
Barilla**
il tuo cibo, la tua terra





OUR WAY OF DOING BUSINESS

WE BELIEVE
THAT GOOD FOOD
CAN UNITE
THE WORLD

FUTURE OF FOOD

—
We nourish
a better future, today

In a very complex international context, in relation to the conflict situation as well as the volatility of energy prices and the continuously growing focus on environmental and social issues, **food products** and the connected **supply chains** play a very important role.

The consumption choices we make today and the way to satisfy them can indeed change our future.



As a world leading company, Barilla endeavours to offer wholesome, **high quality products** made with **ingredients from sustainable supply chains**. This commitment is summarised in our Purpose “The joy of food for a better life”.

Underlying this commitment, is the will to firmly continue on the path that we undertook several years ago, **investing in the product portfolio**, combining tradition and innovation; **strengthening the environmental and social sustainability of the supply chains**, introducing **principles of regenerative agriculture**; **reducing the environmental impact** of our strategic supply chains and **production facilities**; and **designing packaging to be recycled**.

All the brands of the Group are already contributing to this path by offering not only food products, but the joy that tasty food, made skilfully and through selected ingredients, can bring them.

In order to implement this path, **Barilla began defining the new ESG Agenda in 2022**, which will contain clear and measurable objectives in order to guide the Company's business through the upcoming years. We will continue to focus on an essential aspect: **the well-being of people** who choose our products every day; **we will offer them better and better taste and quality**. We will strengthen **sustainable agriculture projects** and further deepen **regenerative agriculture**. In line with global commitments, we will define a long-term plan to continue **reducing the impacts of CO_{2eq} emissions** at our production sites and along supply chains. We will continue to produce **packages designed for recycling** and we will explore any new solutions allowing us to have less and less impact. Finally, we will maintain **our commitment to support communities**, thus allowing access to food for a growing number of people, promoting **inclusion** and the **development of local areas**.

OUR AGENDA 2030

On 25 September 2015, the 193 member states of the United Nations signed the **Agenda 2030 for Sustainable Development**, a plan of 17 global goals, including many linked to the current food models, such as the fight against hunger and poverty, access to education and the fight against climate change. In its role of leading food company, **Barilla has decided to adhere to the 2030 Agenda, promoting the sustainable development guidelines on all 17 Goals**. Therefore, the company endeavours to guarantee its concrete contribution to achieving the Sustainable Development Goals (SDGs).

SDGs Results achieved



- **3,200+ tonnes of products** donated to people in need



- Since 2010, **491 product reformulations**, of which 3 in 2022, reducing fat, saturated fat, salt and/or sugar content or increasing fibre
- **40 new products** without added sugar, rich in fibre, wholegrain or made with pulses
- **New Nutrition and Wellbeing KPIs** to define the recipes of products



- Over **65,000 children** involved in ViviSmart and Giocampus, a recreational-educational pathway for primary schools and families
- About **300 children** have access to education, thanks to the school built in the Ivory Coast



- **38% of Barilla executives and managers are women**
- The **unjustified pay gap** for all Barilla People has been **eliminated**



- **64% of the purchased electricity** comes from **renewable sources** with GO certificates

SDGs Results achieved



- **130,000+ hours of training** delivered to **Barilla people** and an **investment of 4 million** to support their **professional growth**
- **17 Employee Resource Groups (ERGs)**: interest groups created by employees, centred around specific types of diversity



- **98% of the Italian company cars** converted to hybrid or plug-in hybrid vehicles with integrated combustion engine and electric motor
- About **35,000 fewer trucks on the roads**, thanks to projects aimed at encouraging rail transport



- Over **3,200,000 Euro** donated to communities
- **agriBosco**: an area of **23 hectares** where **sustainable agriculture** coexists with nature, thanks to the collaboration with Legambiente and AzzerOCO2



- **9,000+ farms** involved in **sustainable agriculture** projects
- **67% of raw materials** purchased from **sustainable supply chains**
- **2 Charters** for the sustainable cultivation of **common wheat**: **Carta di Harrys** and **Carta del Mulino**
- **Manifesto del Grano Duro (Durum Wheat Manifesto)**: a set of commitments for a better and more responsible durum wheat supply chain
- **Carta del Basilico** to define sustainable basil farming practices
- **100% of eggs** from **free-range** hens



- **- 32% CO_{2eq}** per tonne of finished product (since 2010) and subscribed to SBTi
- **2 Carbon Neutral brands**: Wasa and GranCereale
- **- 24% water consumption** in plants per tonne of finished product (from 2010)
- **99.7% packages** designed to be recycled
- **99+% paper and cardboard** from **responsibly managed forests**
- Over **88% of the waste produced** was sent to **recycling** and **energy recovery**



- **Zero tests of raw materials and products on animals**, directly or indirectly
- Support for the **protection of biodiversity** thanks to Carta del Mulino and Carta del Basilico



The results achieved were **possible thanks to dialogue and constant discussion** with the stakeholders in the supply chain, with the academic, scientific, non-profit world and with institutions, at national and international level

MATERIALITY ANALYSIS

Barilla's **Sustainability Report** is based on the identification of **material topics**, i.e. the most significant topics, at an **economic, environmental and social level** (including those on human rights), according to a perspective known as inside-out¹. From the first year of reporting, the Group decided to give itself a structure to define the sustainability aspects on which to focus, starting a **materiality analysis** process, updated periodically.

The publication of the updated **GRI Universal Standards**, and specifically Standard **GRI 3 – Material Topics**, was followed by a revision of the process of identification of material topics, based on the concept of the **impact generated by organisations on the external context** (known as 'Impact materiality')².

Specifically, starting from the material topics of the 2021 Sustainability Report, a benchmark and context analysis was carried out, in order to ascertain the validity of the sustainability aspects already considered, as well as to identify possible new trends and related impacts (especially starting from the new GRI Standard 13: Agriculture, Aquaculture and Fishing Sectors 2022). This activity led to the identification of a new topic, Biodiversity, for a total of 18 topics.

The **materiality assessment of the topics**, in the light of the identified impacts, was carried out through interviews with the corporate front lines, who assessed the impacts relating to their area of responsibility, and assuming the perspective of external stakeholders for each material topic on the basis of the impacts it may generate on the environment, people, communities and holistic well-being. Interviewees were requested to assess the impacts identified on the following drivers (both on the basis of a four-level scale): **magnitude**, including

the controls in place, and **probability** with reference to an inside-out perspective.

On the basis of the average assessments expressed for each topic, a prioritised list of material topics was then drawn up. The list was presented to the corporate front lines, and subsequently shared with the Sustainability Experts Team.

MATERIAL TOPICS*	PILLARS
Products	Holistic wellness
Raw Materials	Holistic wellness
Governance, Ethical business, and Integrity	Governance
Diversity and Inclusivity	Barilla People
Human Resources	Barilla People
Traceability and Transparency	Holistic wellness
Animal Welfare	Holistic wellness
Education	Community
Human Rights	Community
Support to Communities	Community
Climate Change	Environment
Consumption	Environment
Packaging	Environment
Marketing and Labels	Holistic wellness
Biodiversity	Holistic wellness

* From the analysis carried out, the first 10 topics have the same level of importance

1. The perspective known as inside-out considers the impacts of an organisation ('inside') towards the external context ('out'), that is, the significant impacts, current or potential, on people and the environment, directly related to the activities, products and services of an organisation, including activities upstream and downstream of its value chain.

2. Please refer to the 'Reconciliation table of material topics and associated impacts (Inside-out Perspective)', in the 'Methodological Note' section of this document, for details on the description of Barilla's material topics and associated impacts.

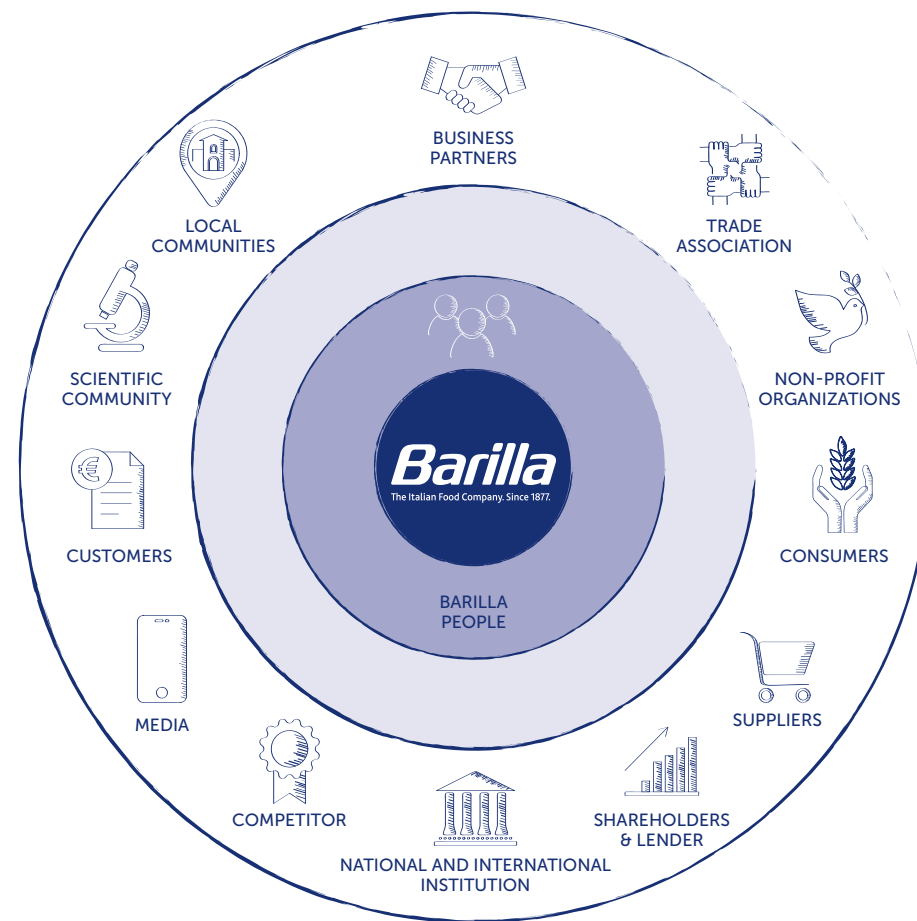
Scope	Material Topic	Description	Value chain					
								
GOVERNANCE	Governance, Ethical business, and Integrity 	Establishing proper internal control measures and conducting all business activities with transparency, integrity, honesty and in compliance with the law. Implementing policies and practices by adopting a responsible approach to fiscal strategy. Protecting information assets and privacy.						
	Products  	Formulating any product recipes for the well-being of people. Ensuring quality and safety of products at all stages of the supply chain.						
HOLISTIC WELLNESS	Innovation   	Fulfilling people's needs through products that are able to meet any emerging trends in the food sector.						
	Raw materials       	Promoting the responsible management of the raw material production and supply chains by fostering sustainable agricultural practices and selecting high-quality raw materials.						
	Animal wellbeing     	Promoting responsible animal husbandry practices for raw materials of animal origin in compliance with legal requirements and high animal welfare standards.						
	Traceability and transparency     	Ensuring the traceability of products, from the cultivation of raw materials to distribution at the point of sale. Ensuring accurate and transparent communication.						
	Marketing and labels  	Guaranteeing that the products' nutritional information is correct, in compliance with the rules and regulations and/or national and international self-regulation codes.						
COMMUNITY	Education    	Promoting the spread of sustainable and balanced lifestyles and proper nutrition, paying particular attention to younger people.						
	Support to communities         	Consolidating our commitment to the community with specific initiatives and activities that aim to support local economies. Strengthen relations with the various players in the area.						
	Human Rights      	Guaranteeing that human rights are protected inside, outside of, and along the whole Barilla value chain, thus consolidating a business culture that opposes all forms of violence and discrimination.						

Scope	Material topic	Description	Value chain					
								
ENVIRONMENT	Climate change  	Guaranteeing the efficient management of the entire production and supply chain with the aim of limiting the environmental impact, with particular reference to greenhouse gas emissions.						
	Circularity   	Researching and ensuring the enhancement of waste materials and proper waste management by promoting the optimisation of production processes, the promotion of responsible consumption practices and the adoption of circular practices.						
	Packaging  	Searching for the best types of products packaging, able to guarantee the highest quality and safety and, at the same time, with the lowest possible environmental impact.						
	Consumption       	Ensuring the adoption of material solutions for the management and reduction of energy consumption, with the aim of substantially containing the environmental impact.						
BARILLA PEOPLE	Human Resources   	Promoting the development of a work environment aimed at balancing work and private life and at guaranteeing a continuous process of growth and enhancement of each one's own resources.						
	Health and Safety   	Guaranteeing working conditions that fully respect the right of workers to health and protect their physical and mental integrity through management systems that make it possible to prevent accidents and injuries at work, and occupational diseases.						
	Diversity and inclusion    	Promoting a global and inclusive corporate culture by enhancing diversity and by ensuring equal opportunities to all employees in each career path.						

STAKEHOLDERS

“For Barilla the **dialogue** with the **stakeholders** represents the basis for the creation of **long-term value**”

It is thanks to the active **involvement** of and **constant dialogue** with its stakeholders that Barilla has successfully established itself and continues to consistently improve in pursuing sustainable development.



STAKEHOLDER CATEGORIES	EXAMPLES OF ENGAGEMENT
 LOCAL COMMUNITIES AND THE THIRD SECTOR (trade associations, non-profit organisations)	- Implementation of projects at local level to promote food education (e.g., Giocampus, Vivismart) - Promotion of sustainable agricultural practices (e.g., Durum Wheat Manifesto, Carta del Mulino [Mulino Charter], Carta del Basilico [Basil Charter]) - Donations and volunteering (e.g., Red Cross, UNHCR, UNICEF, Caritas International, Hayata Destek Derneği)
 BARILLA PEOPLE	- Creation of the Global Diversity & Inclusion Board - Awareness-raising on safety culture at work (e.g., Safety Culture Project)
  PRODUCTION CHAIN (suppliers, customers, business partners)	- Promotion of good sustainable agriculture practices (e.g., Barilla Sustainable Farming Code and Barilla Sustainable Farming (BSF), The decalogue for the sustainable cultivation of durum wheat, the Carta del Mulino [Mulino Charter], the Harrys Charter and the Carta del Basilico [Basil Charter]) - Organisation of national and international networking events (e.g., World Mycotoxin Forum, Club Harrys)

STAKEHOLDER CATEGORIES	EXAMPLES OF ENGAGEMENT
 PUBLIC AND RESEARCH (national and international institutions, research organisations and Universities)	- Study projects on the impact of Barilla products (e.g., LCA, EPD) - Organisation of national and international networking events
 LENDERS & SHAREHOLDERS	Participation in and organisation of networking events
 COMPETITORS	Participation in and organisation of networking events (e.g., The Consumer Goods Forum)
 MEDIA	- Use of social channels (LinkedIn, Twitter, YouTube) for dissemination and dialogue purposes - Press interviews on ESG issues, with the aim of sharing the group's strategy and related action plan

THE CONSUMER GOODS FORUM

The *Consumer Goods Forum* (CGF) is an organisation that **brings together manufacturers and retailers of consumer goods globally**. It aims to pursue business practices for efficiency and positive change throughout the industry, to the benefit of buyers, consumers and the world, without hindering competition. The CGF supports action coalitions focused on sustainable practices, by providing support for implementation and by equipping its members with any skills and tools that are necessary to drive positive change on a large scale.

Its membership includes around 400 retailers, producers, service providers and other stakeholders from over 70 countries, representing around 10 million workers, plus another 90 million if we include the entire supply chain.

The network is led by a Management Board that includes CEOs of producers and retailers, as well as the CEO, Gianluca Di Tondo.



OTHER COLLABORATIONS

In addition to the ongoing collaboration with the Consumer Goods Forum (CGF), Barilla Group entertains **important relationships and a constant dialogue with various industry associations**, among which:

AIM

European Brands Association

CAOBISCO

Chocolate, Biscuits and Confectionery of Europe

CENTROMARCA

Italian Brand Industry Association

CONFINDUSTRIA

(Territorial branches) - General Confederation of Italian Industry

ECR

Efficient Consumer Response

IBC

Consumer Goods Industries

ILSI

International Life Sciences Institute

IPO

International Pasta Organization

L'ALLIANCE 7

La fédération des produits de l'épicerie et de la nutrition spécialisée

NPA

The US National Pasta Association

ITALMOPA

Italian Millers Association

SEMOULIERS

Union des Associations des Semouliers de l'EU (Union of Associations of Semolina Producers of the EU Countries)

UNAFPA

Union of Organizations of Manufactures of Pasta Products of the EU

UNIONE ITALIAN FOOD

UPA

Associated advertising users

NFI

Nutrition Foundation of Italy

SITOX

Italian Society of Toxicology

SVENSKA KVARNFÖRENINGEN

Swedish Flour Milling Association

ITALIAN FOOD TRANSITION AWARD, FOR MACINE MULINO BIANCO



A journey that **began in 2017** by leveraging the international partnership with Carrefour fueled by Global Customer Development in a step by step approach.

2017 - 2018

Barilla and Carrefour together against **FOOD WASTE**. A 360 ° initiative carried out in Italy and Spain and celebrated during the Consumer Goods Forum in Montreal in 2017.

2019 - 2020

Barilla joins the **Food Transition Pact** as co-founder and co-leader of the brand by committing to climate, biodiversity, sustainable packaging and nutrition in line with the "**Act for Food**" manifesto.

2021

Barilla wins the **International Transition Award** with **Spaghetti n.5** and the **Sirus Award** in France for the Healthy Bundles activity.

2022 & beyond

Barilla wins the **Italian Food Transition Award**, with Macine Mulino Bianco and the **Sirus Award** in France for the Veggi Bundles.

At an international level, Barilla continues to work with Carrefour, sharing vision and values for the sustainable transition of consumption, in various areas such as for e.g. food education, nutrition, pro-balanced and plant-based products.



CONAD & MULINO BIANCO



Mulino Bianco has entered an important collaboration with Conad on sustainability topics, which includes:

- the **engagement in the development of a digital game of the Conad app**. The game is dedicated to Conad consumers and gives the opportunity to win coupons or other prizes while allowing people to have fun through quizzes, games, tips around the **theme of sustainability and of the commitments of Mulino Bianco and Conad**;
- two special packs for Rigoli and Pancake products and one product dedicated exclusively to Conad that celebrate biodiversity, bees and other pollinating insects**: essential creatures to ensure the pollination of 70% of plant species and the stability of ecosystems, today more than ever at risk of survival;
- the installation of 3 educational bug boxes near three points of sale Conad** to spread culture on the world of bees and raise awareness communities on the dangers to which these insects are exposed.



ONFOODS, THE FOUNDATION FOR A NEW AND SUSTAINABLE FOOD MODEL, IS BORN



On 11 November 2022, the Aula Magna of the University of Parma hosted the presentation of **ONFOODS**, a Foundation that is concretely committed to improving the future of the community and of the supply chain through a new sustainable food model.

It will be possible to reach this ambitious goal thanks to a new and unprecedented form of collaboration between Barilla and 25 other businesses, universities and research organisations in Italy.

ONFOODS is **one of the 14 partnerships envisaged by the PNRR** [Italy's National Recovery and Resilience Plan] and envisages **funding to member organisations to the tune of EUR 114.5 million** for fundamental, industrial and experimental development research project activities to bring value to the food supply chain and the community.

There are 6 objectives that the Foundation is committed to achieving within 36 months of its inception:

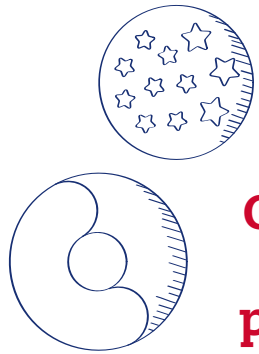
1. promote sustainable food production;
2. promote sustainable food distribution;
3. develop innovative technologies for production and the consumption of sustainable foods;
4. spread more sustainable food models;
5. improve the quality of food and diets;
6. ensure food security for the population general and for specific vulnerable targets.



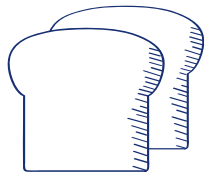
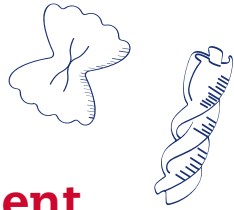
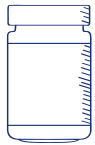


PRODUCTS

ALL OUR
PRODUCTS
HAVE AN
EXTRA DOSE
OF GOODNESS



Our commitment
starts with the
products' recipes,
which **we are**
continuously
improving to offer
tastier, safe
products that are
nutritionally **balanced**



491 PRODUCTS REFORMULATIONS

TO REDUCE THE QUANTITY
OF SUGAR, SALT, FAT, AND
SATURATED FAT (SINCE 2010)

**MORE WHOLEGRAIN
AND PULSE FLOURS
PRODUCTS**

65,000

**CHILDREN AND YOUNG
PEOPLE INVOLVED** IN FOOD
EDUCATION ACTIVITIES



40 NEW PRODUCTS

WITH A BETTER
NUTRITIONAL PROFILE:



**PRODUCTS WITH
WHOLEGRAIN FLOUR**
FOR OUR PASTA,
BAKERY PRODUCTS
AND BREADS



**NEW PRODUCTS
TO INCREASE THE
VARIETY OF DIET**
INCLUDING DIFFERENT
TYPES OF CEREALS,
LEGUMES, DRIED FRUIT

NUTRITION & WELLBEING

—

**“Tasty and quality products,
for the different moments
of consumption”**

Barilla continually reformulates existing recipes to improve the nutritional profile of its products and create new ones that are tasty, high-quality and in line with a balanced diet.

To guide these activities, the **Nutritional Guidelines** have been defined and updated over the years: a set of standards and rules developed together with the **Health and Wellbeing Advisory Board**, made up of international experts in nutrition issues and in various branches of medicine.

The first Barilla Nutritional Guidelines were drawn up in 2009 and periodically revised to bring them into line with the updates of scientific research and international guidelines for healthy eating.

Since early 2023, the Nutrition Guidelines have evolved into the Nutrition & Wellbeing Framework.

FROM NUTRITIONAL GUIDELINES

TO THE NUTRITION AND WELLBEING FRAMEWORK

The last 3 years have seen a shift in the global landscape: new people's attitudes towards wellbeing and health have emerged, the regulatory environment has become stricter and public health policies have evolved towards a more holistic approach, following of the COVID-19 pandemic.

The **Barilla Nutrition & Wellbeing Framework** captures the evolution of external scenarios, to have a positive impact on people's wellbeing. Indeed, the new Framework **aims to support Barilla in offering tasty and nutritious products**, in the right portions, which fit into a healthy lifestyle, **contribute to holistic wellbeing** and celebrate the joy of food.

It expands on the basic principle of previous Nutrition Guidelines and adopts a more holistic approach to wellness, considering both the point of view of science and consumer orientation.

Starting from the premise that taste can encourage the consumption of healthy products and make nutritious foods people's first choice, the aspiration of the new Framework is to **encourage conscious food choices**, showing the value and role of products for health and wellbeing. Furthermore, the Framework aims to provide internal Group teams with **awareness of the role of products in the daily diet**, and to highlight areas of risk and opportunity for new product development, portfolio optimization, education, communication and engagement.

Thanks to this new approach, **Barilla has defined the 2030 Nutrition and Wellness Objectives and KPIs**.

NEW PRODUCTS

Also in 2022, the Group invested in the development of its offer to respond to the food and cultural needs of consumers.

MORE PRODUCTS WITH FIBER...

In details:

- **nine products with 100% wholegrain flour** (Mulino Bianco Minifette mirtilli rossi e mandorle; Misko Tortellini Whole Wheat Cheeses; Feliz Bulgur; Harrys Beau & Bon Seigle Tournesol et Lin; Wasa Falu chia & sea salt; Wasa Crunchy Twist Cranberry seeds; Wasa Crunchy Twist Chia; Wasa Crunchy Twist Sesame, Wasa Sandwich Taco);
- **five products rich in fiber** (Harrys 100% Mie Tranche Épaisse Céréales; Harrys Brioche Tranchée chocolat au lait & noix de coco; Wasa Roasted garlic & sea salt; Barilla Chickpea Penne; Tolerant Chickpea Spaghetti);
- **three bakery products source of fiber** (Mulino Bianco Scacchieri; Goccioline Caramello, Harrys 100% Mie Tranche Épaisse Nature).



MORE PRODUCTS WITH NEW INGREDIENTS

More products with ingredients of different types, such as legumes and dried fruit, to support the variety of the diet.

- **eight products with nuts or seeds** (Mulino Bianco Minifette mirtilli rossi e mandorle; Harrys Beau & Bon Seigle Tournesol et Lin; Harrys 100% Mie Tranche Épaisse Céréales; Wasa Falu chia & sea salt; Wasa Crunchy twist Cranberry seeds; Wasa Crunchy twist Chia; Wasa Crunchy twist Sesame; Barilla Pesto Basilico e Pistacchio);
- **eight products with cereals other than wheat** (Harrys 100% Mie Tranche Épaisse Céréales; Feliz Bulgur; Harrys Beau & Bon Seigle Tournesol et Lin; Wasa Falu chia & sea salt; Wasa Crunchy twist Cranberry seeds; Wasa Crunchy twist Chia seeds; Wasa Crunchy twist Sesame seeds; Wasa Sandwich Taco);
- **two 100% legume and gluten-free products** (Barilla Chickpea Penne; Tolerant Chickpea Spaghetti).

PRODUCTS WITH
DRIED FRUIT



PRODUCTS
WITH SEEDS



100% LEGUME
PRODUCTS



More single-serving products that help people consume the right portion:

- **2 new single-portion baked goods** with less than 150 kcal (Mulino Bianco Barocchi Pistacchio; Wasa Sandwich Taco)
- **4 formats of pasta ready** for the American market in single-serving format (Barilla Ready Pasta Penne, Rotini, Elbows, Gemelli).

AND FINALLY...

The offer has expanded with other tasty products such as:

- Pan di Stelle Merenda with fresh milk, Mulino Bianco Tartelle Cuor di mela with fresh eggs, Mulino Bianco Tigelle with **extra virgin olive oil**, and Barilla Pesto Basilico & Pistacchio, with **100% Italian basil** from sustainable agriculture.

WITH FRESH
EGGS



WITH EXTRA
VIRGIN OLIVE OIL



WITH 100%
ITALIAN BASIL



NEW PRODUCTS

2022	2021	2020
40*	55	34

* The data refers to the number of innovations that took place in 2022 and consequently the same product could be counted several times if it relates to several innovations.

REFORMULATION OF PRODUCTS

Also in 2022 Barilla is active in the **reformulation of existing products** with the aim of improving the recipes from a nutritional point of view.

REFORMULATIONS TO IMPROVE NUTRITIONAL PROFILE

- **Less added sugar** for Merenda Pan di Stelle
- **Less saturated fat** in the Barilla Bolognese sauce dedicated to the Asian market
- **Less salt** for Wasa Ideal flatbröd

PRODUCTS REFORMULATED

2022	2021	2020
3	13	26

QUALITY AND FOOD SAFETY

The **quality of the products** and the **safety of the people** who consume them are **indispensable requirements**, guaranteed by paying the utmost attention to all stages of the supply chain: from raw materials to distribution at the point of sale.

To achieve this goal, 80 managers in the *Quality and Food Safety* department are dedicated to **quality and food safety management**, overseeing all stages of the supply chain with prevention and control actions.

The food safety quality and management system make it possible to **identify** and **prevent possible risks**, both known and emerging, related to products, raw materials, packaging, and the impact on the production and distribution environment.

Risk analysis is based on a methodology called **Risk Assessment**, which equips the company with tools and guidelines to **identify**, **analyse** and **assess the entire food chain** and **define** the necessary measures for prevention and management. For example, in the production establishments, Barilla adopts the **HACCP methodology**¹ (*Hazard Analysis Critical Control Points*) for the management of risks that are known and regulated by the law, deriving from chemical, biological, microbiological, and physical contaminants. Thanks to this methodology, the Critical Control Points (CCPs) of the production process are defined and monitored, points that are essential to guarantee product safety.

¹ Barilla adopts an HACCP model in line with the requirements of the FSSC 22000 version 5.1 certification scheme.



As a further guarantee for consumers, the Company's control plans envisage the performance of approximately **4 million tests per year at global level** and the constant **monitoring of quality and food safety indicators** that make it possible to promptly take action in case of deviation from the preset *standards*.

Added to this is the ***Thermal Process Authority Unit***, responsible for defining the key parameters, such as time and temperature, to be adopted during the production process of those products that require heat treatment to be good and safe.



FOOD SAFETY CERTIFICATION SYSTEM (FSSC 22000-FOOD SAFETY SYSTEM CERTIFICATION)

FSSC 22000 certification is one of the tools used by Barilla to ensure the proper functioning of its food quality and safety management system and to identify possible areas for improvement.

FSSC 22000 is a robust, ISO-based certification system designed for the food industry and recognised internationally. Developed by an independent non-profit body, the ***Foundation of Food Safety Certification*** is recognised by the ***GFSI (Global Food Safety Initiative)***, a worldwide consortium of 42 retailers and manufacturers in The Consumer Goods Forum, whose aim is to assess, validate and oversee food safety standards.

In addition to the management of known risks, the *Quality & Food Safety and Analytical Food Science* Units identify and monitor potential emerging risks, i.e., those risks that are not yet regulated by law and that have been studied by the scientific community, to take preventive measures to mitigate them well in advance.

**OVER 2,500 MONITORING
TESTS EVERY YEAR ON
THE MAIN EMERGING RISKS IN
THE FOOD SECTOR**

THE WORLD MYCOTOXIN FORUM: PARMA, MAY 2022

Food safety, knowledge, prevention, and mitigation of known emerging contaminants are a priority for the food industry today; special emphasis is certainly placed on **mycotoxins**, one of the highest and most unpredictable risks. For example, the high number of pathogenic fungi, weather conditions and the effects of climate change make the mycotoxin risk difficult to predict and mitigate along the cereal chain.

To this end, Barilla has defined and strengthened over the years an articulated strategy that includes the creation of a dedicated transversal team, research activities and a prior risk assessment for raw material and semi-finished product acquisitions.

The *World Mycotoxin Forum* is the leading international meeting series on mycotoxins, dedicated to bringing together the world's top experts in integrated strategies to ensure the safety of the food and feed chain.



The 13th conference of the World Mycotoxin Forum® - WMFmeetsItaly - co-organised by Barilla and the University of Parma, was attended by around **400 international representatives** from funding bodies, food retailers, food processors, brands, public administration, control laboratories, authorities, and other food industry players.



For more information:

<https://www.worldmycotoxinforum.org/index.html>

<https://www.sciencedirect.com/science/article/pii/S2214799321000520>

<https://www.wageningenacademic.com/doi/10.3920/WMJ2020.2483>

<https://www.mdpi.com/2072-6651/11/6/317>

<https://www.mdpi.com/2072-6651/7/8/1773>

RAW MATERIALS

The Group regularly carries out **checks on the raw materials**, both during the selection and approval of suppliers and when the raw materials reach the production sites.

OVER 650,000 TESTS ARE CARRIED OUT GLOBALLY EVERY YEAR TO MONITOR THE QUALITY AND SAFETY OF RAW MATERIALS AND PACKAGING

Barilla is aware that raw materials present different risks to quality and food safety. Indeed, they are **accurately assessed** and they are subjected to specific **monitoring plans** for each ingredient. The plans are implemented daily by the **Quality Control** laboratories of the production plants or with the support of qualified external laboratories.

The **Analytical Food Science Unit** promotes the **ongoing research and development of innovative analytical methods and techniques** aimed at **preventing** the **risks** of emerging contaminants, food fraud and adulteration.

Regarding durum wheat, Barilla has defined prevention and control activities along the entire supply chain, guaranteeing maximum safety and product quality. Barilla requires its durum wheat **suppliers** to comply with the **good agronomic practices** contained in the **Barilla wheat growing and storage rules**, which, among other things, require pesticides to be used only where strictly necessary to protect crops against pests, in accordance with more restrictive procedures and rules than those imposed by current legislation. Additionally, a forecasting model has been developed that allows the classification of the cultivation areas in which the grain may be subject to attacks by fungi that develop mycotoxins, the most important of which is deoxynivalenol (DON). Thanks to this predictive system, Barilla is able to accurately establish the frequency of analytical checks for this mycotoxin, to be carried out before buying the grain. After the planning stage, Barilla carries out thorough checks on all the lots coming from the areas classified as being at risk.

At the mills, durum wheat is subjected to a rigorous food safety plan, e.g., each individual durum wheat grain is checked by means of an optical sorting system that rejects extraneous material and grains unsuitable for milling, and further analyses are carried out with respect to different risk factors to search for traces of food contaminants.



HIGH RESOLUTION NON-TARGET MASS SPECTROMETRY FOR THE EVALUATION OF MILK FRESHNESS

The freshness of milk is an important parameter for both the health of consumers and the quality of milk products. So far, there are neither analytical methods nor specific parameters to unambiguously define the freshness of milk from a complete chemical perspective.

In this study, eight molecules responsible for milk ageing were selected and identified using high-resolution liquid chromatography followed by chemometric data processing.

Our results showed that the markers identified in this study can be successfully used for the correct classification of non-fresh milk samples, successfully complementing, and enhancing the parallel evaluations obtainable through sensory measurements.

For more information:

<https://www.sciencedirect.com/science/article/pii/S0022030221008997>

PRODUCTION PROCESSES

Barilla guarantees the **quality** and **food safety** of its production processes. Indeed, it adopts *Good Manufacturing Practices*, a set of guidelines that include more than **1,700 requirements** for the **hygiene and health standards** that environments, production facilities, plants and people must adhere to produce good and safe food.

To promptly identify potential areas for action and improvement of the food safety system, more than **2,000 audits** by in-house experts were carried out in 2022. These were supplemented by more than **100 specific** food safety **audits** conducted by qualified external professionals, commissioned by an independent accredited certification body.

At the production sites, people are **constantly trained**: in 2022 there were more than **2,000 participants** in different areas such as **Food Safety, HACCP, Food Defence, Food Pest Control**.

In Italian *bakery* plants in 2022, the *Quality Performance Index* was introduced, a quantitative continuous improvement indicator aimed at objectively assessing the organoleptic characteristics of products (i.e., appearance, smell and taste) and creating a common tasting approach during product evaluation. In 2022, **8,250 packages** were evaluated with this index and more than **120 people** from the production plants of different functions were involved.

Finally, during 2022, Barilla issued a product recall in France and Belgium, due to the presence on the market of Lasagne produced in Italy with incorrect packaging.

IN 2022, **6.3 MILLIONS EURO**
TO IMPROVE PLANTS AND PRODUCTION LINES,
FOR A BETTER QUALITY AND FOOD SAFETY

POINT OF SALE

The following **Good Distribution Practices** have been defined to protect product quality up to the point of sale: **258 requirements for the storage and transport of products**, as well as the service quality standards that logistics partners must comply with. Distributors are periodically involved in training sessions dedicated to food quality and safety issues throughout the supply chain.

During the year, **more than 3,000 packages were analysed** at the point of sale.



FOOD FRAUD PREVENTION

Over the years, Barilla has developed a structured system for the **prevention of fraud**, by identifying, managing, and mitigating at-risk situations along the entire food production and supply chain.

To support the prevention system, the Group implements the **Food Fraud Prevention Programme**, an initiative in cooperation with its suppliers to share precise standards for assessing supply chain vulnerability. The results obtained include the identification and development of **unconventional analytical methodologies**, i.e., methodologies not yet included in the current regulations.

In 2022, to mitigate the risk of fraudulent adulteration of spices with other plant species, Barilla implemented routine tests to verify the authenticity of **pepper and oregano**, which are the most adulterated spices.

Specifically, the analytical methods developed, in collaboration with the Istituto Zooprofilattico Sperimentale delle Venezie, were near-infrared spectroscopy (NIR) for black pepper and high-resolution real-time mass spectrometry (DART-HRMS) for oregano; the methods are based on mathematical models that allow the discrimination of fraudulent addition of foreign materials.

Furthermore, to protect the **fresh milk claim** placed on the packaging of bakery products, Barilla has developed an analysis method capable of identifying innovative freshness indicators related to the shelf life of milk. Specifically, eight molecules responsible for milk ageing were identified using a high-resolution liquid chromatography-mass spectrometry approach.

FAST NEAR-INFRARED SPECTROSCOPY FOR BLACK PEPPER AUTHENTICATION

Black pepper is a commodity susceptible to adulteration for economic purposes. Barilla, in collaboration with the Istituto Zooprofilattico Sperimentale delle Venezie, has developed, standardised and validated a spectroscopic fingerprinting method for the authentication of black pepper using near-infrared (NIR) spectroscopy, combined with statistical data processing and a dedicated database.

150 different **samples** of black pepper were analysed with the aim of recovering the discriminating spectral characteristics and classifying the samples as authentic, exogenously adulterated or endogenously adulterated.

The model was tested achieving **an overall accuracy of 94%** with very high sensitivity and specificity rates and is now stably applied for batch plan monitoring from suppliers in different company plants.



AUTHENTICATION OF OREGANO BY DATA FUSION OF SIGNATURES BY ENVIRONMENTAL MASS SPECTROMETRY

Economically motivated adulteration (EMA) of herbs and spices is very common and is a major cause of concern for consumers, producers and regulators. Environmental mass spectrometry (AMS), combined with data fusion approaches, was successfully applied as an innovative strategy to authenticate oregano, in a joint collaboration with the Istituto Zooprofilattico Sperimentale delle Venezie.

Samples of authentic and adulterated oregano were subjected to this direct real-time analysis with high-resolution mass spectrometry (DART-HRMS) and the resulting unique dataset was subjected to supervised statistical analysis to ascertain the signals that discriminate authentic from adulterated oregano, resulting in a final model with **>90% accuracy, sensitivity and specificity**.

This strategy is now applied on a stable basis for batch plan monitoring from suppliers in different company locations.

CULTURE OF QUALITY

Barilla promotes and spreads the culture of quality through a number of **internal training** and **communication** activities **with the various stakeholders**, while evaluating their performance through specific indicators.

With reference to internal communication, in 2022 **more than 4,500 Barilla people**, from offices and factories, were engaged on different topics (e.g., *Food Safety*, *HACCP*, *Food Defence*, *Good Manufacturing Practices*, *Food Pest Control*) thanks to a **training plan** carried out both online and in person.

During 2022, 43 *Product Quality Review* events were also organised with the aim of evaluating Barilla products against the competition to improve them. Consideration was given to the performance of the product in terms of both organoleptic and food safety, the market, the time of consumption and the voice of the consumer. A total of 43 Barilla products and 168 competitors were analysed and discussed.

In addition, an interesting new initiative was further promoted, the **Quality Partner**, a **chatbot** via WhatsApp that Barilla employees can use to contribute their opinion on product quality. This tool makes it possible to **send reports** to the Quality & Food Safety team from home, from the office, or from the sales point; these reports are handled immediately.



DIGITALIZATION

In 2022, a digitalization programme was undertaken for production plants and offices.

Digital tools, thanks to the availability of **always up-to-date data**, enable **efficient and effective** management of all the company's main Quality and Food Safety processes, e.g., by accurately assessing compliance with regulations and certification standards and providing evidence of this to the relevant authorities and third-party certification bodies, as well as making **timely decisions for the continuous improvement** of processes and products.

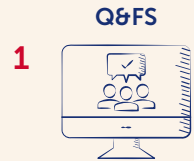
The company has developed a multi-year digital plan in two areas: **'paperless'** digital systems/apps and **analytical digital interactive tools**.

Paperless digital tools, thanks to the immediate availability and centralisation of data, help manufacturing plants to manage key Quality and Food Safety processes such as the evaluation and management of product non-conformities, audit programmes and the monitoring of critical control points in the HACCP process, as well as to **remove large amounts of paper from the plants** for the benefit of the company's sustainability programme.

Barilla has also developed **four** power BI-based **analytical digital tools**² that contain data, integrated from different sources, presented in synthetic views that allow for high-level or granular, global or local perspectives. Data sources are automatically verified, validated and updated. It is easier to check compliance of indicators, correct deviations from standards, define actions for continuous product improvement and better manage investments.

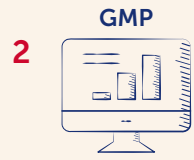
² Power BI is a digital business analysis service that provides interactive data visualisations to create reports and dashboards.

THE 4 DIGITAL TOOLS



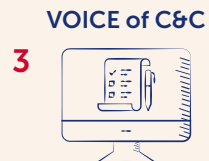
Q&FS

Q&FS Executive Boardroom: collects indicators on product quality, food safety, raw material and *packaging* conformity and the quality culture dissemination programme;



GMP

Good Manufacturing Practices Audit Cockpit: gathers indicators on the guidelines for hygiene and health standards that production environments, facilities and people must adhere to in order to produce good and safe food;



VOICE of C&C

Voice of consumer and customer: collects indicators on the *feedback* the company receives from consumers;



LIMS

Lims analytics insights: collects the results of chemical analyses carried out by external laboratories that the company relies on for specific analyses.

In 2023, the project will also include tools for quality management of raw materials and packaging.



FOOD EDUCATION

Barilla promotes educational and information activities on **responsible consumption patterns** and **balanced eating habits**.

“Promoting the **well-being** of future **generations** through an education pathway that brings together **motor** and **food** education.”

GIOCAMPUS

Giocampus is a project founded in **2002** by an association of **institutions** and **companies**, with the aim of **promoting the well-being of future generations** via a **motor and food education** pathway.

The Project is intended for children and teenagers; during the year, however, there are also food and motor education pathways for teachers and parents.



1 ○ Giocampus School

It involves 60 hours per year of physical education and 20 hours of nutrition education for all primary school classes

2 ○ Giocampus Summer

A daily summer camp intended for children aged 5-14, involved in various sports, in expressive workshops, and manual activities

3 ○ Giocampus Snow

Allows children to learn skiing and winter sports, experiencing autonomy and socialisation

4 ○ Giocampus Together

The inclusive project emphasising the inclusion of children with disabilities in the class group, whether a certified disability or not

GIOCAMPUS GREEN: AT SCHOOL FOR SUSTAINABILITY!

As of school year 2022/2023, the **Giocampus Green** project dedicated to **sustainability** education is active in all middle schools in the municipality of Parma. 4,300 students from 170 classes will cover five different topics - **energy, waste, air, water and food**. Giocampus Green aims to stimulate the **new generations**, inviting **them** to think and behave according to the logic of an all-round **sustainable lifestyle**.

VIVI SMART (LIVE SMART)

“At school and at home...
a project aimed at well-being”



ViviSmart is the innovative recreational-educational programme for primary schools and families promoted by the unprecedented **aBCD** Alliance of **Barilla**, **Coop** and **Danone** who, by combining their expertise, work together to foster the culture of **healthy eating and healthy lifestyles** in school children and their parents.

Scientific research carried out by SIMG (the Italian Society of General Medicine) and the Lumsa, Roma Tre and Parthenope Universities has demonstrated the effectiveness of the programme in terms of increasing awareness among children and families.

Moreover, in November 2021, the aBCD Alliance became a member of the “Green Community”, the national network created by the Ministry of Education to support the Public Administration and schools throughout Italy in implementing the “School ReGeneration” Plan, the plan for eco-friendly and cultural transition, conceived in the context of the implementation of the UN’s 2030 Agenda.

2017-2019 FIRST PHASE

Project: tested with face-to-face activities

Where: primary schools and sales points at local level

4 pilot cities: Milan, Parma, Genoa, and Bari.

2020-2021 SECOND PHASE

ViviSmart evolved into a new **digital version**, to spread the healthy habits of the Mediterranean diet throughout the country.



2021-2022

4,171 PARTICIPANTS

1,713 TEACHERS
2,458 FAMILIES

REACHED MORE THAN
42,000 CHILDREN





SUPPLY CHAINS

OUR
COMMITMENT
FROM FIELD
TO FORK

A **sustainable production** and supply chain, from the field to the table, in **respect of people** and the **planet**



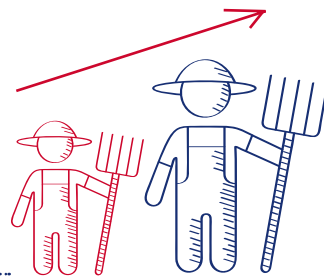
67% OF THE
RAW MATERIALS

ORIGINATE FROM SUPPLY
CHAINS MANAGED
RESPONSIBLY



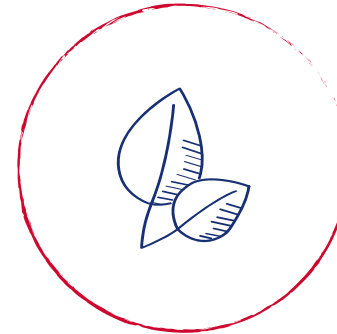
9,000+
FARMS INVOLVED

IN SUSTAINABLE AGRICULTURE PROJECTS



80%

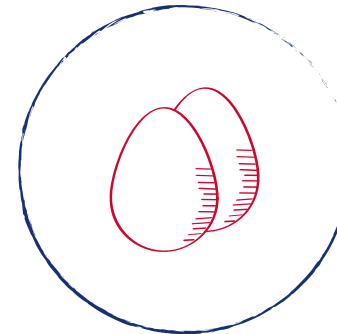
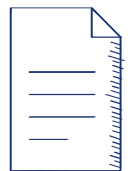
OF THE VOLUMES
PRODUCED ARE COVERED
BY LIFE CYCLE ASSESSMENT (LCA)



72 ENVIRONMENTAL
PRODUCT DECLARATIONS
(EPD) PUBLISHED

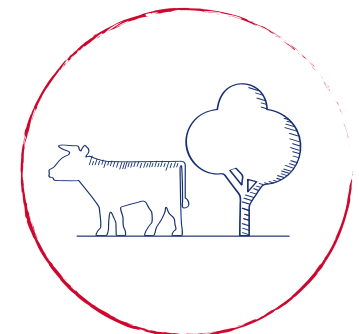
4 CHARTERS FOR THE
SUSTAINABLE FARMING

OF THE MAIN INGREDIENTS: DECALOGUE FOR
THE SUSTAINABLE CULTIVATION OF QUALITY
DURUM WHEAT, THE MULINO CHARTER, THE
HARRYS CHARTER, THE BASIL CHARTER



100% OF EGGS
FROM CAGE-FREE HENS

BBFAW AWARD
FOR THE LEADERSHIP IN ANIMAL
WELFARE CARING



RAW MATERIALS

“Barilla has been committed to sourcing **raw materials from sustainable supply chains** for years”

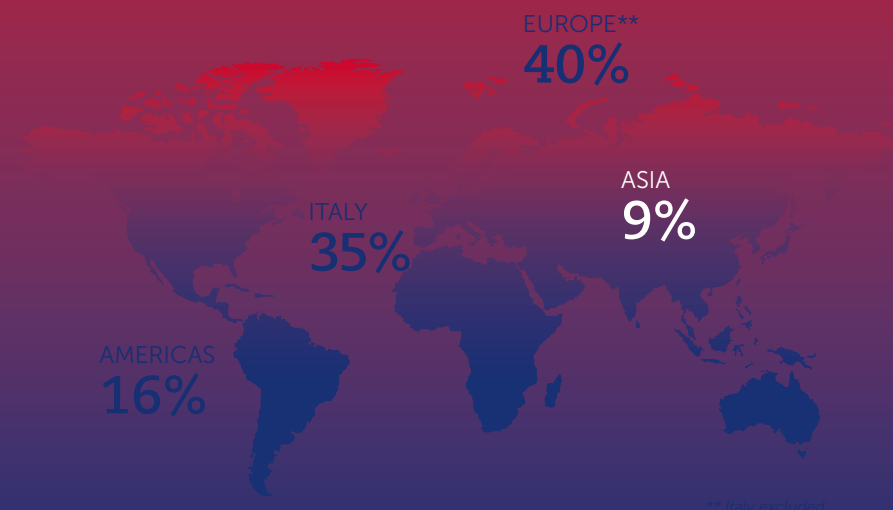
Ensuring a sustainable supply chain, not only economically, but also socially and environmentally, is crucial for Barilla.

For this reason, the Group considers it essential to establish direct and lasting working relationships with its suppliers, based on dialogue, transparency and counterparty satisfaction. Among the criteria used to select its suppliers, preference is given to **quality excellence, respect for human rights and the environment**.

In this context, in order to make its responsible approach to the different supply chains of raw materials and packaging materials consistent, Barilla has for years had a **Code of Sustainable Agriculture** (called SAC), **four Disciplines for Sustainable Cultivation** (Quality Wheat Decalogue, Harrys Charter, Mulino Bianco Charter and Basil Charter), an **Animal Welfare Policy** and **Principles for Sustainable Packaging**.

These Codes and Principles also represent important control measures to avoid or minimise possible negative impacts that may occur along the supply chain (for more details on potential risks, policies and management methods adopted, please refer to the chapter 'Risk Management' in this document).

SUPPLIERS BY COUNTRY*



SUPPLIERS BY TYPE***

Packaging of raw materials	205
Indirect material****	8,463
Copacker	60
Non-strategic and critical raw materials	244
Total	9,274

* The figure referring to the number of suppliers broken down by geographical area does not coincide with the actual number as the same supplier may supply several Barilla Legal Entities worldwide.

*** The figure for the number of suppliers broken down by type was counted several times in the case of the supply of different types of products and services.

**** Goods and services purchased not already included in the other categories.

THE BARILLA SUSTAINABLE AGRICULTURE CODE

Barilla has defined the **Sustainable Agriculture Code (SAC)**. A set of good practices based on **five fundamental principles**.

The Sustainable Agriculture Code finds its concrete expression in **Barilla Sustainable Farming (BSF)**, a programme aiming to **guarantee the correct application of the Code by means of more efficient and innovative production systems**. In this way it is possible to obtain safe and high-quality agricultural products, as well as protecting the environment and the farmers' socioeconomic conditions.

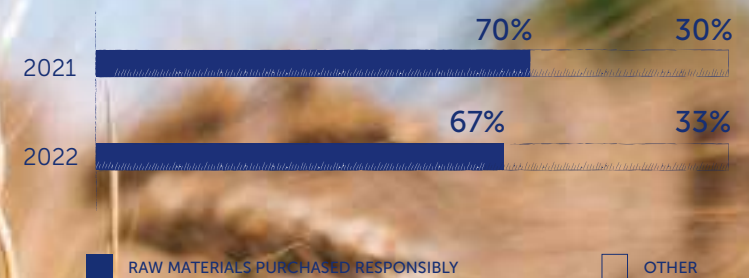
In 2022, supply chains managed with sustainability protocols and supply chain agreements showed great resilience, despite the difficulties of the previous year. In particular, the total amount of strategic materials purchased in line with the Codes and Principles is 67%, in line with 2021. The figure is down from 2021 due to:

- lower quantity of durum wheat harvested in Italy according to the granoduro.net system;
- drastic drop in certified sunflower oil due to the Russia-Ukraine conflict;
- reduction of the responsible rye project in Sweden.

THE SUSTAINABLE AGRICULTURE CODE 5 PRINCIPLES

- 
- improve the efficiency and competitiveness of the agricultural system
 - research food quality and safety
 - act with integrity, applying the Barilla Code of Ethics
 - believe in listening and collaborating for continuous improvement
 - reduce the impact on the environment

SHARE OF RESPONSIBLY PURCHASED STRATEGIC RAW MATERIALS IN 2022 VS. 2021



RESPONSIBLY PURCHASED RAW MATERIALS						
Total tonnes purchased		Tonnes selected from responsibly managed production and supply chains		Share of purchases selected from responsibly managed chains out of the total		
t		t		%		
2022	2021	2022	2021	2022	2021	
STRATEGIC RAW MATERIALS						
Durum wheat	1,107,194	1,079,726	667,478	685,628	60%	64%
Durum wheat semolina	403,397	383,681	267,212	222,590	66%	58%
Common wheat	78,992	82,458	77,498	81,033	98%	98%
Common wheat flour	349,258	322,989	300,176	294,704	86%	91%
Rye	38,294	41,332	2,900	4,350	8%	11%
Rye flour	27,349	23,228	247	11,300	1%	49%
Tomatoes	70,544	63,891	70,306	63,395	100%	99%
Sunflower oil	35,784	42,471	15,368	40,709	43%	96%
Rapeseed oil	8,745	7,901	8,603	7,119	98%	90%
Beet sugar	48,299	55,721	48,299	55,721	100%	100%
Eggs	20,259	22,445	20,191	22,435	100%	100%
Basil	6,761	7,427	6,761	7,427	100%	100%

RESPONSIBLY PURCHASED RAW MATERIALS						
Total tonnes purchased		Tonnes selected from responsibly managed production and supply chains		Share of purchases selected from responsibly managed chains out of the total		
t		t		%		
2022	2021	2022	2021	2022	2021	
RAW MATERIALS FROM SUPPLY CHAINS WITH ENVIRONMENTAL AND SOCIAL ISSUES						
Cane sugar	6,233	2,060	6,233	2,060	100%	100%
Cocoa	12,010	13,682	12,010	13,682	100%	100%
Beef	766	782	732	716	96%	92%
Pork	1,951	1,952	1,869	1,943	96%	100%
Chicken	11	8	0	0	0%	0%
Wild-caught fish	32	21	32	21	100%	100%
OTHER RAW MATERIALS OF ANIMAL ORIGIN						
Butter	6,913	7,219	0	0	0%	0%
Fresh milk	3,413	3,323	3,143	3,027	92%	91%
Dairy products	7,334	7,728	350	348	5%	5%
Total	2,233,539	2,170,045	1,503,340	1,518,208	67%	70%



DURUM WHEAT

The main ingredient for all Group pasta brands is **high quality durum wheat** originating from **Italy, Greece, Turkey, and North America**.

Where possible, Barilla prioritises local procurement chains, as well as establishing collaboration relationships with its suppliers that aim to disseminate more efficient, innovative, and sustainable agricultural practices, with the intent of improving the socioeconomic conditions of the entire agri-food production and supply chain.

“For Barilla, using high-quality raw materials is not just a prerequisite for competitive production. It is a social and ethical responsibility.”

For over 20 years, Barilla has embarked on a **research** path, studying and analysing the **various types of wheat**, in order to identify the **best** type in terms of **protein content and gluten quality**, elements that make for perfectly cooked pasta, and a **low content in ash** (mineral salts), necessary to optimise the grinding process.

The varieties of wheat currently used are: **Aureo, Svevo, Puro, Intenso**.

DURUM WHEAT PURCHASES

	Total tonnes purchased		Tonnes purchased from the local market				Tonnes purchased under farming contracts			
	t		t		%		t		%	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Italy	706,313	697,540	601,423	587,345	85%	84%	484,800	473,082	69%	68%
Greece	53,615	52,141	53,615	52,141	100%	100%	19,600	22,000	37%	42%
Turkey	131,035	131,507	131,035	131,507	100%	100%	18,786	18,858	14%	14%
North America	216,231	204,708	216,231	204,780	100%	100%	0	0	0%	0%
Total	1,107,194	1,085,896	1,002,304	975,773	91%	90%	523,186	513,940	47%	47%

DURUM WHEAT SEMOLINA PURCHASES

	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	127,807	107,275	98,269	104,736	77%	98%
North America	128,923	113,295	128,923	113,295	100%	100%
Mexico	59,054	76,757	59,054	76,757	100%	100%
Russia	66,512	68,775	66,112	68,775	99%	100%
Turkey	21,101	17,578	21,101	17,578	100%	100%
Total¹	403,397	383,680	373,459	381,141	93%	99%

1. The values for the financial year 2021 have been restated, in view of the retrieval of data from Turkey.



93% OF WHEAT
IS PURCHASED FROM THE
LOCAL MARKET

47% OF PURCHASES
ARE MADE THROUGH
FARMING CONTRACTS

“AUREO” DURUM WHEAT

Year of registration	2009
Genealogy	Kofa/Sveva

Agronomic characteristics

Aureo has an average-early growth cycle with vigorous plants featuring good resistance to drought. Suitable for areas in central-southern Italy, it has very good resistance to the most common diseases (especially mildew).

Wheat quality

The semolina obtained from this variety is high quality as it is distinguished for its high protein content, gluten quality and yellow colour. These characteristics make “Aureo” durum wheat particularly suitable to produce top quality pasta.

Curious facts

With Aureo it has been possible to change the procurement origins of high quality durum wheat: from the irrigated desert areas of Arizona to Italy, distinguished by its rainfall. This translates into a significant reduction in the use of drinking water.

“PURO” DURUM WHEAT

Year of registration	2017
Genealogy	Alamo/Claudio

Agronomic characteristics

Suited to the central-southern areas of Italy, with an average-early cycle and has average tolerance to mildew and septoria. It is medium size and has a good resistance to lodging.

Wheat quality

High protein level, high gluten quality and distinctive yellow colour make it suitable for the production of top quality pasta.

Curious facts

This variety is suitable for farmers in the supply chain who wish to achieve excellent quality grain through agronomic simplicity, given its strong predisposition to be a grain with high protein accumulation capacity also with low technical input.

“SVEVO” DURUM WHEAT

Year of registration	1996
Genealogy	Cimmyt/Zenit Line

Agronomic characteristics

Svevo is of medium size and has a very early growth cycle, brown awn and good production potential. It is mainly grown in the Southern Italy areas, adapting perfectly to the climate of the Mediterranean basin. Svevo has excellent genetic resistance to the main plant diseases, particularly powdery mildew.

Wheat quality

Svevo durum wheat is distinguished by excellent qualitative characteristics, such as constant protein content, yellow index and an extraordinary aptitude for industrial transformation.

Curious facts

The exclusive “oldest” and “most international” Barilla wheat species. Farming contracts with this variety are stipulated in Italy, Greece and Turkey.

“INTENSO” DURUM WHEAT

Year of registration	2021
Genealogy	S353xGC21D10

Agronomic characteristics

Intenso has a medium-high size, good resistance to lodging chin and color of the joints clear. It is suitable for cultivation in fertile areas of the Po valley and has a good tolerance to fusariosis of the ear and brown rust.

Wheat quality

Intenso durum wheat has a protein level that is always in line with expectations, an excellent test weight as well as the intensity of the semolina color.

Curious facts

New exclusive variety of the Barilla supply chain for cultivation contracts made in Italy.

ITALY

Barilla has long been pursuing projects aimed at improving the quality of wheat and enhancing the Italian wheat supply chain.

With this in mind, several collaborations have been set up over the years, resulting in free tools to support farmers:

- the collaboration with HORTA² in 2009, thanks to which two new tools were created to improve and support agronomic practices:

Decalogue for the sustainable cultivation of wheat: a set of 10 rules and tips aimed at spreading more efficient and sustainable agricultural practices;

GRANODURO.NET[®] platform: a tool to provide farmers with useful information or warning signs for field cultivation through the study of objective parameters, such as weather conditions.

- **adoption of the AgroSat tool** in 2018, i.e. a platform derived from the collaboration with CNR-IBE (National Research Council - Institute for Bio-Economy); AgroSat is an innovative and completely free tool able to support farmers in managing fertilisation through precision farming techniques. Again in collaboration with the CNR

PURCHASES OF DURUM WHEAT FROM ITALIAN FARMERS WHO USE THE GRANODURO.NET[®] SYSTEM

	Number of farm holdings that use granoduro.net [®]		Tonnes of wheat grown with the support of granoduro.net [®]	
	2022	2021	2022	2021
Northern Italy	1,410	1,694	147,783	164,554
Central Italy	2,171	2,190	159,365	161,831
Southern Italy	1,946	1,931	135,922	140,592
Total	5,527	5,815	443,070	466,977

2. A spin-off of Università Cattolica del Sacro Cuore, Hort@ was founded in Piacenza in 2008 as a company providing services in the field of plant production. It offers solutions aiming to increase the competitiveness and sustainability of agricultural and agri-food undertakings.

and dedicated to all operators in the wheat chain, GranoScan³, Barilla's Artificial Intelligence Application for field recognition of the main wheat adversities, was derived in 2021;

- **partnership in 2019 with the Cooperative of Beet Farmers (CO-PROB), Italia Zuccheri, the Agrarian Consortium of Emilia-Romagna, LEGAMBIENTE and the Agrarian University of Piacenza** to study the positive impact of the rotation between durum wheat and sugar beets.

Thanks to the initiatives implemented throughout, in 2022 the Group was able to purchase **over 443,000 tonnes of durum wheat grown in a more responsible way.**

Finally, thanks to the various investments made to improve the durum wheat supply chain in Italy, the pasta sold in the Italian market is made **with 100% Italian wheat.**

THE MoU FOR ITALIAN DURUM WHEAT

In 2019, Barilla and the (It.) Ministry of Farming, Food and Forestry Practices - MIPAAF - signed the MoU for Italian durum wheat, in which the parties undertake to embark on a path that will make the best use of Italian durum wheat. In this MoU, Barilla undertakes:

- **to increase** purchases of Italian durum wheat;
- **to stipulate** supply contracts for at least 65% of its total annual supplies;
- **to guarantee** a bonus in addition to the market price, related to the achievement of qualitative parameters.



3. GranoScan was derived from the desire to create a tool that is closer to the farmer, starting with a simple photo taken from a smartphone or tablet, can be of assistance in identifying the main adversities in wheat and thus help in determining interventions.

THE BARILLA DURUM WHEAT MANIFESTO

Barilla renews its classic pasta making it even tastier and more full-bodied, making it entirely with **100% Italian durum wheat**. Chosen from the best varieties, they are characterized by a high protein content, **high quality gluten**, a **golden yellow color** and a **low content of mineral salts**. The perfect ingredients to season a "tricolor recipe" that demonstrates foresight, **attention and concrete commitment to our Country**. At the base, the close collaboration with millers, cooperatives and consortia, farmers and institutions who have chosen to bring together their wealth of knowledge, tools and experiences to enhance the Italian agricultural supply chain and give life to a production of the highest quality.

By virtue of its commitment, **Barilla has set out a real statement of intent and concrete goals**, an innovative vision of the product and of the supply chain in the name of excellence and the enhancement of resources, local communities, the territory and the environment. These principles take form in a **ten-point prospectus, the "Durum Wheat Manifesto"**.



THE TEN RULES FOR GROWING DURUM WHEAT

- It is cultivated near our pasta factories and mills to support Italian agriculture and local communities
- It comes from high quality durum wheat varieties, developed because of the different climatic conditions of our country
- It has the golden color of the Italian sun and it is rich in protein for a full-bodied quality pasta that is always al dente
- It helps to reduce the impact on the environment thanks to the diffusion of responsible agricultural practices
- It is sown in fields where different crops alternate to safeguard the natural fertility of the soil
- It is followed along the entire supply chain to ensure maximum food safety
- It is cultivated by the community of agricultural partners with whom we collaborate to build the future together, every day
- It is obtained thanks to the work of farmers to whom we ensure transparent prices and which reward their work
- Within our supply chain, we share innovative tools in order to promote more efficient and environmentally friendly precision farming practices, compared to conventional farming methods
- A whole community surrounds our Italian wheat: open to dialogue, responsible, working every day to make what is good for the planet better for everyone.



GREECE

For several years, Barilla has been stipulating collaboration agreements with local actors to promote the sustainable growth of the durum wheat production and supply chain in Greece. In particular, jointly with the *University of Thessaly*, the Group has studied new tools and means of farming that respect the environment and limit the impact generated on natural resources.

In 2022, the spread of **farming contracts** and the use of **granoduro. net®** continued **for a total of 19,600 tonnes**. Thanks to these initiatives, 404 farmers sowed 4,387 hectares of land in accordance with the new Barilla standards for a harvest of over 18,200 tonnes.

TURKEY

Thanks to the collaboration with *Bahri Dağdaş International Agricultural Research Institute*, Barilla has published and distributed the **Sustainable Agriculture Manual**, as well as continuing its work with the *Namik Kemal Institute*. In particular, collaboration with the latter was aimed at implementing projects that contribute to creating a sustainable supply chain model, on a par with Italy and Greece.

In 2022, **18,786 tonnes** of durum wheat were purchased **under Farming Contracts**.

NORTH AMERICA

In 2022, Barilla continued the dissemination of best agronomic practices to suppliers in order to improve the **agronomic knowledge** of local producers and to develop technologies for a more sustainable agriculture. In particular, the Agronomic Guide developed over the past years with the *University of North Dakota, Agrifood and Se-Can*, includes **a decalogue with the most innovative agricultural techniques for growing durum wheat**.

RUSSIA

Since the wheat supply chain in Russia is still in development, Barilla launched a project to identify the most efficient **durum wheat** type in terms of **yield** and **environmental sustainability**. In the course of 2023, the first decalogue will be published and disseminated throughout the supply chain.

EUROPE

Barilla took part in "*Horizon Europe*", i.e. the European Union framework Programme for research and innovation for 2021-2027, aiming to:

- strengthen the scientific and technological bases of the Union and promote its competitiveness in all member states;
- implement the Union's strategic priorities and contribute to the implementation of European policies, helping to deal with the global challenges of our time, as laid down by the sustainable development goals (SDGs) of the United Nations' 2030 Agenda and the Paris Agreement on the climate;
- strengthen the European research space.

NEW VALIDATION STRATEGIES FOR THE EVALUATION OF THE GEOGRAPHICAL ORIGIN OF DURUM WHEAT

The assessment of durum wheat's geographical origin is an important and emerging challenge, due to the added value that a claim of origin could provide to the raw material itself, and subsequently to the final products.

The origin of the raw materials is one of the main selection criteria that over 85% of Italian consumers apply when choosing products and pasta, in particular. Europe is the largest producer and consumer of durum wheat in the world.

The goal of this research activity has been to find objective chemical footprints/markers to guarantee traceability along the durum wheat production and supply chain, thus making it possible to:

- improve the competitive advantage of Barilla pasta brands;
- guarantee compliance with the incoming new EU legislation;
- limit possible fraud.



Samples that are representative of the various global geographical areas were taken (a total of over 170 samples divided over 3 annual wheat seasons) that formed the base for the development, and

subsequent approval, of a methodology for validating geographical origin based on combined $87/86\text{Sr}$ isotope ratio information and multi-element analysis.

This methodology makes it possible to differentiate the various geographical areas in which durum wheat originates: it is possible to discriminate (regardless of the harvest season) among Italian, European and non-European samples.



Moreover, in order to boost the potential of the Barilla strategy, in terms of costs/benefits ratio, an additional analytical methodology was provided that uses a LC-HRMS metabolomic approach, a selection of chemical markers related to the geographical origin of durum wheat.

For more information:

<https://www.sciencedirect.com/science/article/abs/pii/S0308814620302235>

COMMON WHEAT AND COMMON WHEAT FLOUR

Common wheat and its flour are the main ingredient for baked goods.

In order to promote the sustainable development of the common wheat production and supply chain, Barilla has drafted the **Mulino Bianco Charter** and **Harrys Charter**, to be signed by all producers.

OF APPROXIMATELY **66%** TODAY, AN AVERAGE,
OF COMMON WHEAT
IS PURCHASED ON THE LOCAL MARKET

AND **61%** OF COMMON WHEAT FLOUR
IS PURCHASED ON THE LOCAL MARKET



COMMON WHEAT						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	77,498	81,033	50,847	52,766	66%	65%
Sweden	1,494	1,425	1,494	1,425	100%	100%
Total	78,992	82,458	52,847	54,191	66%	66%

COMMON WHEAT FLOUR						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	185,856	177,479	51,191	48,309	28%	27%
France	124,321	113,199	12,321	113,199	100%	100%
Germany	10,344	9,247	10,344	9,247	100%	100%
Sweden	10,499	11,701	10,499	11,701	100%	100%
Canada	5,490	0	5,490	0	100%	0%
Russia	12,748	11,363	12,748	11,363	100%	100%
Total	349,258	322,989	214,593	193,819	61%	60%

COMMON WHEAT AND COMMON WHEAT FLOUR FROM FARMERS WHO HAVE JOINED THE "MULINO BIANCO CHARTER"		
	Number of farm holdings that use the "Mulino Bianco Charter"	Tonnes of common wheat grown according to the "Mulino Bianco Charter"
Italy	1,397	119,700
France	804	144,900
Other	263	50,400
Total	2,464	315,000

COMMON WHEAT FROM FARMERS IN ITALY WHO HAVE SIGNED UP TO THE "HARRYS CHARTER"		
	Number of farm holdings that use the "Harrys Charter"	Tonnes of common wheat grown according to the "Harrys Charter"
France	607	119,572

MULINO BIANCO CHARTER

The **Mulino Bianco Charter** was drawn up in 2018 with the objective of supporting the spread of sustainable agricultural practices along the common wheat flour supply chain in Italy and France.

Developed in collaboration with **WWF Italy**, the **University of Bologna** and **Tuscia University**, it contains **10 rules** designed to **guarantee the ever-increasing quality of the products, support the work of farmers' communities and limit the impact on the planet**, by safeguarding biodiversity (3% of wheat fields are in fact dedicated to flowers), reducing the use of chemicals and protecting pollinating insects.

Mulino Bianco has several partners who have signed up to the Mulino Bianco Charter over time: today there are **2,464 farmers** plus dozens of Italian mills, a Barilla-owned Mill, hundreds of storage centres scattered throughout the country and overseas, which equals to approx. **315,000 tonnes** of common wheat used to produce the flours.

All members of the Mulino Bianco Charter must comply with the requirements of the International Sustainability and Carbon Certification (ISCC PLUS).



HARRYS CHARTER

In France, the **Harrys Charter** was launched in 2018, developed in collaboration with various stakeholders in the supply chain, experts in agronomy and certification bodies.

The Charter contains the principles of sustainable agriculture that the common wheat supply chain is required to comply with. It consists of **40 agro-ecological rules** based on the NF30-001 public standard, **outlining good practices for the responsible farming of wheat at all stages**, taking into account the positive and negative effects deriving from soil cultivation.

Harrys has gradually increased the number of farms involved, reaching **607**, which equals about **119,572 tonnes** of purchased common wheat flour.



RYE AND RYE FLOUR

Rye flour is the **main ingredient** of **crispbreads**, a product that has the advantage of **not requiring a high use of water and fertilisers** for cultivation. In addition, **sustainable agronomic practices** have been consolidated through the years, both from an environmental point of view and in terms of yield.

RYE						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Sweden	38,294	41,332	100%	41,332	100%	100%
Total	38,294	41,332	100%	41,332	100%	100%

RYE FLOUR						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Sweden	247	431	247	431	100%	100%
Germany	26,243	22,117	26,243	22,117	100%	100%
Italy	498	484	0	0	0%	0%
France	362	284	0	0	0%	0%
Russia	0	4	0	4	0%	100%
Total	27,350	23,320	26,490	22,552	97%	97%

REGENERATIVE AGRICULTURE

Regenerative agriculture is one of the most effective methods for exploiting the **plants' ability to capture carbon from the atmosphere and transfer it to the soil**. Wasa has promoted a project for exploiting this power of plants, aiming to **restore the soil's natural ability to absorb CO_{2eq} emissions** so as to obtain a positive impact on both the environment and the bread's production process.

The project, in collaboration with **Indigo** and **Svensk Kollinlagring**, has involved **14 farmers** in **Germany** and **Sweden**, who were asked to apply regenerative agriculture techniques, such as cover crops, minimal processing of the land, crop rotation, targeted use of fertilisers, and free-ranging animals.

At the end of the project, soil samples will be analysed to measure and check its actual ability to absorb carbon and the quantity of emissions reduced during the process. The effects of regenerative practices are measured over several years of application to measure the actual regenerative effect on the soil.

TOMATOES

The majority of the **tomatoes** purchased by Barilla for the production of sauces originate from **Italy (81%)**, while the remainder is purchased from **American (18.6%)**, **Chinese (0.3%)**, and **Canadian (0.1%)** producers prioritising local markets.

Moreover, Barilla endeavours to only purchase tomatoes with a certification of good agricultural practices, such as **Global G.A.P** or **regional integrated production charters**.

In all countries, the only way to harvest tomatoes is mechanically.

BASIL

Barilla only uses Italian **basil** for the preparation of **Pesto alla Genovese** and of tomato-based sauces.

Basil from Italy, and mainly used in the Rubbiano (Parma) plant, is managed through close relationships with a few selected suppliers. Over time, this has enabled the development of a particularly dedicated supply chain with important innovation and sustainability projects.

THANKS TO THESE LONG-TERM
RELATIONSHIPS, **BARILLA**
HAS ALSO CREATED
THE BARILLA BASIL CHARTER



TOMATOES						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	57,090	50,298	57,090	50,298	100%	100%
China	221	212	221	212	100%	100%
Canada	17	0	17	0	100%	0%
North America	13,216	13,381	13,216	13,381	100%	100%
Total	70,544	63,891	70,544	63,891	100%	100%

	BASIL					
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Italy	6,761	7,427	6,761	7,427	100%	100%

ISCC Plus certification

The ISCC PLUS certification system is voluntary and is used at international level to guarantee compliance with sustainability standards in food sectors. According to this certification system, being sustainable means guaranteeing: the preservation of biodiversity areas, the preservation of areas with a high carbon content, the adoption of the European Agricultural Good Practices, and traceability using the segregation method.

BASIL CHARTER

Barilla commits itself on three main fronts:

- **The procurement of basil originating from sustainable agriculture:** each farmer of the basil production and supply chain is subject annually to specific checks and must also comply with the sustainability criteria of the ISOC PLUS certification system;
- **Protection of biodiversity:** In order to obtain quality basil, Barilla must take care of the fields where the basil is grown. Through crop rotation and the creation of areas of biodiversity, soil fertility can be increased and the presence of pests reduced;
- **The empowerment of farming communities:** the bonds that have been established with farmers go back a long time. This enables Barilla to be sure of the quality of the raw materials purchased and farmers to plan their work with greater security.



NEW BASIL AND LEMON PESTO

Basil and Lemon Pesto is the newest addition to the pesto family. The twist of lemon peel combined with the intense aroma of sustainably grown **100% Italian basil** make this pesto the fresh taste of summer that everyone loves.

All in a **100% recyclable** jar.



VEGETABLE OILS

The vegetable oils used by Barilla are mainly **sunflower seed** oil and **rapeseed oil**.

The **production of sunflower seed oil**, that mostly takes place in the **Italian market**, is **rotated with durum wheat**. Barilla, jointly with the farmers, has for years implemented several initiatives to establish the best agricultural practices for sunflower cultivation, in accordance with the principles of the **Barilla Sustainable Agriculture Code**. To be Barilla suppliers, sunflower seed oil producers must be certified in accordance with the **CSQA or ISCC PLUS DTP 112 standard** (thus guaranteeing sustainable production in environmental, economic, and social terms) or have adopted the **Girasole.net®** platform of HORTA.

With regard to **rapeseed oil**, which is particularly common in France, Barilla has launched several projects in collaboration with the suppliers, to promote the sustainable agriculture principles laid down by the Group and asks that producers be certified in accordance with the **ISCC PLUS or 2BSvs standards**.

The severe Ukraine crisis in 2022 forced the company to change supply chains. Although no sustainability parameters were waived, 100% certification could not be guaranteed.

In Italy, Barilla also uses **soybean oil**, purchased entirely from producers who meet the requirements of the CSQA DTP 112 standard.

VEGETABLE OILS						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2022	2021	2022	2021	2022	2021
Sunflower oil	35,784	42,470	1,133	7,180	3%	17%
Rapeseed oil	8,745	7,102	1,420	1,704	16%	24%
Total	44,529	49,572	2,553	8,884	6%	21%

SUPPLY CHAINS WITH POTENTIAL SOCIAL ISSUES

The **cocoa and cane sugar production and supply chains**, as well as those for the supply of gadgets and promotional objects, are considered as chains with potential issues related to social aspects, such as **the use of child labour** and **failure to respect human rights**. For this purpose, Barilla purchases these products exclusively from suppliers who hold certifications issued by **independent subjects that ascertain compliance with international ethical/social standards**, as well as requiring registration to the **international Sedex platform** (checked on a quarterly basis, to guarantee strict compliance with the ethical and social standards which inspire the Group) and acceptance of the Code of Ethics by the supplier.

	2022	2021
Total number of suppliers deemed to be at potential risk of violating human rights	91	90
Average risk by sector and country based on international databases and Self-Assessment Questionnaires (SAQ)	4.75	4.75
Completed Self-Assessment Questionnaires (SAQ)	86%	87%
Purchases of gadgets and promotional material from suppliers with audited SA8000 certification	100%	100%

CANE SUGAR

Cane sugar originates from geographical areas with serious social issues; **Barilla**, therefore, purchases this product only from suppliers certified as **Sedex Members Ethical Trade Audit (SMETA)**.

COCOA

Barilla, through its Pan di Stelle brand, has been collaborating since 2015 with **Barry Callebaut**, the main supplier of cocoa, and its foundation, **Cocoa Horizons**, which is committed to carrying out projects to improve the living conditions of cocoa farmers in West Africa. Subsequently, the Group also took part in the **Transparence Cacao** project of the supplier *Dipa Cemoi*.

THE NEW BAIOCCHI ICE CREAM BISCUIT

When the goodness of a biscuit that has always accompanied the days of Italians is combined with the freshness of ice cream, a truly unique taste is created.

Barilla renews its collaboration with **Algida** and opens the Mulino Bianco brand to the world of ice cream for the first time, creating Baiocchi gelato. An iconic biscuit, which in an ice cream version features two biscuits enclosing a creamy cocoa and hazelnut ice cream, made with 100% Italian hazelnuts, fresh high-quality Italian milk and sustainable RFA (*Rainforest Alliance Certified Cocoa*) cocoa.

* The collaboration with Unilever, specifically with Algida, led to the creation of Pan di Stelle, Baiocchi, Ringo, Gocciolo and Togo ice creams.

SAFEGUARDING FORCED AND CHILD LABOUR ALONG THE SUPPLY CHAIN

The Group respects its customers, suppliers, the environment and local communities in all its activities and operations, as it believes that running a sustainable business is the foundation for success in the short and long term. As set out in its Code of Ethics, Barilla guarantees the freedom of association of workers and recognition of the right to collective bargaining, and also undertakes not to employ, directly or indirectly, forced and compulsory labour or child labour. In some time, the Group has been active in safeguarding the rights of its workers and those of its supply chain to fight against all forms of child labour and forced labour, especially in the geographical areas as most at risk: Africa (cocoa production), Swaziland and Mozambique (cane sugar production) and China (promotional material).

In order to mitigate the above-mentioned risks, the Group has adopted the following safeguards:

- The cocoa suppliers are members of the World Cocoa Foundation and all processing sites of Barilla's main cocoa suppliers in Africa are certified by social audits;
- Cane sugar suppliers are subject to verification that they possess a specific certification covering child and forced labour risks;
- Suppliers of promotional material are audited periodically in accordance with the Code of Ethics.

In addition, all suppliers are required to know, understand and comply with the Group's Code of Ethics and the laws of the countries in which Barilla operates, including those relating to child labour and forced labour. The Group reserves the right to take appropriate action against any supplier found to have acted improperly.

ANIMAL WELFARE

“In line with **our commitment**, we pay **special attention** to **animal welfare**”

THE GUIDELINES ON ANIMAL WELFARE

Barilla endeavours to ensure that all suppliers of raw materials of animal origin comply not just with legal requirements, but also with the highest animal welfare standards and criteria.

To support this commitment, the Group has drafted, in collaboration with the organisation **Compassion in World Farming** (CIWF), the **Barilla Guidelines on Animal Welfare**.

Barilla pays attention to the definition of precise purchasing criteria with reference to all animal-origin production chains, with special focus on large-volume production chains, such as those for eggs, meat, fish, and dairy products originating from Europe, North and South America, Russia, and Turkey.

Barilla recognises animals as sentient beings in accordance with the **Lisbon Treaty of 2009**, so animal welfare policies are an integral part of the company's strategy and are managed and monitored by the **Sustainability Board**, a working group composed of the Directors of the Global Units most involved.

The *Board* defines the long-term objectives, the annual objectives, and is responsible for checking that such objectives are being reached. The relations with the production chains to guarantee the proper implementation in daily operations are managed by the *Global Supplier Quality Management and Purchasing Unit*.

The Guidelines define the **five freedoms**, which must be respected to ensure the **physical and mental wellbeing of animals** as well as their ability to express species-specific behaviours.



STANDARD FOR BARILLA SUPPLIERS

In addition, the Guidelines set forth **specific standards with which the breeders of the Barilla production chains must comply**. Specifically:

- all animals farmed along the production chain must have appropriate access to feed and water, so that their needs are met and aggression is reduced;
- densities must guarantee animal welfare and comfort and the animals should be provided with appropriate enriched environments, making it possible for them to express species-specific behaviours;
- routine mutilations must be avoided, if not absolutely necessary to preserve the animals' welfare;
- animals must always be transported in ways that minimise potential causes of stress and limit the duration of travel as much as possible;
- transport lasting more than eight hours must always be avoided;
- the animals must always be stunned before being slaughtered;
- antibiotics must always be used responsibly, and their use must be reduced whenever possible. Prophylactic use of antibiotics is forbidden;
- the use of all growth-promoting substances, such as the administration of hormones and antibiotics, is not allowed;
- genetic engineering or cloning of farm animals and/or their progeny is not allowed;
- breeds must be selected based on traits that improve wellbeing, rather than only to increase productivity.

Compliance with these standards, which is periodically checked with specific audits, forms an integral part of **100% of contracts with suppliers of eggs**, meat and fresh milk around the world. If the supplier does not comply with the standards, Barilla has set up a plan to restore compliance depending on the severity of the case.

Thanks to its suppliers of pork and eggs, Barilla endeavours to breed animals with species-specific environmental enrichment so as to allow the natural behaviours to be expressed.

In addition and in order to train people on animal welfare, Barilla organised an in-company training course, held by **Compassion in World Farming** for all employees involved in the management of the supply chain, in particular in the **Global Vendor Assurance** and **Purchasing Units**.

PROCUREMENT OF BARN EGGS

Barilla believes that the confinement of hens is a practice that harms animal welfare; it has therefore decided to abandon this method of farming along the supply chain and to use only **barn eggs**.

Since 2019, the eggs used for the products of all the Group's brands, present in all the geographic areas concerned, **come from cage-free supply chains**.

PROCUREMENT OF MEAT PRODUCTS

Since 2014, Barilla has launched an important project with meat suppliers for the production of sauces and filled pasta aiming to develop new Guidelines on Animal Welfare that cover all **procurement of pork and beef**. These Guidelines comply with all the aforementioned practices.

In 2022, the Guidelines cover 100% of the supplies of pork and beef used for sauces and filled pasta produced in Italy and 97% of the total meat used globally.

PROCUREMENT OF CHICKEN MEAT

Barilla buys a very limited quantity of **chicken meat** for its products to be produced. However, it is committed to ensure that, by 2024, the purchase comes from suppliers who are committed to implementing specific animal welfare practices.

Specifically, the project aims to ensure:

- transitioning to breeds that demonstrate higher welfare results, such as those approved by the international organisation, RSP-CA, or the *Global Animal Partnership* (GAP), based on measurable welfare improvement results;
- reducing densities to a maximum of 30 Kg/m², forbidding the use of cages and multi-level systems;
- providing enriched environments for animals that fulfil the new GAP or similar standards, including bedding (at least two metres of usable space for perches and two substrates for pecking, per 1,000 birds) and light management;
- eliminating pre-stunning handling and adopting controlled atmospheric stunning, using inert gas or multi-stage systems, or effective electrical stunning without live inversion;
- complying with the standards defined by Barilla for the protection of animal welfare by means of third-party audits.

PROCUREMENT OF FRESH MILK

Fresh milk is a key ingredient for many Barilla products and has always been purchased by the Group from local, traceable and controlled production chains.

Since 2018, Barilla, in collaboration with its main supplier, has launched a process for assessing animal welfare and biosafety for cattle farming (meat and milk cattle).

In 2022, the assessment was carried out in conformity with **Classy-Farm**, an **integrated system** that aims to **categorise farming based on risk**, recognised and approved by the Italian Ministry of Health. This system provides a checklist that makes it possible to detect, collect, and process data relating to the following assessment areas:

- biosafety;
- animal welfare;
- health and production parameters;
- animal nutrition;
- consumption of antibiotics;
- injuries detected during slaughter.



In late 2022, 100% of the volumes of fresh milk purchased in Italy, which correspond to 92% of the volumes of fresh milk purchased by the Group globally, originated from companies assessed using the Classyfarm system.

POULTRY MEAT									
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
China	11	8	16	11	8	16	100%	100%	100%
Total	11	8	16	11	8	16	100%	100%	100%



EXTERNAL ACKNOWLEDGEMENTS

The **new report of the global benchmark on farm animals BBFAW (Business Benchmark on Farm Animal Welfare)** was presented in March 2022. An initiative that grows every year, with a total number of analysed companies that stands at 150 in 23 different countries.

The **BBFAW benchmark** is becoming an increasingly popular tool, used by investors and sector operators to evaluate the policies, the performance and the transparency of food businesses with regard to animal welfare. In particular, to guarantee clear and transparent communication, the BBFAW analyses and assesses the public communications of industry-leading food businesses at international level, in order to evaluate how they manage and communicate their policies and practices concerning the welfare of livestock.

In the 2021 edition of the Benchmark, **Barilla confirmed its leadership** in caring for animal welfare – **the only Italian company to reach the second level of the pyramid defined by the BBFAW**, confirming the result of 2020. An important result achieved thanks to detailed and transparent communication on the subject of animal welfare, which includes not only defining more concrete objectives, but also communicating the progress made from year to year to achieve them.

In June 2021, Barilla received the **Special Recognition Award in the Planet Friendly category of the Animal Welfare Awards of Compassion in World Farming**. An important acknowledgement of the Company's constant endeavours to create a sustainable food system that, at the same time, envisages the continuous improvement of animal welfare standards. Thanks to the collaboration with CIWF, Barilla has, in fact, reached the important goal of completely removing cages from the egg production and supply chain; moreover, in the recent past, it has launched several products with a high content of plant-based proteins, thus reducing the consumption of eggs.

On 24 June 2021, as proof of its commitment and of the holistic approach to animal welfare, from the design of products containing plant-based proteins to the improvement of the procurement chains, Barilla was also the only company in the world in 2021 to receive Special Recognition by the CIWF. The recognition is granted to companies that can show innovation, commitment in, and excellent results for animal welfare.

THE SUPPLY CHAINS OF ANIMAL ORIGIN: EGGS, PORK AND BEEF

EGGS AND EGG PRODUCTS



Barilla uses **egg products for its baked goods** and **egg pasta formats**. Since 2012, the Group has started a process of conversion of the production chain, through the gradual abandonment of caged breeding and favouring purchases from producers who raise hens in barns. Thanks to this commitment, all eggs purchased globally originate from barn poultry farms, and 99% of hens have access to enriched environments, such as perches and bedding.



In the United States, it confirms the commitment to keep procuring barn eggs. Lastly, Barilla performs periodic audits on all barn egg producers, to check that they actually comply with the alternative farming systems. To date, these checks have been performed on European suppliers.

With reference to the other non-European countries, the Group uses suppliers who respect national farming systems. In the absence of national schemes, **an Animal Welfare Officer is appointed to perform auditing activities on a sample of farmers, in order to verify their compliance with a recognised guarantee scheme.**

During 2021, Barilla and the CIWF reached an agreement on the criteria for the definition of mixed aviaries that will be excluded from the production and supply chain in 2023.

EGGS AND EGG PRODUCTS

	Total tonnes purchased			Tonnes purchased from the local market						Percentage of barn eggs		
	t			t			%			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	15,951	18,392	18,895	13,706	18,392	18,895	86%	100%	100%	100%	100%	100%
France	3,776	3,571	3,768	3,776	3,498	2,638	100%	98%	70%	100%	100%	100%
United States	42	10	17	42	10	17	100%	100%	100%	100%	100%	100%
Canada ⁴	26	-	-	26	-	-	100%	-	-	0%	-	-
Brazil	446	446	450	446	446	450	100%	100%	100%	100%	100%	100%
Greece	3	6	3	-	-	-	0%	0%	0%	100%	100%	100%
Turkey	15	20	29	-	-	-	0%	0%	0%	100%	100%	100%
Total	20,258	22,445	22,957	17,996	22,346	22,000	89%	99%	95%	86%	100%	100%

4. In 2022, the scope is increased by including Canada as a source country, for which the transition process is in place (26 tonnes).

PORK AND BEEF

Pork and beef are ingredients used in Barilla ready-made meat sauces and filled pasta produced in Italy, where 96% of meat purchased worldwide is used.

The Group, in line with its animal welfare policy, purchases meat originating from producers who comply with the five animal welfare freedoms.

With reference to procurement of pork, the Group has started a process shared with its Italian suppliers and the organisation *Compassion in World Farming* in order to exclude the practice of tail-docking along the production chain.



A project designed to improve welfare conditions for the animals while increasing awareness among breeders on this subject and promoting the development of alternative breeding practices that can reduce the risk of accidents linked to cannibalism and aggression among the animals.

Following an initial stage of checking and improving environmental standards in all pig farms, Barilla involved the farmers in specific training sessions on correct breeding practices for long-tailed pigs. In parallel, between the end of 2016 and the beginning of 2017, the Group carried out tests and evaluations on the best materials for the environmental enrichment of livestock farms, in order to better meet the behavioural needs of the animals and prevent aggressiveness. In 2020, Barilla implemented these breeding standards throughout the supply chain.

BEEF									
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	766 (95.8%)	716 (91.6%)	907 (91.8%)	766 (95.8%)	716 (91.6%)	907 (91.8%)	100%	100%	100%
China	34 (4.3%)	66 (8.4%)	81 (8.2%)	34 (4.3%)	66 (8.4%)	81 (8.2%)	100%	100%	100%
Total	800	782	988	800	782	988	100%	100%	100%
PORK									
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	1,910 (97.9%)	1,943 (99.5%)	2,044 (99.4%)	1,910 (97.9%)	1,943 (99.5%)	2,044 (99.4%)	100%	100%	100%
China	41 (2.1%)	9 (0.5%)	13 (0.6%)	41 (2.1%)	9 (0.5%)	13 (0.6%)	100%	100%	100%
Total	1,951	1,952	2,057	1,951	1,952	2,057	100%	100%	100%

THE BBFAW SURVEY

In 2018, Barilla completed the analysis of its meat production chain in order to identify possible areas of improvement in line with the parameters included in the **Business Benchmark on Farm Animal Welfare (BBFAW)**.

In 2019, this analysis led Barilla to lay down an improvement plan to be implemented in collaboration with farmers, an improvement in compliance with the principles of the BBFAW.

In 2022, Barilla carried out an annual survey involving Italian meat suppliers, that 92% of the volumes used by the Group originate from, in order to check compliance with the parameters included in the *Business Benchmark on Farm Animal Welfare (BBFAW)*, with the following results:

Pork

- The gestation cages for sows are used for the first 4 weeks of gestation; subsequently 100% of animals are transferred into collective boxes for the remaining period.
- 100% bred animals are not subject to tail-docking and have access to straw throughout the production cycle (confirmed 100% in 2021).
- all (100%) pigs are transported from the farm to the slaughterhouse in under 8 hours, including loading and unloading.
- all (100%) of products that contain pork originate from animals that are stunned before being slaughtered. First stun is 99.7% effective, in case a second attempt is made a captive bolt gun is used, as of December 2022.

Cattle

- all (100%) cattle are transported from the farm to the slaughterhouse in under 8 hours, with an average of 6 hours, including loading and unloading.

- all (100%) products that contain beef originate from animals that are stunned before being slaughtered. In December 2022, first stunning was ineffective in 1% of cases; these animals then underwent a second stunning.
- 100% of the cattle bred along the supply chain are not subject to any kind of routine mutilation (horns, castration, tail) and do not have skin lesions, in line with what already observed in 2021.
- 39% of the cattle are bred with straw bedding in their stalls.
- none of the animals showed lameness.

Furthermore, Barilla has launched a survey with **fresh milk and egg suppliers**. Specifically:

- with regard to fresh milk:
 - 91% of fresh milk purchased globally comes from Italy;
 - 4% of animals in the Italian fresh milk production and supply chain are lame;
 - all (100%) milk cows of the Italian fresh milk production and supply chain are not subject to tail-docking or to horn-tipping after the horns' appearance;
 - all (100%) milk cows of the Italian fresh milk production and supply chain are bred in loose houses and are not tied to the pen.
- with regard to eggs:
 - eggs produced in Italy and France represent 98% of global eggs and egg products;
 - in Italy and in France 100% of cage-free egg farms and mixed systems, in accordance with the specifications which were laid down and agreed with the CIWF during 2021.

OTHER PRODUCTS OF ANIMAL ORIGIN

Barilla recipes also use other products of animal origin, such as fish, milk and dairy products. With reference to these ingredients, the **Group is committed to promoting purchases in line with what is defined within the animal welfare policy and preferring supplies from breeders operating in the countries where Barilla is present.**

With regard to milk, Barilla is committed to replacing powdered milk in its production processes with fresh milk from local, traceable and certified production chains. **Fresh milk** is mainly used in Italy, where around **91% of global milk supplies and 99% of dairy products are consumed.**

The Group only purchases fresh milk in Northern Italy from a single supplier that supplies 91% of the milk consumed globally and 15% of the dairy products. The latter actively endeavours to apply the Barilla Guidelines for Animal Welfare and the points of the Italian Ministry of Health's Classyfarm *checklist*.



OTHER PRODUCTS OF ANIMAL ORIGIN

	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Wild-caught fish	32	21	64	-	-	-	0%	0%	0%
Butter	6,913	7,219	7,810	156	628	969	2%	9%	12%
Milk	3,143	3,324	3,576	3,143	3,324	3,576	100%	100%	100%
Dairy products	7334	7,728	8,184	3,625	4,009	3,051	49%	52%	37%
Total	17,693	18,292	19,634	7,194	7,961	7,596	41%	44%	38%

ANIMAL WELFARE REQUIREMENTS

	Animal supply chains	Eggs and egg products****	Cattle	Pork	Poultry	Fresh Milk	Butter and dairy products	Wild-caught fish
Third party certification, including animal welfare regulations	65%	99%****	96%*	98%**	0%	92%	2%	100%***
Enrichment	56%	99%	36%	98%	0%	92%	2%	N/A
No tail-docking	56%	N/A	96%	98%	N/A	92%	2%	N/A
Transportation less than 8 hours	68%	100%	96%	98%	0%	92%	2%	100%

*Classyfarm

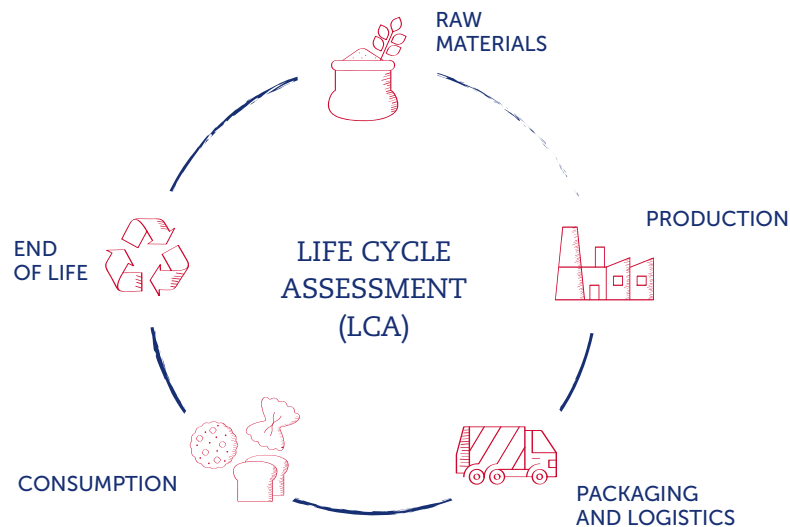
**KIWA DT40

***MSC

**** Barilla egg and egg product supply requirements

THE ENVIRONMENTAL IMPACT OF PRODUCTS

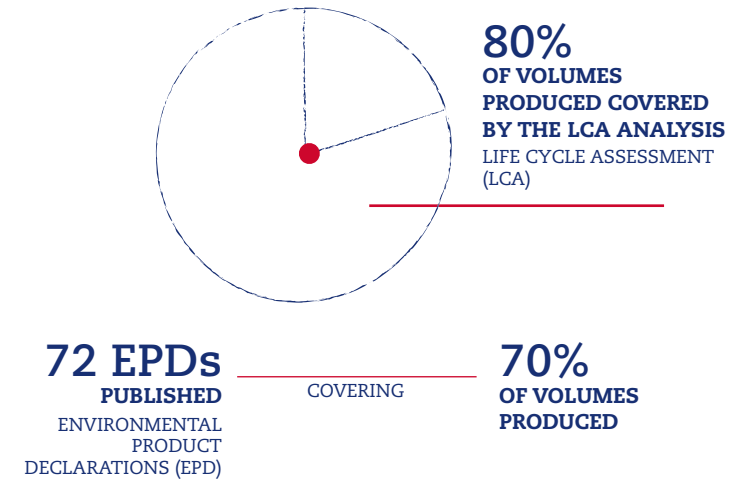
Barilla regularly analyses **the environmental impact of the entire life cycle of its products**, using the Life Cycle Assessment (LCA) methodology. This tool allows the company to assess the environmental impact of products in terms of CO_{2eq}, water consumption and soil area used, taking into account all stages of the product's life, from growing the raw materials until their consumption.



The percentage of products subjected to environmental impact analysis is 80% of production volumes. Furthermore, **approximately 95% of the Group's product portfolio belongs to the base of the Environmental Pyramid** (products with a low environmental impact).

The results of the LCA analyses performed are published through **Environmental Product Declarations** (EPD), an international communication tool compliant with the ISO 14025 standard. Each EPD is subject to internal checks before being published; in addition, Barilla has implemented an EPD Process System that is subject to annual audits by an independent third-party body. The implementation of this system makes it possible to evaluate the environmental impact fast, simply, and reliably, providing results suitable for certification and publication.

All of Barilla's EPDs are published at <https://www.environdec.com/>.



The European Commission has launched pilot projects, known as PEF (Product Environmental Footprint) to develop a common methodology on the quantitative evaluation of the products' environmental impact, throughout their life cycle, in order to support the evaluation and labelling of products. **Barilla has participated in the Pasta Pilot PEF and has applied and certified the PEF methodology for calculating the impact of its iconic product: semolina pasta in a cardboard box.**

ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2022

	Carbon Footprint
	kt CO _{2eq}
Durum wheat	518
Semolina	204
Common wheat	34
Common wheat flour	163
Rye	14
Rye flour	11
Sugar beet	55
Sunflower oil	86
Rapeseed oil	21
Tomatoes	49
Eggs	60
Basil	1
Cane sugar	<1
Cocoa	6
Beef	18
Pork	6
Wild-caught fish	<1
Chicken	<1
Butter	11
Fresh milk	4
Dairy products	71
Total impact	1,332

LIFE MAGIS

LIFE MAGIS - Made Green in Italy Scheme is a project co-financed by the European Union's LIFE Programme, in which Barilla took part, to support the dissemination of the **"Made Green in Italy"** scheme, promoted by the (It.) Ministry of Technological Transition to recognise Italian products with the best environmental performance, and of the Product Environmental Footprint. The LIFE MAGIS partners are research bodies and universities, sector associations, consortia, and cooperatives. The agri-food, windows and doors, and the leather sector are represented in the project.

LIFE MAGIS also collaborates with other projects that deal with transparent environmental communication and the calculation of the environmental impact of products and services.



GOALS

We want to help render Made in Italy products of a high environmental quality recognisable on the market.

ACTIONS

We lay down guidelines for calculating the environmental impact, we communicate transparently with companies and citizens, we transfer our experience to other sectors and countries.

RESULTS

We provide documents, tools, data, communication materials to facilitate familiarity with and the adoption of the "Made Green in Italy" scheme.

A wide-angle photograph of a vast field of golden wheat, likely during harvest time. The wheat stalks are in sharp focus in the foreground, creating a textured, rhythmic pattern. The field extends to a flat horizon line. The sky above is a mix of soft pinks, oranges, and blues, indicating a sunset or sunrise. The overall mood is peaceful and natural.

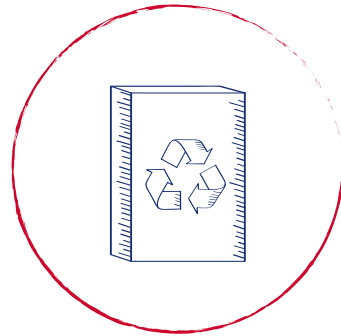
ENVIRONMENT

WE REDUCE
OUR IMPACT
ON THE PLANET

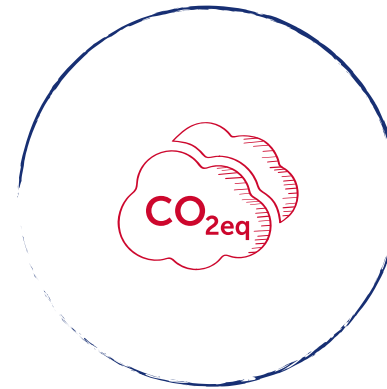
We endeavour to **reduce**
the impact of our products
on the environment

99+%
OF THE PAPER AND
CARDBOARD
FROM RESPONSIBLY
MANAGED FORESTS

99.7%
OF THE **PACKAGING**
IS DESIGNED
FOR RECYCLING

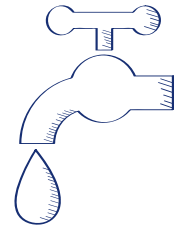


64% OF THE ELECTRICITY
PURCHASED FROM RENEWABLE
SOURCES WITH GO CERTIFICATES
(GUARANTEE OF ORIGIN)



-32%
**GREENHOUSE
GAS EMISSIONS**
PER TONNE
OF FINISHED PRODUCT
COMPARED TO 2010

-24% REDUCTION
IN WATER USED
PER TONNE OF FINISHED PRODUCT
COMPARED TO 2010



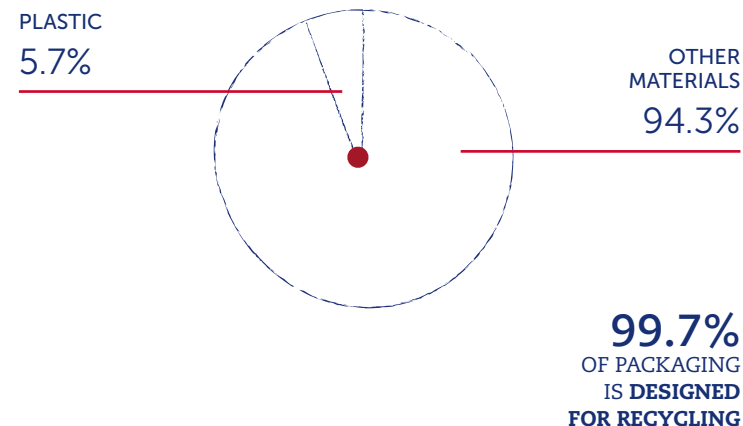
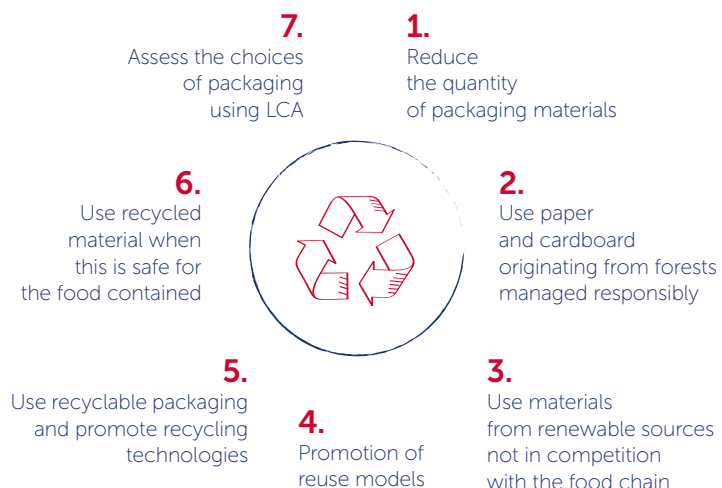
88% OF THE WASTE
PRODUCED WAS SENT TO
RECYCLING AND ENERGY
RECOVERY

PACKAGING

"SUSTAINABLE INNOVATION DRIVES THE CREATION OF OUR PACKAGING. WE DESIGN NEW RECYCLING SOLUTIONS AND CAREFULLY SELECT MATERIALS"

The role of **product packaging** is of twofold importance. On the one hand, it maintains the **taste, quality** and **safety of the product**, while avoiding wastage. In fact, designing strong and durable packaging is a concrete action to combat food waste. On the other hand, the packaging itself has a life cycle and impact on the environment and the community. Barilla pays just as much attention to the development of increasingly sustainable packaging solutions and, for this reason, has defined its **Sustainable Packaging Principles** over the years. These principles are kept constantly updated and are aligned with available technological innovations, knowledge and market trends. To date, Barilla defines this principles:

PRINCIPLES OF SUSTAINABLE PACKAGING



The materials used for packaging are: **paper, cardboard, glass, metal** and **flexible film**, in the amounts listed below.

To date, **99.7% of packaging is designed for recycling**. Semolina Pasta, Sauces, Pestos and bakery products are already 100% designed for recycling.

RAW MATERIALS USED (t)			
	2022	2021	Purchased in accordance with the sustainable packaging principles
Flexible film	26,311	24,723	98%
Glass	70,848	68,283	100%
Paper and cardboard for packaging	161,005	151,368	100%
Metal	3,439	3,242	100%
PACKAGING			
	2022	2021	
Packaging designed to be recycled placed on the market	99.7%	99.7%	
Packaging with instructions on the correct recycling methods	99%	99%	
Packaging produced with recycled materials	37.3%	37.7%	

The ongoing commitment to the issue of product packaging is strengthened thanks to the participation in multi-stakeholder round tables and taking part in international initiatives.

Specifically:

- subscribing to the **European Plastic Strategy** Pledge;
- joining the **Sustainable Packaging Coalition** (in the United States), a working group that involves producers, distributors, public bodies and academics in promoting the wider use of more sustainable packaging materials;
- implementing the **How2Recycle** labelling system, which promotes clear and simple communication to consumers on product packaging recycling. This information is mentioned on the packaging of products sold in Canada and in the United States;
- implementing the voluntary OPRL environmental marking in the United Kingdom;
- collaborating with **CEFLEX** to promote the circular economy of flexible film.

What is more, Barilla is part of the **Plastic Waste Coalition of Actions**, introduced by *The Consumer Goods Forum* to manage the issue of plastic within the consumer goods sector.



THE BARILLA BLUE BOX AWARDED THE PACKAGING OSCAR 2023

During the **Milan Fashion Week 2023**, the **Packaging Oscars** ("Best Packaging") were presented: the awards that, every year, are assigned to the best packaging solutions for innovativeness and sustainability, by the Italian Packaging Institute.

The **Blue Box Barilla** was awarded for its new visual identity which, according to the jury, makes the packaging even more essential, incisive and assertive, increasing its media impact.

The iconic Blue Box also represents a sign of love for the planet:

- **99+% of paper and cardboard come from supply chains managed responsibly**, therefore ensuring environmental protection, respect for human rights and of cultural traditions, and promotion of economic sustainability of forestry activities;
- **progressive removal of the plastic window** thus avoiding placing superfluous plastic on the market, equal to approximately 126,000 kg per year*.

**"...A POINT OF BLUE THAT ECHOES
THE BRAND'S HISTORICAL
ROOTS WHILE MAKING THE
PACKAGING MORE STRONGLY
CONTEMPORARY"**

The Packaging Oscar
2023 jury



* Removal of the plastic window in all countries where the Group operates except: Canada, Russia, Japan and the U.S.A, where the transition is nearing completion.

PRODUCTION

Barilla has formalised its commitment, aimed at the **continuous improvement of its environmental performance**, through the adoption and disclosure, in all its factories, of **Management systems, policies, guidelines and rules for environmental protection**, which have been defined centrally by the HSE&E (Health, Safety, Environment & Energy) department. The various facilities are subject to periodic audits put in place to monitor and ascertain the correct implementation of the management systems, and compliance with the policies and guidelines.

With this in mind, the **Group works constantly to improve the efficiency of its production systems with the goal of reducing the impact of its facilities in terms of CO_{2eq} emissions, water use, and waste production**. An **Integrated Safety, Environmental and Energy Management System** has been implemented over the years, in compliance with standards **UNI EN ISO 45001**, **UNI EN ISO 14001**, and **UNI EN ISO 50001**. The Environmental Management System has been certified by an independent third-party body in accordance with the international standard ISO 14001, for 97% of the Group's facilities.

Moreover, with particular reference to **energy resources**, Barilla has implemented a certified **System for monitoring and controlling consumption**, in accordance with standard ISO 50001, for 72% of production facilities (including Mexico).

With a view to transparent communication of its environmental performance, **Barilla adheres to the initiatives promoted by the Carbon Disclosure Project (CDP)**, an independent international organisation that provides undertakings, local authorities, governments and investors with a global system that measures and reports on environmental impact.

Each year, the Group participates by filling in the *Climate Change*, *Forest* and *Water* questionnaires. Again in 2022, the Group's score (on a scale from a minimum of D- to a maximum of A) was: "B" in *Climate Change*; "B" for *Forest*, and "B" for *Water*. These results are complemented by an 'A' rating in the *Supplier Engagement* questionnaire, which assesses companies on their performance in the areas of governance, targets, Scope 3 emissions and commitments within their value chain.

**97% OF PRODUCTION
VOLUMES MANUFACTURED IN
ISO 14001:2018-
CERTIFIED FACILITIES**



ENERGY AND EMISSIONS

In order to guarantee better energy performance, the Group regularly invests in modernising its production facilities and implementing new technologies.

Over **10.9 million euros** were invested in 2022, in detail these investments were intended for: **process optimization interventions** (e.g. automation of refrigeration plant operating logics, management of start-ups and transients of the ovens through procedures and constant monitoring); **improvements made to the general systems of the production plants** (e.g. replacement of diathermic oil boilers with high efficiency oil-free boilers, new compressed air nozzles, monitoring of compressed air losses), **energy efficiency solutions** (installation of high efficiency burners, replacement of lighting systems with new solutions based on LED technologies¹, installation of insulation to contain heat loss, installation of high-efficiency fans for the drying phases, replacement of heat exchangers) and **installation of self-production plants from renewable sources** (photovoltaic system).

These interventions are estimated to save approximately 14,970 GJ of consumed energy per year (of which 10,037 GJ of direct energy and 4,933 GJ of indirect energy) and approximately 2,055 t CO_{2eq} of avoided emissions (1,362 t CO_{2eq} from Scope 1 and 963 t CO_{2eq} from Scope 2)².

In 2022, Barilla consumed a total of 5,855,764 GJ of energy (about 0.6% less than in 2021). Specifically, compared to the previous year, direct consumption decreased by about 0.83%, while indirect consumption decreased by about 0.23%.

1. Process optimisation involved Ascoli, Foggia, Melfi, Novara, Plaine de L'Ain, and Theva facilities; the improvements to the general plant systems involved Altamura, Ascoli, Galliate, Melfi, Novara, and Pedrignano facilities; the solutions for increasing energy efficiency involved Ascoli, Celle, and Filipstad sites.

2. The gases included in the calculation pertain, in general, to: CO₂, CH₄, N₂O, HFC, PFC, SF₆, NF₃. Since these are projects for increasing energy efficiency, the CO_{2eq} saved following the reduction of gas (Sm³) and electricity (Kwh) use was calculated.



OVER 10.9 MILLION
EUROS INVESTED IN
ENVIRONMENTAL PROTECTION

ANNUAL ENERGY USE BY SOURCE (GJ)		
	2022	2021
DIRECT USE	3,575,451	3,605,513
ENERGY FROM NON-RENEWABLE SOURCES	2,390,995	2,454,102
Natural Gas	2,374,934	2,431,551
Fuel oil	8,203	14,644
Diesel	658	707
Petrol	-	-
Biogas	7,200	7,200
SELF-PRODUCED ENERGY THROUGH COGENERATION	1,180,465	1,149,523
Thermal Energy	640,818	624,970
Electricity	467,130	454,364
Cooling Power	72,517	70,189
ENERGY FROM RENEWABLE SOURCES	3,991	1,887
Photovoltaic electricity	3,991	1,887
INDIRECT USE	2,280,313	2,285,492
Electricity	2,092,166	2,126,118
from non-renewable sources	848,215	826,736
from renewable sources	1,243,950	1,299,382
Thermal energy	167,409	147,320
from non-renewable sources	167,409	147,320
from renewable sources	-	-
Energy for cooling	20,738	12,055
from non-renewable sources	20,738	12,055
from renewable sources	-	-
ENERGY USED PER TONNE OF FINISHED PRODUCT (GJ/T)³		
2022	2021	
3.13	3.17	

3. The figures relating to energy use are collected periodically using a web-based tool. Each facility of the Barilla Group accesses the tool annually and enters the data relating to a series of environmental aspects (energy and water use, waste production, etc.) The following energy vectors are collected: electricity (from the grid and from co/tri-generation); thermal energy (from boilers, co/tri-generation), and cooling energy (from tri-generation). Each energy vector is converted in GJ using an appropriate conversion factor. To analyse the trend, the quantity of energy is divided by the entire quantity of finished product. In 2022, energy consumption per tonne of product was slightly reduced compared to the previous year.

With regard to the **electricity purchased**, we should point out that a significant share, approximately **64% of total use**, has a Guarantee of Origin (GO) certificate, an electronic certification that attests to the renewable origin of the sources used.

**64% OF THE ELECTRICITY
PURCHASED FROM THE GRID
COMES FROM RENEWABLE
SOURCES WITH GO CERTIFICATES**

**-32% GREENHOUSE GAS
EMISSIONS PER TONNE
OF FINISHED PRODUCT
SINCE 2010**

During 2022, atmospheric greenhouse gas emissions from direct (scope 1) and indirect (scope 2) consumption respectively decreased (approximately -0.13%) compared to 2021.

The total emissions of CO_{2eq} per tonne of finished product have gradually decreased over the years, since 2010, reaching a reduction of 32%.

GREENHOUSE GAS EMISSIONS BY SCOPE (t CO_{2eq})

	2022	2021
SCOPE 1	260,796	263,282
Emissions from use of fossil fuels	162,359	166,769
Emissions from owned co-generation plants	98,351	96,472
Emissions from photovoltaic systems	86	41
SCOPE 2	129,704	127,723
Indirect emissions due to electricity used	117,586	116,994
Indirect emissions due to thermal energy produced by external co-generators	12,044	10,599
Indirect emissions due to cooling energy produced by external co-generators	74	131
Total	390,500	391,005

GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT (t CO_{2eq})

2022	2021
0.21	0.21



FIGHT AGAINST CLIMATE CHANGE

In 2020, the Group initiated risk analysis in line with the *TCFD (Task Force on Climate-Related Financial Disclosure) framework*, proceeding with annual assessments of operational, strategic, financial and, as a cross-cutting aspect, climate change-related risks. In particular, the Group considers aspects related to the sustainability of the supply chain and availability of raw materials, risk factors related to the environmental footprint due to greenhouse gas emissions, water consumption, waste generated by activities and the impact generated by the use of plastic packaging.

With regard to climate change, the following case studies on physical and transitional hazards were analysed:

1. **Increased price variability of durum wheat due to structural increases in temperature and changes in precipitation patterns** (chronic market and physical risk) - the *World Trade Wheat Model* was adapted to consider the supply and demand for durum wheat in the EU market and adjusted with considerations of climate impacts (temperature and water stress levels). The model was used to estimate potential impacts on durum wheat production and prices, yielding indications of decreasing production levels and increasing price levels, with significant changes recorded especially in the 4° scenarios.
2. **Decrease in durum wheat quality due to temperature and rainfall variations resulting in increased costs** (chronic market and physical risk) - a dedicated model was developed to estimate the financial impact of changes in durum wheat quality in the main supply regions in Italy due to variations in climatic variables (e.g. grain protein content was considered as a parameter to be analysed).

3. **Extreme events with an impact on durum wheat availability and price volatility** (acute physical risk) - an initial analysis and estimation of the financial impact of an extreme event, e.g. a hailstorm, was carried out by considering the most likely and reasonable worst-case scenarios affecting key supply regions.
4. **Changes in rainfall patterns and increased average temperatures with increased water stress levels and changes in plant water supply costs** (chronic physical risk) - an estimate was made of the potential financial impact in relation to changes in water stress levels for one of the plants, e.g. the Rubbiano plant, in terms of increased water supply costs and implications for business interruption.
5. **Increased price of greenhouse gas emissions** (political and legal risk) - the estimate of future emission costs was calculated considering the two transition scenarios, taking into account existing and additional emission reduction initiatives.
6. **Replacement of existing assets with low-emission technologies** - natural gas furnaces (technological and political risk) - first simulation of the increase in operating costs of natural gas furnaces in the context of the transition to a low-carbon economy.

The objective of the analysis carried out is to define a range of financial impacts of the risks by considering plausible alternative scenarios and to further raise the awareness of top management and the Board of Directors on the exposure to climate change risks.

SCIENCE-BASED TARGETS (SBTi)

Science Based Targets guide the private sector to act in favour of the climate, through the adoption of greenhouse gas emission reduction goals, laid down in line with the decarbonisation level required to contain the increase of global temperature to under 1.5°C compared to pre-industrial temperatures. These instructions are consistent with the decrees of the IPCC (*Intergovernmental Panel on Climate Change*), which has subsequently defined the containment objectives agreed at the Paris COP21.

The SBTi initiative stems from the collaboration of **Carbon Disclosure Project, United Nations Global Compact, World Resource Institute and World Wide Fund for Nature (WWF)**, with the intent to guide companies in promoting best practices and in defining objectives for the prevention of the harmful effects of climate change.

As of 1 April 2023, there are more than 4,800 companies worldwide classified as 'companies taking action', i.e. companies that are either participating in the *Science-Based Targets* (SBTi) initiative to reduce their emissions in line with climate science (more than 2,400 companies), or that have declared a commitment to set targets for validation within 24 months (more than 2,300).

In 2019, Barilla submitted its own **objectives**:



○ **25% reduction**
of Scope 1 and 2
absolute greenhouse
gas emissions by 2030
(compared to 2017)

○ **26% reduction**
of Scope 3 absolute
greenhouse gas emissions
by 2030, per tonne
of finished product
(compared to 2017)

During 2023, Barilla has envisaged the update of its SBT goal to be in line with a 1.5°C scenario.

In order to achieve its objectives, the Group is working on the following areas:

- **Scope 1 and 2:** sustainable production through more efficient processes, lower energy consumption and use of renewable energy.
- **Scope 3:** collaborations with stakeholders in the Group's strategic supply chains aimed at sharing tools to promote more sustainable and less impactful agricultural practices in terms of, for example, CO_{2eq} emissions, water consumption, use of fertilisers and pesticides or practices favouring soil protection and biodiversity.



Wasa has maintained its commitment to total compensation of CO_{2eq} emissions, continuing along the path it started in 2018. This is the result of the work done by **monitoring emissions throughout the products' life cycle, the progressive reduction of emissions through energy saving programmes, logistics projects and purchasing electricity entirely from renewable sources with a Guarantee of Origin certificate.**

Residual emissions following the implementation of the reduction plans stood at **101,426 tonnes of CO_{2eq}** through projects with a **Verified Carbon Standard (VCS) certificate**. The VCS program is an internationally-recognized voluntary program, covering projects that must follow a strict assessment process. In particular, Wasa contributes to the following projects:

- **Madre de Dios to safeguard the Peruvian rainforest**, one of the main biodiversity centers in the world;
- a project aiming to guarantee **access to solar energy in rural areas of India**.



Find out more at: www.wasaco2.com



Gran Cereale has maintained its commitment to total compensation of CO_{2eq} emissions, continuing along the path it started in 2018.

The residual emissions have been offset through a **VCS-certified project which contributes to the protection of the Amazon forest in Brazil, on the island of Marajo**. By putting a stop to forest exploitation, the absorption of CO_{2eq} by the safeguarded forest is preserved, saving 2,500 hectares from deforestation.



Find out more at: www.grancereale.it

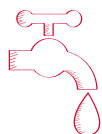


WATER

Barilla pays attention to the use of water in the production processes and with a view to this, specific projects were developed to reduce water consumption, which made it possible to lower the water requirements per tonne of finished product by 24%, in comparison to 2010.

In order to ensure a more responsible use of water resources, water recycling and reuse practices have been introduced in production processes and in the general services associated with its offices and production facilities over the years. During 2022, over 99.57 Megalitres of water (approximately 4% of the total volume of abstracted water) were reused by the Group after entering the production process.

What is more, Barilla facilities have implemented monitoring and control plans to constantly assess the quality of the water used and compliance with the legal provisions contained in the authorisations.



**-24% REDUCTION IN
WATER USED PER TONNE
OF FINISHED PRODUCT
COMPARED TO 2010**



WATER USAGE BY SUPPLY SOURCE (Megalitres)

	2022	2021
From wells	1,482 ⁴	1,552
From public water supply system	1,046 ⁵	1,146
Other sources	-	-
Total	2,529	2,698

WATER CONSUMPTION PER TONNE OF FINISHED PRODUCT (m³/t)

2022	2021
1.35 m³	1.45 m³

WATER DISCHARGED BY DESTINATION (Megalitres)

	2022	2021
Into surface water	469	375
Into the sewerage system	918	776
Other	-	-
Total	1,388⁶	1,151

WATER USE BY AREA (Megalitres)⁷

	2022	2021
All areas	1,141	1,418
Of which water-stressed areas	546	130

4. 51% of the water drawn from wells is categorised as water-stressed. In detail, the water drawn from the well, subject to water stress, relates to the following sites: Castiglione (11%), Celle (9%), Foggia (8%), Marcianise (18%), Rubbiano (53%) and Theva (1%).

5. 41% of the water withdrawn from the public water supply system is categorised as water subject to water stress (of which 20% deriving from underground water and 80% from surface water). In detail, the water withdrawn from the public water supply system, subject to water stress, relates to the following sites: Ascoli (12%), Celle (15%), Foggia (21%), Gauchy (2%), Marcianise (7%), Melfi (27%), Talmont (6%), Theva (2%), Valenciennes (3%), Altamura (3%), Castelpianio (1%) and Volos (1%).

6. 86% of which is categorised as "fresh water" discharge ($\leq 1,000$ mg/l of total dissolved solids) and the remaining 14% of "other types of water" ($>1,000$ mg/l of total dissolved solids). Furthermore, the volume of water discharges in areas subject to water stress is equal to 657 Megalitres (84% of which is categorised as "fresh water" and the remaining 16% as "other types of water"). For its own water discharges, Barilla has adopted no treatment level (for 17%) and secondary level treatment (for 83%). Specifically, wastewater is mainly treated with a biological purifier, and is then neutralised maintaining the pH within the thresholds of reference, filtered in a percolation tower, and, lastly, is collected in a biological oxidation tank.

Barilla facilities respect the discharging limits defined by local laws of reference and, in consideration of their sector, they do not discharge hazardous substances requiring specific treatments.

7. Water use, as suggested by the GRI 303-5 Disclosure guidelines, was calculated as the difference between total water withdrawal and total water discharge.

WASTE

Given the attention paid and importance assigned to the management and minimisation of waste, the Group has laid down policies and guidelines for the management of waste, disseminated in all operation sites by means of a manual that collects the main rules for the correct management of waste. Moreover, the Manager of reference at each facility identifies the legal measures concerning the management of hazardous and non-hazardous waste. In this regard, the Company Trade Union Representative, in cooperation with the plant authorities, implements all legal requirements that may be required by national/local law, based on waste recovery, storage and disposal.

Waste amounting to 38,250 tonnes (approximately 5% compared to 2021⁸) was produced in 2022, mainly deriving from the production processes, while a smaller share originates from secondary activities or activities in support of production (e.g., maintenance, cleaning, etc.)⁹. This increase was mainly due to increased production and the start-up of new lines and products.

With regard to outsourced waste management activities, the Procurement Department always carries out a preliminary assessment of Third Parties, verifying their technical and professional suitability¹⁰. Barilla, carries out periodic checks on compliance with the preventive and protective measures adopted, as well as on the proper management of interference risks.

8. In 2021, the waste produced amounted to 36,312 tonnes, of which 99.50% non-hazardous waste and 0.5% hazardous waste. Own waste was mainly earmarked for recycling (91%), followed by disposal (6.5%), and recovery (2.5%).

9. Waste from production processes is mainly managed as by-products for animal feed (representing a good example of circularity); while those generated by secondary/production support activities are managed off-site and preferably sent for recovery.

The main destinations are material recycling (paper, plastic, glass...), re-use (used appliances) and incineration with or without energy recovery (plastic and other non-recyclable materials). Waste that cannot be recovered is sent to municipal waste management and may be landfilled or incinerated (with or without energy recovery).

10. The Group requires all transporters/disposers to possess the relevant transport/disposal authorisation. Rules for managing and formalising the validity of authorisations are included in the HSE&E Management System Manual, distributed to all factories by the HSE&E Department at Headquarters. In Italy, in all production plants (excluding mills), waste management is handled by a single general supplier, with whom a framework contract has been concluded.

**OVER 88% OF THE WASTE
PRODUCED WAS SENT TO RECYCLING
AND ENERGY RECOVERY**



In addition, the Group carries out internal and third-party audits in all its plants to monitor waste management, waste production, waste reduction and recovery/disposal.

Barilla endeavours to implement projects that aim to promote the reduction of the waste produced and adopts methods for increasing the quantity of waste to be earmarked for recovery/recycling and disposal, thanks to a careful management of the production process and of the means by which the raw materials are processed.

WASTE PRODUCED (t)		
	2022	2021
Waste recovered	33,708	33,109
Waste disposed	4,542	3,203
Total Waste Produced	38,250	36,312

WASTE RECOVERED (t)		
	2022	2021
Hazardous waste	156	197
Preparation for use	-	-
Recycling	156	197
Other recovery operations	-	-
Non-hazardous waste	33,552	32,912
Preparation for use	-	-
Recycling	33,552	32,912
Other recovery operations	-	-
Total	33,708	33,109

WASTE DISPOSED (t)		
	2022	2021
Hazardous waste	149	158
<i>Disposal in landfill</i>	36	30
<i>Incineration - with recovery of energy</i>	105	111
<i>Incineration - without recovery of energy</i>	8	17
<i>Other types of disposal</i>	-	-
Non-hazardous waste	4,393	3,045
<i>Disposal in landfill</i>	3,053	2,326
<i>Incineration - with recovery of energy</i>	1,340	719
<i>Incineration - without recovery of energy</i>	-	-
<i>Other types of disposal</i>	-	-
Total	4,542	3,203

Among several pilot projects, the Group is evaluating the possibility of producing biomethane from the by-products generated by its production processes.

Barilla analysed three of its supply chains (pasta, tomato sauce and soft bread) in collaboration with *Last Minute Market*, a *spin-off* of the University of Bologna, with the aim of monitoring food losses and waste along value chains and identifying causes and measures to reduce them. Studies have pointed out that such supply chains can be considered a good example of a circular economy, as measured food losses and waste are very limited (most of this waste occurs during the consumption phase, while very little food is wasted in production processes). A global industry standard, the Food Loss and Waste Accounting and Reporting Standard (FLW Standard), was used to conduct the analysis. Case studies on the pasta and tomato sauce supply chains are available at <https://flwprotocol.org/case-studies/>.

LOGISTICS

For several years Barilla has been committed to reducing the environmental impact of the transport of raw materials and finished products.

In the US, the share of **intermodal rail transport** has doubled in 2022 thanks to the design of a new network of local warehouses.

In Italy, since 2015, the Group has chosen the railways as the main solution for moving durum wheat from the port of Ravenna to the facility of Pedrignano (Parma), equipped with a direct rail link. This solution led to **3,500 lorries/year transitioning from roads to railways**.



With regard to finished products, thanks to a **partnership with GTS**, the use of the intermodal rail solution has been increasing since 2020, reaching a quantity of about 4,000 shipments moved from road to rail. **4,000 shipments transferred from road to intermodal transport**, from Southern to Northern Italy and vice versa, including daily shipments to Sicily.

Starting in 2020, thanks to a partnership with Nicolosi Trasporti, all lorry shipments to Sicily will be made with LNG lorries, which now increasingly use bio-NG fuel produced from agricultural waste.

Since 2019, shipments to Sardinia from Northern Italy have been optimised thanks to a **partnership with Grendi Group**, strengthened in 2022, thanks to which **travel distances have been reduced** (port of embarkation closer to our factories, port of arrival closer to destinations) and **transport by sea optimised (use of modular containers with greater utilisation of ships)**.

Finally, thanks to the acquisition of the Muggia plant, new optimisation opportunities are being pursued to reduce the overall travel distance of our goods in Italy and to international markets.

In the context of the process of renewing the company's vehicle fleet, the Group has also converted approximately **98% of the Italian company cars** (+5% in comparison to 2021) to hybrid or plug-in hybrid vehicles with integrated combustion and electrical engine, installing 66 charging points in the parking areas of the Pedrignano (Parma) facility.

SUSTAINABLE MOBILITY HOME-WORK

On the occasion of the **European Mobility Week** promoted by the Ministry of the Environment, **Barilla** joined the project launched by the Municipality of Parma and **FIAB** Federazione Italiana Amici della Bicicletta Onlus proposing the **Bike2Work** initiative, aimed at stimulating the use of bicycles as a form of transport.

The company also adhered to the **"BiketoWork"** call for tenders issued by the Emilia Romagna Region and promoted by the Municipality of Parma in order to encourage sustainable mobility by granting subsidies for the use of bicycles for the home work commute.

The incentive is intended for all Barilla People in the Pedrignano area.



DATA ON EMPLOYEE PARTICIPATION

Average number of participants per month*	CO ₂ saved**	Km cycled***
32	4,444	12,630

* Data for the period June-December 2022

** Value in Kg

*** Km subject to contribution. The data was edited by Up2Go (data ref. to the Emilia Romagna Region 2022 call for tenders).

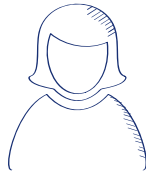




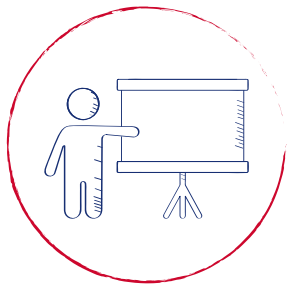
5
J E,
TODAY

Much more
than a food company:
we are a family

38%
OF EXECUTIVES AND
MANAGERS ARE WOMEN



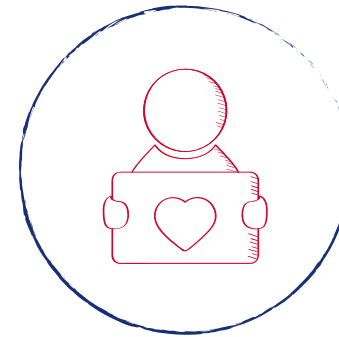
**NO UNJUSTIFIED
PAY GAP** FOR ALL BARILLA
PEOPLE AROUND THE WORLD



130,000+
HOURS OF TRAINING
PROVIDED

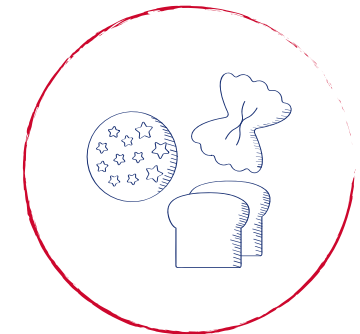
17 EMPLOYEE
RESOURCE GROUPS (ERG)
FORMED BY EMPLOYEES TO CREATE
AN EVER-INCLUSIVE CULTURE

We nurture a **quality
future**



**3+ MILLION
EUROS DONATED
TO CHARITY**

3,200+
TONNES OF
PRODUCTS DONATED



CATALYST AWARD
FOR THE COMMITMENT
ON GENDER EQUALITY
AND INCLUSIVITY AT THE
WORKPLACE

BARILLA PEOPLE

—

“People are our most important resources”

More than 8,000 people create and maintain corporate value day after day, for them and with them Barilla is committed to creating a safe, stimulating and inclusive workplace.

In addition, the Group in Italy employs **401 non-employees** (of whom 181 are women) categorised as temporary workers and staff leasing.



BARILLA PEOPLE ON PERMANENT CONTRACTS BY REGION AND GENDER

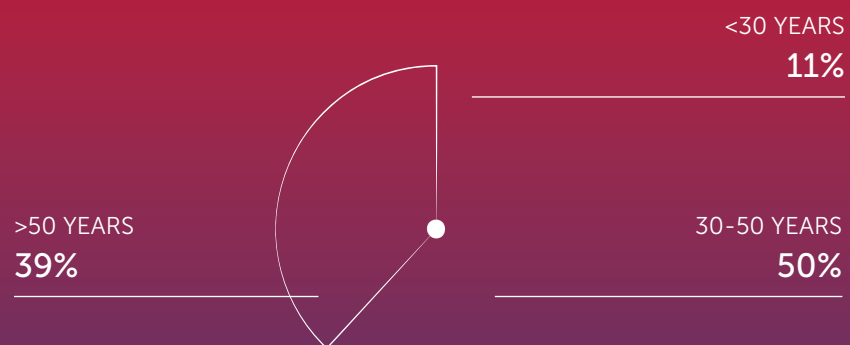
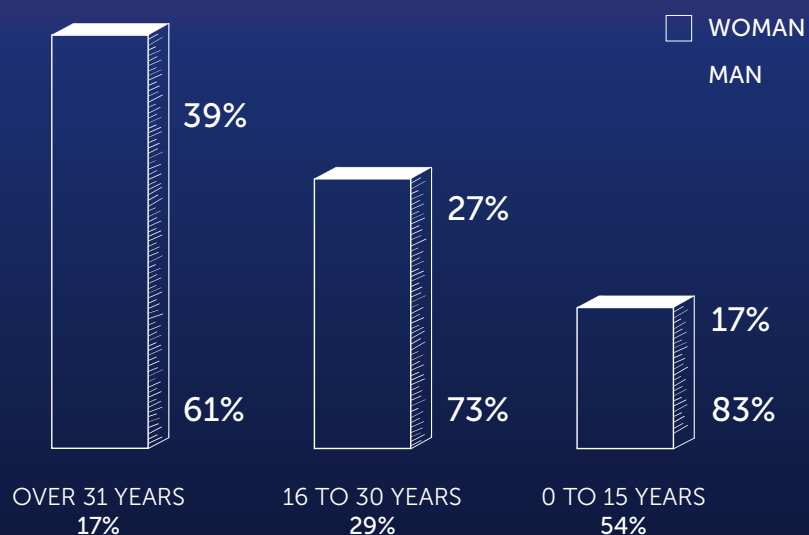
	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	2,910	1,192	4,102	2,989	1,175	4,164	3,035	1,128	4,163
Rest of Europe	1,871	952	2,823	1,852	957	2,809	1,825	941	2,766
Americas	432	197	629	434	190	624	429	195	624
AAA	153	86	239	155	79	234	160	78	238
Rest of the World	206	138	344	70	91	161	71	64	135
Total	5,572	2,565	8,137	5,500	2,492	7,992	5,520	2,406	7,926

Note: The personnel data shown in the following chapter relates to Barilla Group, where 257 people were employed on permanent contracts (of whom 173 women) in 2022, 261 people (of whom 171 women) in 2021, and 255 people (of whom 162 women) in 2020.

BARILLA PEOPLE ON FIXED-TERM CONTRACTS BY REGION AND GENDER

	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	39	48	87	43	47	90	68	61	129
Rest of Europe	79	58	137	74	39	113	110	92	202
Americas	-	-	-	-	-	-	-	-	-
AAA	3	1	4	2	-	2	1	-	1
Rest of the World	1	6	7	1	2	3	3	1	4
Total	122	113	235	120	88	208	182	154	336

Note: The personnel data shown in the following chapter relates to Barilla Group, where 41 people were employed on permanent contracts (of whom 28 women) in 2022, 23 people (of whom 18 women) in 2021, and 46 people (of whom 37 women) in 2020. Under national legislation in force in the United States, the distinction between permanent and fixed-term contracts does not apply: the employment relationship can be interrupted at any time by both parties without any liability. For the purposes of this document, Barilla people in the United States are considered to be hired on a permanent contract basis.

BARILLA PEOPLE
BY AGE GROUPBARILLA PEOPLE
BY LENGTH OF SERVICE

GENDER BALANCE

As part of our commitment to gender equality, we have worked for years to eliminate any unjustifiable gender pay gap globally, breaking down barriers and ensuring **equality**.

Consistently with the applicable rules and regulations and the local legislation, Barilla has envisaged the possibility for **all employees**, regardless of sex, to **take advantage of parental leave**.

TO DATE, OVER **38% OF BARILLA EXECUTIVES AND MANAGERS ARE WOMEN.**

BARILLA PEOPLE BY PROFESSIONAL CATEGORY

	2022		2021		2020	
	Total	Of whom women	Total	Of whom women	Total	Of whom women
Executives	164	48	166	44	172	41
Managers	694	282	663	266	661	264
White-collar workers	2,073	973	1,970	905	1,901	855
Blue-collar workers	5,002	1,240	4,971	1,233	5,013	1,238
Sales Force	439	135	430	132	515	162
Total	8,372	2,678	8,200	2,580	8,262	2,560

Note: in 2022, in the Executives category, 59% are over 50 and 41% are between 30 and 50 years old; in the Managers category, 66% are between 30 and 50 years old, 33% are over 50 and 1% under 30; in the White-Collar Workers category, 50% are between 30 and 50 years old, 33% are over 50 and 17% under 30; in the Blue-Collar Workers category, 47% are between 30 and 50 years old, 43% are over 50 and 10% are under 30. Lastly, of the Sales Force, 54% are between 30 and 50 years old, 28% are over 50 and 18% are under 30.

PARENTAL LEAVE IN ITALY¹

no.	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Employees entitled to parental leave and who availed of said right	2	45	47	-	41	41	-	30	30
Employees who returned to the company following parental leave	-	33	33	-	28	28	-	19	19
Employees who returned to the company following parental leave and who are still employed, twelve months after their return*	-	30	30	-	15	15	-	3	3

RETURN TO WORK INDEX AND RETENTION INDEX IN ITALY²

%	2022			2021			2020		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Return to work index by gender	-	70%	70%	-	68%	68%	-	63%	63%
Retention index by gender	-	107%	107%	-	79%	79%	-	12%	12%

(*) The events of the previous years (i.e. since 2020) were taken into account, always taking return after twelve months into consideration.

Return to work index calculated as: (number of employees who have returned from parental leave/total number of employees who have used parental leave).

Retention index calculated as: (total number of employees who are still employed twelve months after returning from leave/total number of employees who returned from parental leave during the previous reporting year).

1. As far as the Barilla Group is concerned (excluding Italy), the number of employees who were entitled to and took parental leave was 137 (46% of whom were women), the number of employees who returned to the Company after parental leave was 130 (43% of whom were women) and the number of employees who returned to the Company after parental leave and were still employed twelve months after their return was 100 (39% of whom were women).

2. Back to work index: 95% and retention index 77%.

REMOTE WORKING

Since 2013, Barilla has implemented hybrid working methods through the use of smart working, which has been progressively extended over the years to the entire corporate population.

The pandemic has reinforced the need for a flexible work approach and, to support the corporate population in a cultural change, the **Work@Barilla** project was born in 2020, which provides an even more extensive and structured possibility for Barilla People to work in *remote working*.

The project is based on three fundamental pillars:

TECHNOLOGY

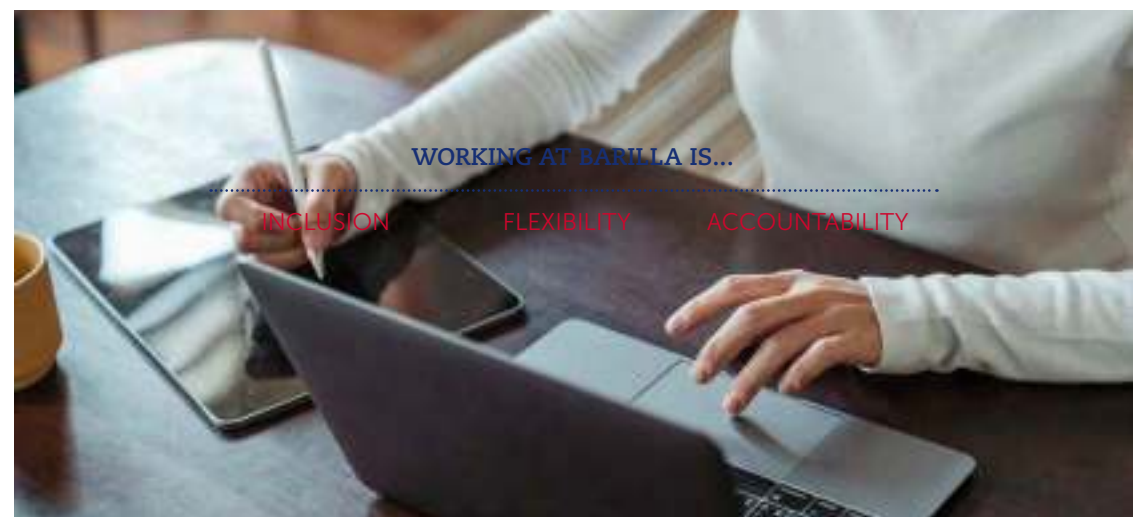
the use of **technological tools** that enable advanced mobility and virtual collaboration

WORK SPACES

the design of **work-spaces** that foster interaction, flexibility and well-being

NEW PRACTICES AND BEHAVIOURS

practices and behaviours that make it possible to obtain higher work performance in a more flexible manner, and in conformity with the company's needs



WORKING AT BARILLA IS...

INCLUSION

FLEXIBILITY

ACCOUNTABILITY

WINPARENTING

Consistent with its ongoing initiatives to promote **Diversity and Inclusion**, the Group is committed to supporting parenthood by promoting initiatives that aim to completely overturn the approach: **parenthood as a real opportunity for growth for employees and the entire Company**.

In 2017, Barilla activated the **Winparenting** programme: a six-month path during which it offers coaching sessions, training workshops, remote working options, and skill improvement, in support of executives and new parents in all stages of parental leave, including the preparation, the entire leave period, and the return to work.

In addition, all new mothers and fathers at Barilla can take advantage of an additional training course, the *Maternity As A Master* (MAAM), in which information is shared on services and learning relating to each stage of parenthood. Alongside MAAM there are sessions of *coaching* individual and group coaching sessions for returning mothers, various remote working opportunities and a training course for bosses to better accommodate their people at such a transformational and challenging time.

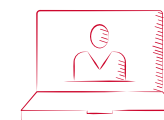


INTERNAL COMMUNICATION

In 2021, the new **corporate web portal** was introduced, an online platform offering employees a single point of access to all information, improving and streamlining internal communication within the Group. In 2022, the corporate web portal recorded:

481

average daily accesses



6,500

users enabled to access

944,933

views, including the Home Page

In order to involve all Barilla people in the company's strategies and initiatives, four plenary internal communication events have been planned for 2022:

- **Global Town Halls**, in April, July and October, where quarterly results on the Company's performance and major initiatives are shared.
- the **B Together 2022**, an annual moment planned in hybrid mode: physical for the company leaders (250 people) and live streaming for the rest of the Barilla population. For the occasion, meeting points have been organised in the various offices and canteens, and Barilla remote working people can watch the live streaming from the comfort of their homes.

B TOGETHER 2022 KPI'S

1,262

average daily accesses

205

business leaders @Auditorium Paganini in Parma

21

aggregation points worldwide

DIVERSITY AND INCLUSION: OUR PATH

PROMOTING DIVERSITY AND INCLUSION DOES NOT ONLY MEAN “**DOING THE RIGHT THING**” BUT ALSO SUPPORTING OUR GROWTH STRATEGY.

We want to be a Company that is **increasingly inclusive for all** and we will continue to promote a culture of diversity and inclusion among our employees and partners, wherever we operate

MASTERS IN D&I

For the academic year 2022-23, Barilla, together with other partner companies in the area, is supporting the **Level I University Master's Degree in Sport and Inclusion - Management and Innovation in Disability**, whose primary objective is to train professionals to acquire a comprehensive inclusive approach to disability in educational, sporting and work contexts. In particular, the Master's Degree sees the direct participation of the Italian Paralympic Committee (CIP), CUS Parma a.s.d. on behalf of Alleanza Educativa Giocampus and Special Olympics. With this commitment already in 2021-22, all scholarships for the most deserving participants were financed.



TENT FOUNDATION

Since 2018, Barilla has collaborated with the **Tent Partnership for Refugees**, which works closely with more than 300 large companies to concretely mobilise the global business community towards refugee inclusion. As a result of this collaboration, Barilla has committed to train a minimum of 75 refugees by 2023 in its factories and offices in Sweden, France, Italy and Germany. Working with local organizations and government agencies, Barilla has identified, trained and in some cases integrated refugees into its workforce, based on local business needs, as well as providing services such as language training. The target was reached in 2022, so the Global D&I Board mobilised to form a new commitment and continue on the path of refugee support.

On 20 June 2022, **World Refugee Day**, Barilla announced its new partnership with **Breaking Barriers**, a British charity that helps refugees rebuild their lives through education, training and employment.



TENT FOUNDATION & CATALYST

By joining **The Tent Foundation's** partnership with the non-profit organisation **Catalyst** in 2021, as part of its support for refugees along with its intention to expand opportunities for women in business, Barilla has committed to mentor at least 50 refugee women in Europe over the course of three years.

The past year represented another important moment for Barilla in its journey towards diversity and inclusion. In fact, the Group received the Catalyst 2021 Award for initiatives that have accelerated the advancement of the role of women in the workplace and increased the inclusion of all people.

In 2022, after appropriate training for volunteer mentors, the mentorship programme was able to start and in the offices in Italy, France, Germany and Sweden, dozens of Barilla employees have offered their professionalism and provided mentoring to as many refugee women, playing a key role in helping this population to find work and thus gain financial independence, develop a sense of belonging and contribute to the economy.



In the second half of the year, the second round of the programme was launched, confirming the intention to reach the promised target.

THE VALUABLE 500

The **Valuable 500** is a global movement launched at the World Economic Forum's Annual Meeting in Davos in 2019, whose aim is to involve over 500 multinationals in a public commitment to promoting the inclusion of disabilities in the workplace and unleashing the economic and social value of 1.3 billion people who live with a disability. Barilla and its CEO joined the movement in 2020 and made a commitment to put disability inclusion on the agenda of strategic priorities, in particular by identifying opportunities for improvement by the end of 2021 and defining an operational plan. Honouring the commitment, the current action plan includes the outline of a Reasonable Accommodation Process, a concept found in the 2006 UN Convention on the Rights of Persons with Disabilities, which aims to achieve the full and equal enjoyment of all fundamental rights and freedoms by persons with disabilities and respect for their dignity.

The development of the process involved four phases: a first phase in which preliminary work was carried out to identify all parts of the organisation involved and to codify the processes already in place; in a second phase, the people identified as actors in the process were involved and interviewed in order to obtain feedback on the current processes and to accommodate the needs of disabled people. The third phase will be devoted to defining the process itself by specifying the purpose and practice of the new reasonable accommodation process, setting criteria for decision-making. Finally, the fourth phase will focus on the communication of the process and the training of HR professionals.

OPENLY

Barilla continues its sponsorship of **Openly**, the digital, global platform developed by the Thomson Reuters Foundation for the dissemination of fair, accurate and unbiased news affecting the LGBTQ+ community.

SUPPLIER DIVERSITY PROGRAM

The **Global Supplier Diversity** programme aims to drive a cultural change in Barilla's supply chain by directly involving all suppliers. It is a proactive programme that aims to provide equal opportunities for minorities, women, LGBTQ+ and persons with disabilities.



Each year, the dedicated Barilla Team organises a virtual event involving all Barilla suppliers worldwide and presents them with D&I issues with the aim of developing the same programme within their organisations. The same team is supporting the growth of two companies founded by women by mentoring them throughout the year.

WeConnect International, a member-led, global non-profit that brings motivated, large corporate, multilateral and government buyers together with women-owned suppliers around the world, in partnership with Disability and the National LGBT Chamber of Commerce (NGLCC), **recognized Barilla as 2022 Bronze Top Global Champions for Supplier Diversity & Inclusion (SD&I)**, in which some of the world's largest corporations that have demonstrated their commitment to global inclusive sourcing from diverse groups including minority, women, LGBTQ+ and disabled-owned businesses were recognized.

BEST PLACES TO WORK 2022



For the eighth year running, in 2022 Barilla **scored 100% in the Corporate Equality Index**, a system for comparing company activities aimed at lesbian, gay, bisexual and transgender employees developed by the Human Rights Campaign, the largest American association for the promotion of LGBTQ+ rights.



OUR MAIN NOVELTIES...

BARILLA WINS TOP 5 FOR LATINO EQUITY AWARD

Barilla America was honoured by Latino Magazine for its initiatives to increase representation and ensure equal pay for its Latinx employees and inclusion for all. Barilla celebrated this milestone together with strong community partners such as Cristo Rey St. Martin and its *Corporate Work Study Programme* to build the next generation of leaders.

"At Barilla, everyone is welcomed at our table. Our commitment to diversity, equity, and inclusion is central to our way of doing business. It is reflected in the culture we promote in our employees, partners, and the communities in which we live and work."

Laura Birk,
Vice President of Human Resources

#3RD PLACE FOR BARILLA - EUROPEAN DIVERSITY LEADERS



In the Financial Times 2022 annual list of European Diversity Leaders, Barilla was ranked third among Food & Beverage companies. In detail, companies eligible for the Diversity Leaders list must have at least 250 employees, be based in Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Luxembourg, the Netherlands, Norway, Poland, Spain, Sweden, Switzerland and the United Kingdom, and promote five aspects of diversity: gender balance, sexual orientation, age, ethnicity and disability.

2023 - STARTUPS 100 INDEX

Pasta Evangelists, a Barilla Group brand, was honoured by Startups for its fun, participative and community-based initiatives, led by one of the founders, Finn Lagun.

In 2022, the brand organised a series of "Pasta Pride" events to involve the general public in the celebration of London Pride. Drag queens were also involved to prepare rainbow-coloured pasta along with fabulous cabaret performances. All profits were donated to the LGBTQ+ charity Stonewall.



THE MILESTONES REACHED BY THE GLOBAL DIVERSITY & INCLUSION BOARD

The **Global Diversity & Inclusion Board** includes a **Consulting Committee**, formed by independent external experts who provide vision, consultancy, external perspective, and guidance on D&I topics, and an **Operating Committee**, composed by Group employees who identify goals, initiatives, and improvement areas to promote the Group's process of equality and inclusion and monitor the progress made.

During 2022, some organisational changes occurred within the **Global Diversity & Inclusion Board**. Following the appointment of Talia Ramos Erickson as Chief Transformation Officer, the role of Chief Diversity & Inclusion Officer was taken over by Floriana Notarangelo.

After ten years of work, the Operating Committee enters a third season in which the context is very different from its beginnings. The results of the fifth D&I Survey in 2021 are guiding the company in achieving a number of strategic goals in the face of the many challenges in overcoming the covid pandemic. Key objectives include being at the forefront and a role model in gender equality and the development and consolidation of a *Global Disability Policy Roadmap*. After ten years of activity, the Operating Committee traced a path that can be illustrated in three seasons.



ERGs

Consistently with and in support of the Group's *Diversity & Inclusion* objectives, the ERGs, i.e. interest groups organised, led and trained by Barilla people, continue to play a key role, with the task of imparting a positive cultural change within the company and promoting diversity and equal opportunity issues.

There are currently 17 ERGs at Barilla that actively involve almost 2000 people in numerous D&I initiatives worldwide.



HEALTH AND SAFETY

“Barilla **People’s** Health and Safety **First**”

The aspects and topics relating to **personal Health and Safety** are the priority when making choices and of the company’s organisational structure.

The main goal is reaching **Zero Accidents** by laying down a series of guidelines and interventions of a more operational nature to coordinate initiatives and actions at European level and to stimulate, in all corporate sites, a proactive attitude when it comes to safety and an open and constructive dialogue between management and workers.

The main activities implemented to mitigate the risks deriving from accidents include continuous training and information, supervision and control to ensure compliance with the corporate directives, the

delivery and use of Personal Protective Equipment (PPE), interventions and maintenance operations on machinery and equipment. To this end, in 2022, the implementation of the **Culture on Safety project** will continue in the Italian offices, with the future aim of extending it to the foreign offices as well, aimed at raising awareness of the importance of health and safety in the workplace; and various workplace health promotion projects supported by local authorities and organisations, for example by setting up information campaigns on proper eating habits.

In addition, a “**Safety Virtual Game**” has been implemented in all Italian plants, aimed at promoting health and safety training for workers in the workplace; this project will be developed in the near future in the various Nordic plants.

In order to safeguard health and safety at the workplace, the Group has adopted a specific **HSE Corporate Policy**. At Group level, the HSE Unit is responsible for developing guidelines on specific health and safety topics, which are implemented by the HSE managers and professionals of the production facilities and which in turn outline specific operating procedures regarding risk management of health and safety in the plants.

