

THE JOY OF FOOD FOR A BETTER LIFE

2023 SUSTAINABILITY REPORT



Barilla
The Italian Food Company. Since 1877.

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 2023, unless otherwise indicated.

2023 SUSTAINABILITY REPORT

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THE JOY OF FOOD FOR A BETTER LIFE

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

The widespread recognition of our products and brands is a privilege granted to us by the work of so many people over so many years, instilling both pride and passion in the products we make.

We believe that continuous improvement and striving for excellence are the main motivations for our working days.

Now more than ever, when we discuss taste, nutrition, food safety, the environment, accessibility, people, communication, the future, whether in terms of spaghetti, a biscuit, a bread or a sauce, we are referring to the quality of our products, the heart of what we do, the action we take and the value of our brands.

We are well aware there is a long and winding road ahead, although the commitment and passion of everyone at Barilla ensures we are ready to face the challenges that await us and to chart our journey into the future.



THE JOY OF FOOD FOR A BETTER LIFE



GIANLUCA DI TONDO,
CEO

We embarked on our sustainability pathway over a decade ago. Over the years, we have undertaken a series of major initiatives to improve the way we do business; we have always been guided by our core values and the desire to grow healthily with full respect for our people, our business partners (whether customers or suppliers), for our consumers and for the planet.

The results obtained have given us the courage to continue to evolve and transform the way we do business. They have enabled us to face and overcome a range of increasingly complex challenges and issues that involve products, supply chains and people, making us one of the busiest stakeholders in the agri-food industry.

Recent acknowledgement placing Barilla as the leading company in the worldwide food sector in terms of reputation serves as tangible proof that we have travelled the right road, in the right direction. Most of all, it demonstrates once again how the passion and dedication our people put into their everyday work can achieve extraordinary results.

The more we can integrate these issues into future business development strategies, the more we will be able to consolidate and improve our positioning to become the company of choice for consumers around the world.

This report speaks of our continued commitment, our achievements and our challenges in the coming years to ensure everyone can appreciate *"the joy of food, for a better life"*.

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

WHO WE ARE

WE ARE
A BIG FAMILY
IN LOVE WITH
GOOD FOOD



GROUP PROFILE

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

Our story began in Parma in 1877, when Pietro Barilla opened a small bread and pasta shop.

Now, almost 150 years later, our products are there for people at every mealtime. Our brands maintain a presence in over **100 countries**, making us an icon of excellence in the food industry. With more than **30 production sites**, we provided people with **1,995,000 tonnes of products** in 2023.

**1,995,000 tonnes
of products sold**

Our purpose, **“The joy of food for a better life”**, embodies the fundamentals of our organisation. It sets out our identity and commitment to people and the planet: **to offer good products, made with quality ingredients from sustainable supply chains.**

**“Not just figures, but results
that drive us forward with
determination.”**

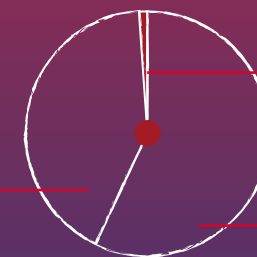
BARILLA PEOPLE*



* this data includes employees from Pasta Evangelist and Barilla Mexico

BUSINESS AREA (TURNOVER)

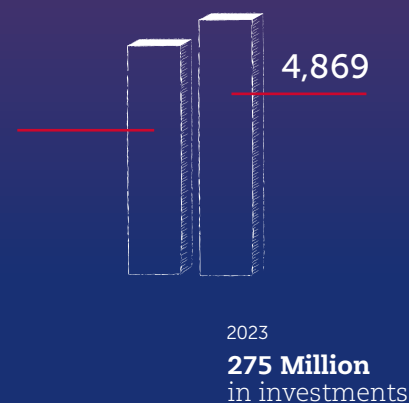
BAKERY
PRODUCTS
41.9%



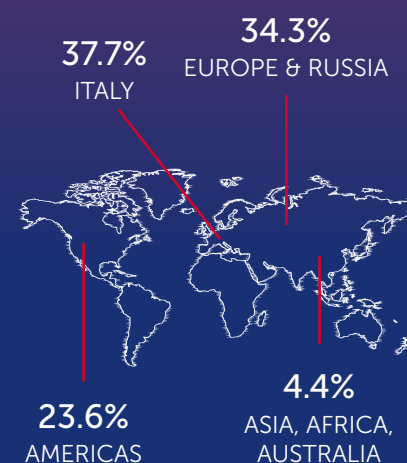
OTHER
1.0%

PASTA, SAUCES,
READY MEALS
57.1%

TURNOVER (€m)



GEOGRAPHICAL AREAS (TURNOVER)



BARILLA AROUND THE WORLD

USA	CANADA	MEXICO	BRAZIL	EUROPE	UK	ITALY	TURKEY	UAE	RUSSIA	SINGAPORE	JAPAN	CHINA	AUSTRALIA
 1	 1	 1	 1	 15	 1	 1	 1	 1	 1	 1	 1		
 2	 1	 1	 1	 8	 1	 2	 1		 1				
 1			 1		 1	 15						 1	 1
					 1	 1							

9,040
BARILLA PEOPLE*

* this data includes employees from
Pasta Evangelist and Barilla Mexico

21
BRANDS

30
PRODUCTION
FACILITIES**

** including one or more sites

15 IN ITALY
15 ABROAD



KEY

-  CENTRE OF EXPERTISE
-  FACTORY/ MILL
-  COMMERCIAL OFFICE
-  CUSTOMER COLLABORATION CENTER
-  BOUTIQUE

WHO WE ARE

ITALY



FACTORY SURFACE AREA

2,994,000 m²

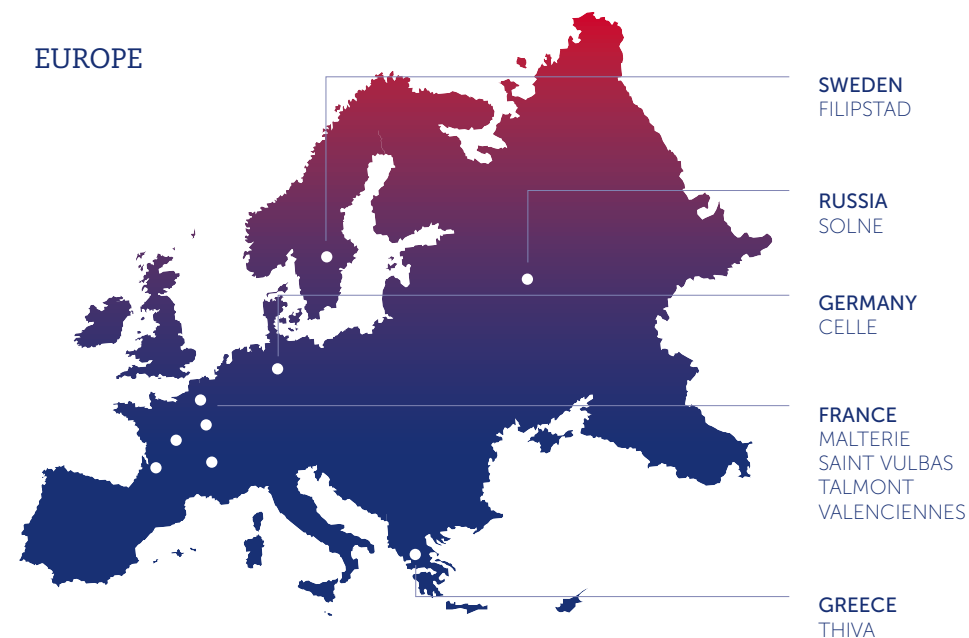
HOURS WORKED

4,346,000

BRAND	PEOPLE	PRODUCTION
Barilla Voiello Mulino Bianco Pavesi Grancereale Pan di Stelle Wasa BluRhapsody	2,913	1,032,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	145,904 t CO _{2eq}
	Scope 2	42,865 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.24 t
	WATER CONSUMPTION	
	Water withdrawal	1,746,211 m ³
	Water withdrawal per tonne of finished product	1.69 m ³ /t

2023 SUSTAINABILITY REPORT

EUROPE



FACTORY SURFACE AREA

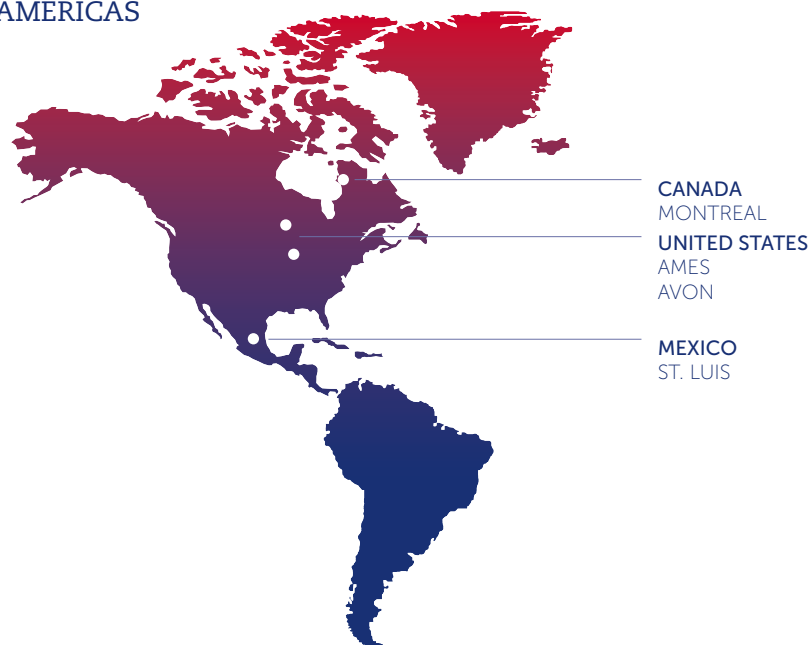
960,000 m²

HOURS WORKED

2,677,000

BRAND	PEOPLE	PRODUCTION
Barilla Mulino Bianco Harrys Misko Wasa Pasta Evangelists	2,187	325,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	20,148 t CO _{2eq}
	Scope 2	18,017 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.15 t
	WATER CONSUMPTION	
	Water withdrawal	367,831 m ³
	Water withdrawal per tonne of finished product	1.13 m ³ /t

AMERICAS



FACTORY SURFACE AREA

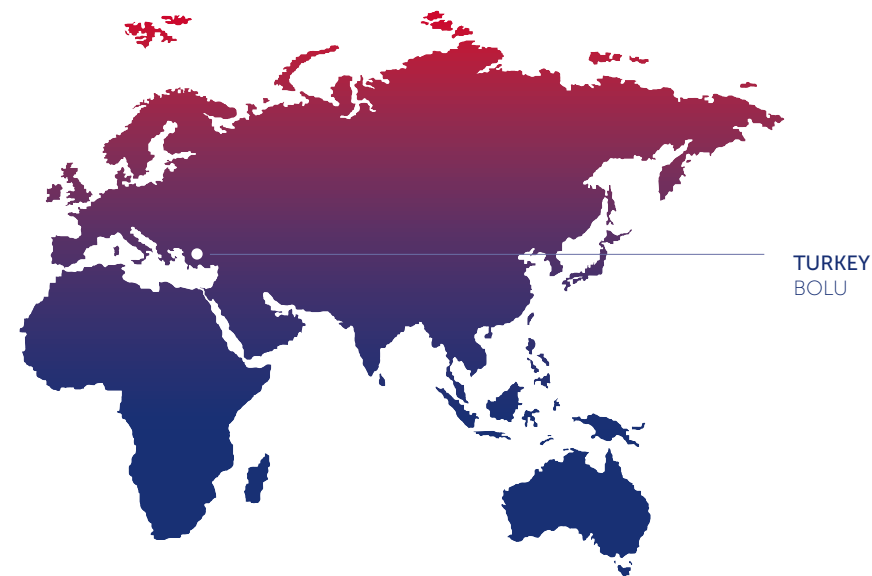
809,000 m²

HOURS WORKED

1,533,000

BRAND	PEOPLE	PRODUCTION
Barilla Yemina Catelli Lancia Tolerant Splendor	811	378,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	34,456 t CO _{2eq}
	Scope 2	25,537 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.19 t
	WATER CONSUMPTION	
	Water withdrawal	326,077 m ³
	Water withdrawal per tonne of finished product	0.84 m ³ /t

ASIA, AFRICA & AUSTRALIA



FACTORY SURFACE AREA

140,000 m²

HOURS WORKED

345,000

BRAND	PEOPLE	PRODUCTION
Barilla Filiz	162	98,000 t
	GREENHOUSE GAS EMISSIONS	
	Scope 1	6,444 t CO _{2eq}
	Scope 2	106,463 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.20 t
	WATER CONSUMPTION	
	Water withdrawal	84,398 m ³
	Water withdrawal per tonne of finished product	0.87 m ³ /t

LEADER IN GLOBAL REPUTATION

Barilla is ranked 29th overall in The RepTrak Company's prestigious Top 100 international rankings of the world's most renowned companies.



Founded in 2004, The RepTrak Company has the largest reputation benchmarking database in the world, with over 1 million company evaluations per year. Each year, these assessments feed into the Global RepTrak 100 report, which provides definitive rankings of the world's most reputable companies and a comprehensive analysis of the global reputation landscape.

In the latest edition, Barilla ranks first in the world among food companies and third among the most esteemed Italian brands.

GROUP BRANDS

“All of the Barilla Group's brands are brought together by the same goal: **to offer people the joy and pleasure of good food**”





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



The ancient **Voiello** brand was founded in 1879 in Torre Annunziata (Naples), a major centre of the production of pasta made with 100% Italian Aureo wheat since the 16th century. 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 has formed part of Barilla since 1991.



Yemina – founded in 1952– is a brand in the Mexican market that joined Barilla as a result of the joint venture established with Mexico's Grupo Herdez in 2002.



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



A premium British brand specialised in the production and digital distribution of fresh pasta and high-quality sauces, in both the recipe boxes category and in online **takeaways**. With **Pasta Evangelists**, Barilla entered the fresh pasta market in 2021 and consolidated its presence in the United Kingdom.



Tolerant is the brand of plant-based foods, rich in protein, designed for people with food intolerances or dietary restrictions. Tolerant is a line of speciality foods based on legumes subjected to minimal transformation processes, made with a single organic 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 specialising in retail services.



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



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



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



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



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



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 now maintains a presence in the bread and snacks sector. Quality and innovation are two of the main strengths that have made it such a success.



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



Founded in 1960 in the USA, **Back to Nature** offers a wide range of non-GMO plant-based products such as biscuits, crackers, nuts and granola. Back to Nature joined Barilla in 2022.

VALUES

“Feed people the same way you’d feed your children”

PIETRO BARILLA

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

Curiosity

Ability to listen to find innovative solutions



Trust

Working together towards a common future



Courage

Overcoming challenges to move forward



Passion

Putting our heart into the excellence of our products



Integrity

Being transparent in terms of respect for people and the planet

Barilla's identity is not only linked to its prominent position among Italian food companies, but also to its **active role in promoting Italian Gastronomic Culture**, especially through pasta, its main product. This link is reaffirmed and leveraged through **Accademia** and **Bottega Barilla**.

ACADEMIA BARILLA

Accademia Barilla is the Barilla Group's centre of gastronomic excellence, focused on the **promotion of Italian Gastronomic Culture**, with **Pasta** as the main ambassador of taste.

ACADEMIA BARILLA

Founded in 2004 on the site of the first Pasta Barilla factory, Accademia aims to bring people to experience food as an expression of culture, by leveraging the knowledge, skills and passion that distinguish Barilla as a company.

Accademia houses the richest **Gastronomic Library** in Europe, where over 15,000 volumes on food and conviviality and more than 5,000 historical menus, true historical and artistic testaments to Italian culinary identity, are preserved and available for public consultation.

In 2023, it hosted more than **5,000 people** involving them in a wide range of events, culinary experiences and debates with chefs and experts from the contemporary gastronomic scene.

The activities held on site in 2023 including the first **Barilla Foundation training course**, for Italian young people in situations of social hardship to improve their employment opportunities. In addition, the Accademia Barilla headquarters purchases thermal energy from the district heating network of the city of Parma and adopts energy-saving measures (such as replacing fluorescent lighting with new LED lamps).

BOTTEGA BARILLA

Reopened in 2022, Bottega 1877 is Barilla's first, historic boutique in the heart of Parma. The Bottega's activities include various events and experiences, including a **professional pasta tasting** that begins with smelling the semolina and continues with preparing the final pasta recipe by tasting the cooking water.

Most of these activities are closely related to a calendar of local events, to confirm and strengthen the company's link with the local area.

In 2023, Bottega 1877 welcomed more than 10,000 visitors, involving them in a multi-sensory experience to rediscover the taste and quality of pasta.

As well as "Al Bronzo" pasta, the Bottega offers discovery of pasta made with a 3D printer, marketed under the BluRhapsody brand. This digital handicraft product makes it possible to produce pasta formats with creative and innovative geometries.

Finally, a flower garden was re-opened and renovated in May 2023, including a vegetable garden with fresh basil for use in the kitchen.



HISTORICAL ARCHIVE

Barilla's identity is also based on its historical heritage, preserved and leveraged at the Historical Archive.

“Our past is our future”

SET OFF WITH US ON A JOURNEY TO THE ROOTS OF OUR HISTORY.
EXPLORE OUR HISTORICAL ARCHIVE TO DISCOVER OUR PAST,
INCLUDING OUR COMMUNICATION CAMPAIGNS OVER THE YEARS.

The Barilla Historical Archive was established in 1987 by Pietro Barilla, with the aim of **collecting, preserving** and **leveraging** the historical material relating to the company and its brands.

Over the years, the Archive has promoted the enhancement and integration of the existing documentary heritage. In 1999, these activities led the Archives to be recognised by the Italian Ministry of Cultural Heritage and Activities, through the Superintendent of Archives for Emilia-Romagna, as an initiative “of notable historical interest”, cited as a “testament to the development of the food industry in Parma and to changing customs in Italy”.

In 2001, the Historical Archive was one of the founding members of **Museimpresa**, founded in Milan at the initiative of Assolombarda and Confindustria. The Associazione Italiana Archivi e Musei d'Impresa brings together over 100 museums and archives at small, medium and large Italian companies.

The Archive has published collections (including, relating to Barilla, *Centoventicinque anni di pubblicità e comunicazione*



www.archivistoricobarilla.com

[125 years of advertising and communication], 2004; relating to Pavesi, *Cinquant'anni di pubblicità e comunicazione* [50 years of advertising and communication], 1997), **specific publications** (e.g. the series “I quaderni dell'Archivio Storico” [Notebooks from the Historical Archives] in CD-ROM format with titles on Barilla's calendars, stands and the soundtracks from its TV ads) and **history popularisation services** in daily newspapers and periodicals.

In 2023, the Barilla Historical Archive contributed to the publication of *I Voiello. Storia di una famiglia di Torre Annunziata pioniera e eccellenza dell'arte bianca italiana* [The Voiellos, the story of a family from Torre Annunziata who pioneered and excelled in Italian flour processing]. The publication was made possible by in-depth genealogical research carried out by scholars from the Centro Studi Storici “Nicolò D'Alagno” in Torre Annunziata, supported by a series of unpublished documents to reconstruct the **Voiello family's** history.

The Archive forms part of a **broader cultural network** that includes **Accademia Barilla's Gastronomic Library**, the **Barilla Family Modern Art Collection**, the **Pasta Museum**, one of the **Parma Food Museums**, to whose set-up it contributed by providing a wealth of historically significant materials.



BARILLA FOUNDATION

BARILLA FOUNDATION ENCOURAGES RESPONSIBLE BEHAVIOURS AND HEALTHY FOOD CHOICES, TO BRING ABOUT A CONCRETE CHANGE IN SOCIETY.



The Foundation raises public awareness by disseminating scientific knowledge in the form of “**Food Facts**”: useful, fascinating information to understand the importance of our everyday choices for a healthy, planet-friendly life.

With this in mind, more than 60,000 free copies of the book **100 Food Facts – Piccola Guida per Grandi Cambiamenti¹** [100 Food Facts – a little guide for big changes] were distributed in 2022-23. The book helps people become active participants in change that consists of minor actions and in greater awareness by providing scientific data and suggestions. This track includes a series of video clips disseminated to millions of Italians on web, social media and TV channels by **comedians** and **food creators**. With a smile and their irony, they explain to the public the fundamental relationship between food, people and the environment, providing tips for living healthily and in harmony with natural resources.

The year 2023 witnessed the debut of the **Barilla Foundation School**, a special course that combines culinary training with knowledge of environmental protection, food waste and personal well-being. This training opportunity was offered to a selection of young people from socio-economically disadvantaged backgrounds, identified with the support of partner associations such as the Italian Red Cross Community of Sant'Egidio. The School represented a professional and personal growth experience, as the students challenged themselves in high-end restaurants, and was reported on the RAI TV programme “Saranno Cuochi” (“They’ll become cooks”) reaching more than 2 million people.

1. Available to anyone in Italy who requests a copy, while stocks last, at www.fondazionebarilla.com

RESEARCH PROJECTS LED BY THE BARILLA FOUNDATION



Parallel to its dissemination activities, the Foundation's commitment in the educational field remains strong, in the multiple forms of content on food and the environment used by thousands of Italian schools of all levels, as well as in the scientific field through projects financed by the EU institutions. The Erasmus + **SKILLED** project has been successfully completed, having been accredited as best practice in the National Agency's final evaluation, and the **CLIMATE SMART CHEFS LIFE** project is now in its final year.

○ **CLIMATE SMART CHEFS**: is a three-year LIFE project led by the Barilla Foundation. Launched in 2022, it aims to contribute to the implementation of the EU Climate Policy and the Farm to Fork Strategy, by actively involving European chefs as promoters of healthy, low-emission diets. It is also intended to promote a mainstream debate on food as a key factor to mitigate climate change. www.climatesmartchefs.eu

After training more than 160 European chefs and its selection to bring its experience to the international context of COP 28, the project launched an award to recognise chefs or non-profit organisations that have succeeded in putting the project's mission into practice, i.e. to make chefs active promoters of healthy and environmentally friendly diets.

2009

**Barilla Centre
for Food & Nutrition**
founded as a **research
group**

2014

**Barilla Centre for
Food & Nutrition**
becomes a
Foundation

**2017
2018**

European Su Eatable
Life launched

Barilla Foundation
International Forum
reaches Brussels,
New York and Milan

**2020**

"Skilled through
Food" project
starts as part
of Erasmus+
initiatives

2022

"Climate Smart Chefs"
project launched



Barilla Foundation
embarks on a new
pathway, opening up
to the general public

2024

"100 Food Facts"
TV campaign

Second edition
of Barilla
Foundation
School



fondazionebarilla.com

2010

"Double Pyramid"
model developed

**2016**

First edition of the
**Food Sustainability
Index**, developed
with The Economist

2019

Barilla Foundation
starts "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"**

2023

Saranno Cuochi
TV programme

New research
project with
CMCC



OUR WAY OF DOING BUSINESS

A RENEWED SUSTAINABILITY PATHWAY



A RENEWED SUSTAINABILITY PATHWAY

We nourish a better
future, now

Since its early days, Barilla has aimed to bring people the joy of good food, made with respect for people and the planet. **Sustainability is not therefore a pathway or strategy, but the only way of doing business, from 1877 to date.** In 2010, a pathway was formalised with clear and measurable objectives, to guide the company over the coming years, and was summarised in the mission statement "Good for You, Good for the Planet". For its 145th anniversary, Barilla wanted to renew its commitment to people and the planet, initially by introducing a new mission statement, "The joy of food for a better life", new governance and a new sustainability agenda.

Climate change, an increasing focus on food sustainability and the protection of supply chains, market volatility, and the diversity of supply areas: these are just some of the major challenges presented to us by the era in which we live, as we confront an increasingly complex and interconnected world that is constantly evolving. It is in this context that Barilla, which has always been a pioneer on these issues, intends to continue its journey with renewed energy and strategic vision, responding to every challenge with strength and determination. Barilla, a leader in the food industry, is tackling this mission with the conviction and passion that have been its hallmarks from the outset.

These days, our goal is always to ensure **superior quality products** from **safe and sustainable supply chains**, to minimise impact on the planet and maximise the **well-being of our people and communities**. Increasingly, strategic choices for business development integrate and embrace initiatives and projects that can contribute to strengthening a company's resilience over the long term, by promoting balanced and sustainable growth, and simultaneously attempting to prevent potential risks.

With this ambition, we are implementing our new Environmental, Social, Governance (ESG) sustainability strategy, based on four fundamental pillars: **WHOLESOME PRODUCTS; SUSTAINABLE SUPPLY CHAINS; CLIMATE CHANGE; PEOPLE & COMMUNITIES** – the four areas of our strategy, to guide our actions.

WHOLESOME PRODUCTS



SUSTAINABLE SUPPLY CHAINS



CLIMATE CHANGE



PEOPLE & COMMUNITIES



The aim of these four pillars is to transform our aspirations into concrete and measurable actions.



With the **WHOLESOME PRODUCTS** pillar, Barilla embraces the challenge of offering good food with a balanced nutritional profile. We have therefore updated our nutritional model, bearing in mind not only the goodness of food and the right lifestyle, but also a certain idea of holistic well-being oriented towards consumer pleasure and enjoyment. This choice translates into an effort to maintain the fullness of our flavours and, at the same time, a constant quest for solutions to improve their nutritional profiles, through careful reformulation of ingredients and new technologies.

We are determined to improve our product offering even further and to fulfil the increasingly conscious choices of our consumers: in addition to our quality promise, we continue our commitment to design and manufacture our packaging according to a 'circular' approach, which includes reducing unnecessary packaging, designing for recycling and, where possible, creating reuse models.



Conversely, the **SUSTAINABLE SUPPLY CHAIN** pillar embodies our strategies to foster environmentally and socially friendly farming and sourcing practices. Climate risk assessment reveals the threats that farms face every day, including risks to water availability and biodiversity. We therefore consider it essential to adopt appropriate prevention and mitigation measures. Looking to the future, we intend to increase engagement among our suppliers, by setting corporate supply chain management guidelines and consistently adapting them to the varying priorities of our brands.



With regard to the **CLIMATE CHANGE** pillar, we constantly reassess our impact on the environment, to minimise it as much as possible. As such, we are adopting targeted strategies and investments aimed at mitigating our effect on the climate and preparing the company for possible future scenarios related to the reduction of greenhouse gases and related energy sources. To demonstrate these ambitions, we are working to align with the new SBTi target by 2024, renewing our willingness to form an active part of the solution against climate change.



Finally, the pillar relating to **PEOPLE & COMMUNITIES** refers to Barilla's commitment to every aspect of people's well-being. Through our products, an integral part of the everyday lives of millions of individuals around the world, we support and respect everyone involved throughout the production chain, and we care for all communities – both those within the company and those where Barilla maintains a presence. We have already embarked on the development of measurement systems, related KPIs and monitoring systems that will take Barilla to a further level of assurance, consistency with its commitments and adherence to the new guidelines to be approved and implemented over time.

All this is decided on by a new governance structure for ESG issues, enabling us to implement an evaluation and decision-making process that fully supports business development. This organisational design, illustrated in detail in the relevant chapter, is based on three connected levels: the ESG Board, made up of top management, to define strategies and priorities; the ESG Core Team, to provide operational management and implementation of the plans decided upon; the ESG Leaders Team, consisting of internal experts and contacts in the various company areas, who provide the specific expertise for the various projects and the widespread diffusion of the entire ESG system.

OUR 2030 AGENDA

On 25 September 2015, the 193 member countries of the United Nations signed the **2030 Agenda for Sustainable Development**. The plan of 17 global goals includes many that relate to current food patterns, such as fighting hunger and poverty, access to education and combating climate change. **Barilla**, in its role as a leading company in the food industry, **has decided to sign up to the 2030 Agenda and champions the sustainable development guidelines towards all 17 goals**. The Group is therefore committed to making an active contribution to achieving the Sustainable Development Goals (SDGs).

SDGs	Results achieved
	• >3,200 tonnes of products donated to people in need
	• Since 2010*, 497 product reformulations to reduce total and saturated fat, and salt content • 16 new products with no added sugar, rich in fibre, whole grains or legume-based
	• over 44,500 children involved in Giocampus and Vivismart projects • around 300 children with access to education at the school built in Côte d'Ivoire
	• 38.5% of Barilla executives and managers are women • unjustified wage gap eliminated for all Barilla people
	• 62% of purchased electricity comes from renewable sources with GO certificates

*In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

SDGs Results achieved

	• >160,000 hours of training provided to Barilla people and investment of more than €4 million to assist their professional growth • 18 Employee Resource Groups (ERGs): interest groups created by employees revolving around specific diversities
	• 96% route capacity optimization • Around 4,000 shipments switched from road to intermodal transport
	• Over €3 million donated to communities • agriBosco: a 23-hectare space where sustainable agriculture co-exists with nature, courtesy of the collaboration with Legambiente and AzzeroCO2
	• 8,500 companies involved in sustainable agriculture projects • 67% of raw materials purchased from sustainable supply chains • 2 specifications for sustainable cultivation of common wheat: Harrys Charter and Mulino Charter • Durum Wheat Manifesto: a set of commitments for a better and more responsible durum wheat supply chain • Basil Charter
	• -28% CO_{2eq} per tonne of finished product (since 2010*) and signed up to SBTi • 1 carbon-compensated brand: Wasa • -21% water consumption in factories, per tonne of finished product (since 2010*) • 99.8% packaging designed for recycling and >99% paper and cardboard from supply chains with certification for the responsible management of forests • Over 92% of waste produced was sent for recycling and energy recovery
	• Zero testing** of raw materials and products on animals, directly or indirectly • Support for protection of biodiversity via Mulino Charter and Basil Charter
	It has been possible to achieve these results thanks to constant dialogue and discussion with stakeholders, academics, scientists, non-profit organisations and institutions, both nationally and internationally

*In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

**Except in cases where it is explicitly required by law, as stated on page 163.

MATERIALITY ANALYSIS

Barilla's **Sustainability Report** is based on identifying **material topics**, i.e. the most relevant **economic, environmental and social** issues, including human rights, from an 'inside-out' perspective¹. Since the first year of reporting, the Group has decided on a structure to define these aspects by initiating a **materiality analysis** process, which is updated periodically.

As required by the **GRI Universal Standards 2021**, and in particular by **GRI 3 – Material Topics**, Barilla has based its materiality analysis on the concept of **impact organisations have on the external context** ('impact materiality'²).

In 2023, taking the material topics from the 2022 Sustainability Report as a starting point, a benchmark and context analysis was conducted to verify the validity of the aspects already considered, as well as to intercept new trends and their impacts. For continuity with last year, we also consulted GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022. At the end of the process, it was deemed that the main impacts generated by the Group were well represented by the 18 material issues set out in the previous Report.

Specifically, the **significance of the topics was assessed** in interviews with in-house decision-makers, who considered the impacts in relation to their own area of expertise and bore in mind the perspective of external stakeholders for each material topic on the basis of the impacts it may generate on the Pillars identified in the renewed sustainability pathway. They were asked to rate the impacts identified on the following drivers (both based on a four-level scale): **magnitude of impact and likelihood of its occurrence**.

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

2. See the "Table linking material topics and associated impacts (inside-out perspective)" in the "Note on Methodology" section of this document for details of Barilla's material topics and related impacts.

On the basis of the average assessments provided for each theme, a prioritised list of material topics was then drawn up, presented to the senior management and shared with the new ESG governance.

To prepare for the implementation of the EU Corporate Sustainability Reporting Directive (CSRD), the Group has embarked on a significant journey towards compliance with the new reporting requirements. Among the most relevant initiatives, we are preparing to explore an innovative analysis of dual materiality, which merges financial relevance with current impact. This means not only responding to new obligations, but also embracing an advanced vision of sustainability that will enable us to drive change with even more determination and awareness.

MATERIAL TOPICS*	PILLARS
PRODUCTS	Wholesome products
RAW MATERIALS	Sustainable supply chains
BIODIVERSITY	Sustainable supply chains
CONSUMPTION	Climate change
CLIMATE CHANGE	Climate change
CIRCULARITY	Climate change
PACKAGING	Wholesome products
TRACEABILITY & TRANSPARENCY	Sustainable supply chains
HUMAN RIGHTS	Sustainable supply chains
COMMUNITY SUPPORT	People & Communities
GOVERNANCE, BUSINESS ETHICS & INTEGRITY	Governance
HUMAN RESOURCES	People & Communities
DIVERSITY & INCLUSION	People & Communities
MARKETING & LABELLING	Wholesome products
INNOVATION	Wholesome products
HEALTH & SAFETY	People & Communities
EDUCATION	People & Communities
ANIMAL WELFARE	Sustainable supply chains

* Analysis shows the first 10 topics to be of equal importance

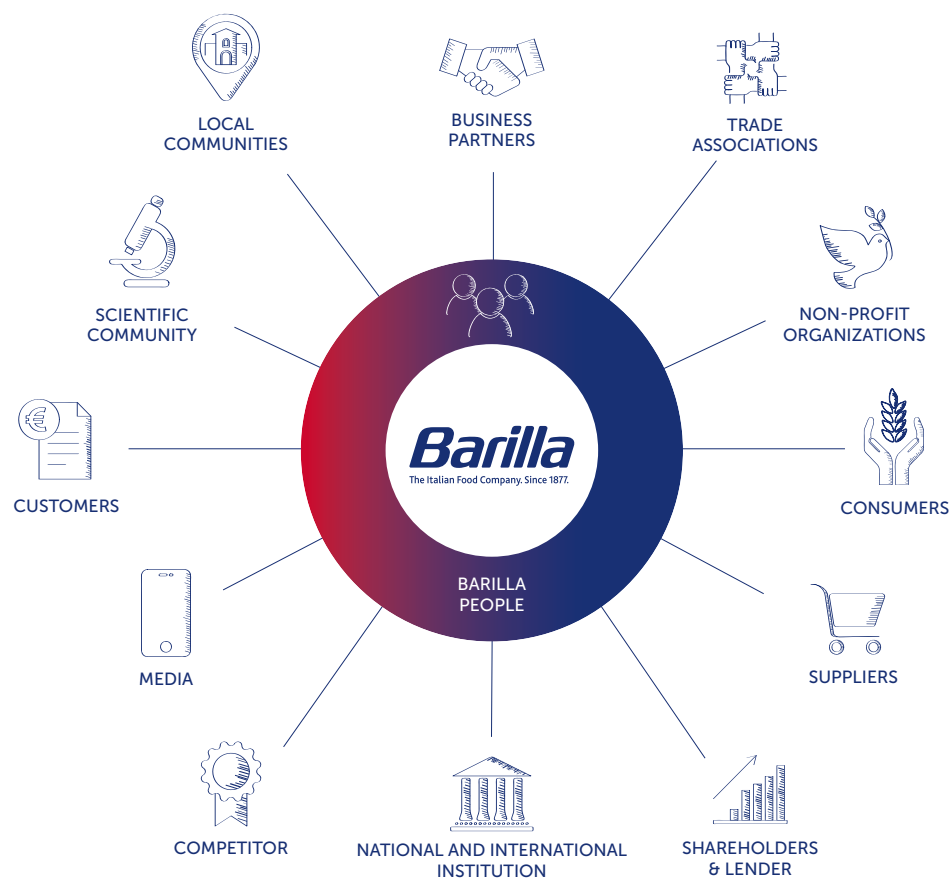
Pillars	Material topics	Description	Value chain					
								
GOVERNANCE	Governance, Business Ethics & Integrity 	Set up adequate internal control systems and conduct all business activities with transparency, integrity, honesty and in compliance with the law. Implement policies and practices defining the responsible approach to tax strategy. Protect information assets and privacy.						
	Products  	Formulate product recipes for people's well-being. Ensure the quality and safety of products at every stage in the supply chain						
WHOLESOME PRODUCTS	Innovation   	Meet people's needs through products that respond to emerging trends in the food sector.						
	Marketing & Labelling  	Ensure the accuracy of nutritional information on products, in accordance with national and international regulations and/or self-regulatory codes.						
SUSTAINABLE SUPPLY CHAINS	Raw materials       	Promote responsible management of raw material supply chains by promoting sustainable agricultural practices and selecting quality raw materials.						
	Animal welfare     	Promote responsible animal husbandry practices for raw materials of animal origin, in compliance with legal requirements, but also with high animal welfare standards.						
	Traceability & transparency     	Ensure the traceability of products, from the cultivation of raw materials to distribution at the point of sale. Ensure accurate and transparent communication.						

Pillars	Material topics	Description	Value chain					
								
CLIMATE CHANGE	Climate change 	Ensure the efficient management of the entire supply chain with the aim of limiting environmental impact, with specific reference to greenhouse gas emissions.						
	Circularity 	Research and ensure the leverage of waste materials and proper waste management by optimising production processes, promoting responsible consumption practices and adopting circular practices.						
	Packaging 	Research the best types of product packaging that guarantee the highest quality and safety, with the lowest possible environmental impact.						
	Consumption 	Ensure the adoption of concrete solutions for the management and reduction of energy consumption, to substantially limit environmental impact.						
PEOPLE & COMMUNITIES	Human resources 	Promote the development of a working environment, both to improve work/life balance and to ensure a continuous process of enhancing and growing its resources.						
	Health & Safety 	Provide working conditions that ensure full respect for the right to health and protection of the physical and psychological integrity of workers, through management systems to prevent occupational accidents, injuries and occupational diseases.						

Pillars	Material topics	Description	Value chain					
								
PEOPLE & COMMUNITIES	Diversity & Inclusion    	Promote a global and inclusive corporate culture by valuing diversity and ensuring equal opportunities in career paths for all employees.						
	Education    	Promote the dissemination of sustainable and balanced lifestyles and proper nutrition, paying special attention to the youngest children.						
	Community support         	Consolidate its commitment to communities, with specific initiatives and activities aimed at supporting the local economy. Strengthen relations with various local stakeholders.						
	Human rights      	Ensure the protection of human rights inside, outside and throughout Barilla's value chain, consolidating a corporate culture against all forms of violence and discrimination.						

STAKEHOLDERS

“**Dialogue** with **stakeholders** is the basis for **long-term value creation** for Barilla”



Barilla has only succeeded and continues to constantly improve in pursuing sustainable development through **active involvement** and **constant dialogue** with its stakeholders.

STAKEHOLDER CATEGORIES	EXAMPLES OF ENGAGEMENT
LOCAL COMMUNITIES & THIRD SECTOR trade associations, non-profit organisations	- Implementation of projects at local level to promote nutrition education (e.g. Giocampus, Vivismart) - Promotion of sustainable and land-friendly agricultural practices (e.g. Durum Wheat Manifesto, Mulino Charter, 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 - Raising awareness on the culture of safety in the workplace (e.g. Safety Culture Project)
PRODUCTION CHAIN suppliers, customers, business partners	- Promotion of good practices in sustainable agriculture (e.g. Barilla Code of Sustainable Farming and Barilla Sustainable Farming (BSF), Decalogue for the Sustainable Cultivation of Durum Wheat, Mulino Charter, Harrys Charter and Basil Charter) - Organisation of national and international networking events (e.g. World Mycotoxin Forum, Club Harrys)
PUBLIC & 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 (e.g. World Mycotoxin Forum, Club Harrys)
FUNDERS & SHAREHOLDERS	Participation in and organisation of networking events
COMPETITORS	Participation in multi-stakeholder working groups (e.g. Consumer Goods Forum)
MEDIA	- Use of social media channels (LinkedIn, X/ Twitter, YouTube) for dissemination and dialogue purposes - Press interviews on ESG issues, with the aim of sharing the Group's strategy and action plan

STRATEGIC PARTNERSHIPS WITH CUSTOMERS

Barilla's main strategic partner is its customers, with whom it aims to forge strong business relationships and alliances aimed at the shared development of business initiatives.



PATHWAY WITH CARREFOUR

A journey **embarked on in 2017**, to leverage the international partnership with Carrefour fuelled by Global Customer Development according to a step-by-step approach.

2017 - 2018

Barilla and Carrefour together against **FOOD WASTE**. A 360° initiative conducted in Italy and Spain, celebrated at the 2017 Consumer Goods Forum in Montreal.

2019 - 2020

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

2021 - 2022

Barilla wins the **International Transition Award** with **Spaghetti No. 5**, the **Italian Food Transition Award** with **Macine Mulino Bianco** and the **Sirus Award** in France for Healthy Bundles and Veggi Bundles.

2023

The **Food Transition Pact** becomes a global guideline, broadening the range of suppliers involved. Barilla has consolidated its role as co-leader and co-founder and broadened its footprint in other contexts related to sustainability.

At CGF – France, **Barilla joined the Collaboration for Healthier Lives (CHL) coalition** where, together with Carrefour, Metro and other companies, it promotes initiatives aimed at disseminating a more conscious and sustainable food culture. In Italy, Barilla is **Advisor for the Food Transition Pact**, and won the "**Special Mention for Sustainability 2023**" award, confirming its commitment to food education activities such as:

- **Positive Nutrition** (omni-channel activities to promote healthier and sustainable choices in partnership with PL Carrefour).
- **Delizie Veggie** (omni-channel activity to promote the vegetarian lifestyle in partnership with Carrefour, Alpro by Danone, Findus and Garden Gourmet).

Finally, for the third year running, Barilla won the **Italian Food Transition Award** with **Intrecci Mulino Bianco**



CONAD & MULINO BIANCO



Since 2022, **Mulino Bianco has been working on sustainability issues in a major partnership with Conad.** In 2023, activities included:

- **involvement in the development of a digital game as part of the Conad app**, accessible to all customers, where they can win coupons and other prizes in quizzes, games and tips focusing on the **theme of sustainability and the relevant Mulino Bianco and Conad commitments.** The partnership has also been renewed for 2024.
- **two special packs for Rigoli and Pancake products and a special, exclusive Conad product to celebrate biodiversity, bees and other pollinating insects**, creatures that are essential for the pollination of 70% of plant species and the stability of ecosystems, now more than ever at risk of survival.
- **three educational apiaries near three Conad sales outlets** to disseminate culture on the world of bees and raise awareness of the dangers to which these insects are exposed. The initiative continues in 2024 with thematic workshops open to the community and schools.



ESSELUNGA & BARILLA FOUNDATION

With Esselunga, **two streams of collaboration** have been set up, **focusing on sustainability**:

- **Mulino Bianco Biodiversity Communication**: a circuit of biodiversity-themed titles with two key products, Rigoli and Pancake
- **Collaboration with the Barilla Foundation for "Earth Day"** (22 April 2023). To celebrate the event, 15,000 customers who placed an online shopping order received a free book, 100 Food Facts, published by the Barilla Foundation. This publication offers valuable tips for more conscious and sustainable food consumption and storage.



CONSUMER GOODS FORUM

The **Consumer Goods Forum** (CGF) is a **global organisation of manufacturers and retailers of consumer goods**, aimed at promoting efficient business practices and improvements throughout the food sector, to benefit both buyers and consumers without hindering competition. The CGF supports coalitions of action focused on sustainable practices and offers support, expertise and tools to stimulate large-scale positive change.

The Forum includes around 400 retailers, manufacturers, service providers and other stakeholders from over 70 countries, and represents almost 10 million workers, a figure that rises to 90 million when considering the entire supply chain. Leading the organisation is a Board of Directors that includes the CEOs of manufacturers and retailers, including our CEO Gianluca Di Tondo.

At CGF – France, Barilla joined the Collaboration for Healthier Lives (CHL) coalition, which has helped initiate a series of programmes to promote greater awareness of food culture, with the aim of steering companies and consumers towards healthier and more sustainable nutrition in the medium to long term.



CUSTOMER COLLABORATION CENTER

Opened in 2015 in Parma, the **Customer Collaboration Center** is Barilla's dedicated hub for welcoming and enhancing our partnerships with customers through a commitment to **collaboration** and **shared** values. The Center occupies a historically significant site, as it is situated at the very location of the original Barilla factory and shares its premises with Academia Barilla, our esteemed institute of gastronomy and culinary arts. Our aim is to foster collective growth by guiding our partners and clients on an immersive, multisensory journey that weaves together emotion, science, and the culinary arts. Among these interactive experiences is one that specifically highlights Barilla's dedication to sustainability.

In 2019, Barilla introduced a digital counterpart of the Center, designed to build and fortify relationships that transcend physical borders. This digital Customer Collaboration Center offers comprehensive virtual experiences that provide insights into each of the company's core pillars, with a particular focus on our sustainability efforts.



ONFOODS, THE FOUNDATION FOR A NEW SUSTAINABLE FOOD MODEL



On 11 November 2022, **ONFOODS** was unveiled; this foundation makes up one of the 14 partnerships under the National Recovery and Resilience Plan (PNRR) drawn up by the Italian government as part of the Next Generation EU programme, specifically for the funds provided for green and digital projects. The Foundation is committed to **improving the future of the community and the supply chain** through a new model of sustainable food, made possible by partnership and collaboration between 26 business entities, including Barilla, universities and research centres in Italy.

OnFoods operates through seven strategic research initiatives ('spokes'), linked together in a complex, qualified network of disciplinary relationships, connections and integrations. In this context, Barilla is one of the parties involved in the discussion of three of the seven spokes identified by OnFoods:

Food safety of traditional and novel foods (spoke 3)	Food quality and nutrition (spoke 4)	Policy, behaviour and education (spoke 7)
Goal: Enhancing food and nutrition quality to satisfy consumers	Goal: Promoting consumer health by improving food, diet and nutrition	Goal: Developing tools to analyse agri-food policies and the behaviour of businesses and consumers
Barilla's contribution: Agronomic research into developing specific plant varieties and identifying innovative agricultural practices for sustainable cultivation	Barilla's contribution: Intensive product improvement activities since 2010 ³ , leading to improvements in the nutritional profile of 476 products	Barilla's contribution: Research for Food Quality and Safety in a supply chain perspective, from farm to fork, from raw materials to production processes and finished products

3. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

OTHER COLLABORATIONS

The Barilla Group **maintains significant relations and constant dialogue with various industry associations**, including:

AIM

European Brands Association

CAOBISCO

Chocolate, Biscuits and Confectionery of Europe

CENTROMARCA

Associazione Italiana dell'Industria di Marca (Italian Brand Industry Association)

CONFINDUSTRIA

(Territorial branches) - Confederazione generale dell'industria italiana (General Confederation of Italian Industry)

ECR

Efficient Consumer Response

IBC

Industrie beni consumo (Consumer Goods Industries)

ILSI

Istituto internazionale per le scienze della vita (International Life Sciences Institute)

IPO

International Pasta Organization

L'ALLIANCE 7

Fédération des produits de l'épicerie et de la nutrition spécialisée (Federation of Grocery and Specialist Nutrition Products)

NPA

US National Pasta Association

ITALMOPA

Associazione Mugnai d'Italia (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 ITALIANA FOOD

UPA

Utenti pubblicità associati (Associated advertising users)

NFI

Nutrition Foundation of Italy

SITOX

Società Italiana di Tossicologia (Italian Society of Toxicology)

SVENSKA KVARNFÖRENINGEN

Swedish Flour Milling Association

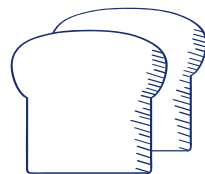
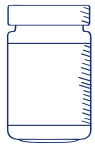


WHOLE SOME PRODUCTS

ALL OUR
PRODUCTS
COME WITH
AN EXTRA DOSE
OF GOODNESS



Our commitment begins with **product recipes**, which **we continuously improve**, including from a nutritional point of view, to offer **tastier and safe products**



497 PRODUCTS REFORMULATIONS TO REDUCE THE QUANTITY OF SUGAR, SALT, FAT, AND SATURATED FAT (SINCE 2010)*

MORE WHOLEGRAIN AND PULSE FLOURS PRODUCTS

*In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

44,500 CHILDREN AND YOUNG PEOPLE INVOLVED IN FOOD EDUCATION ACTIVITIES



16 NEW PRODUCTS

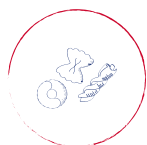
WITH A BETTER NUTRITIONAL PROFILE:



○ **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

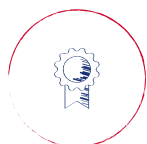


NUTRITION AND WELL-BEING

- From nutritional guidelines to an integrated approach to well-being: the Barilla Nutrition & Well-being Framework

- Regular product reformulation
- New products to improve and diversify the range of foods
- Single-portion products to reduce over-consumption

- **497** products reformulated to reduce the amount of sugar, salt, total and saturated fats (since 2010)
- **16** new products, including ones rich in fibre, new products to encourage a varied diet and more single-portion products

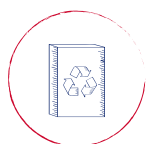


QUALITY AND SAFETY

- Risk prevention and quality/safety management from farm to fork

- Site certifications and production specifications
- Research and development on methods of analysis and prevention
- Prevention of fraud and digitalisation

- over **2,500** monitoring analyses on major emerging risks in the food sector in 2023
- in 2023, over **€7 million** was invested in improving facilities and production lines



PACKAGING

- Barilla Sustainable Packaging Principles
- Participation in international initiatives

- Measuring the impacts of packaging choices
- Reducing quantity of materials
- Use of materials from renewable resources
- Use of materials from certified sources for responsible forest management

- **99%** of paper and cardboard from supply chains certified for responsible forest management
- **99.8%** of product packaging designed for recycling



ENVIRONMENT

- Assess the environmental impact of products to identify opportunities for improvement in the life cycle

- Adoption of a system to generate and verify Life Cycle Assessment (LCA) studies according to the EPD scheme

- **80%** of product volumes covered by life cycle assessment (LCA) analysis
- **70%** of product volumes covered by environmental product declarations (EPDs)



FOOD EDUCATION

- Promote educational and information activities on responsible consumption patterns and balanced eating habits

- Projects with local authorities, schools and municipalities, linking physical education and nutrition
- Involvement in research on well-being based on meals

- **44,500** children and young people involved in food education activities

NUTRITION & WELL-BEING

—
**“Tasty, quality products,
 for every time of the day”**

Barilla works steadily on formulating its recipes to improve the nutritional profile of existing products and to create new ones that are tasty, high-quality and in line with a balanced diet and healthy lifestyle.

This activity is spearheaded by the **Nutrition Guidelines**, a framework of standards and methods developed together with the Health and **Wellbeing Advisory Board**, made up of international experts in nutrition and various branches of medicine.

Drawn up in 2009, the Barilla Nutrition Guidelines have been constantly revised to reflect developments in scientific research and international guidelines for healthy eating.

Since early 2023, the Nutrition Guidelines have evolved into the **Nutrition & Well-being Framework**.

FROM NUTRITIONAL GUIDELINES TO THE NUTRITION & WELL-BEING FRAMEWORK

Challenges that have emerged in the global landscape over the past four years, including the COVID-19 pandemic, have led to an increased focus on human and environmental health and safety issues. The regulatory framework on these issues has become more complex and new approaches towards sustainability and health have been introduced that consider the interdependence between social and natural systems from a systemic and holistic perspective.

Barilla's Nutrition & Well-being Framework is an innovative model for adapting to new external scenarios and to have a positive impact on people's well-being. The new framework aims to **support Barilla in offering tasty and nutritious products**, in the right portions, that fit into a healthy lifestyle, to contribute to holistic well-being and celebrate the joy of food. The Model expands on the basic principle of the previous Nutritional Guidelines and takes an **integrated approach to well-being**, considering both science and consumer perspectives.

Barilla has defined **eight key principles of nutrition and well-being**, the purpose of which is to channel ongoing commitments into a single consolidated model and to inspire the Group's brands to set nutrition and well-being goals and KPIs.

EIGHT PRINCIPLES OF NUTRITION & WELL-BEING

The Framework is based on **eight principles of nutrition and well-being**, which not only reflect existing internal priorities, but are also the means of targeting our future activities towards consumer needs and preferences, public health recommendations and scientific literature.

PRINCIPLES OF NUTRITION & WELL-BEING		
PRODUCT	Good, healthy nutrition	We are constantly improving our expertise in nutrition and food science to ensure that our products are good, nutritious and inspire healthy eating
	Variety of products	We offer a range of food choices by developing products that meet people's various nutritional needs and preferences, without sacrificing flavour and taste.
	Wholesome ingredients	We use diverse, wholesome, tasty, quality ingredients, carefully processed into products that promote a varied diet.
	Sustainable product design	We contribute to the prosperity of people and the planet, preferring responsible sourcing of ingredients.
POSITIONING	Transparency	We take responsible action, with a focus on labelling and consumer education.
	Value of diverse food cultures	We are founded on the values of the Mediterranean Diet and respect for local traditions, to inspire people around the world to eat healthy, nutritious, tasty and sustainable food every day.
	Joy of food	We want to share the passion and joy of food with people as part of a healthy lifestyle.
	Nourishing the future	We are committed to protecting future generations through educational initiatives and responsible marketing practices.

Each Barilla brand expresses its commitment to nutrition and well-being in different ways and in different markets, bearing in mind its positioning, category strategies, product portfolio and consumer preferences. Despite these differences, they all have a common goal: to bring joy and conviviality to everyone's table. The commitment translates into nutrition and well-being goals and KPIs:



NEW PRODUCTS

Also in 2023, the Group invested in the development of its offering to meet consumers' food and cultural needs.

MORE PRODUCTS WITH FIBRE...

Specifically:

- **seven new fibre-rich products** (Mulino Bianco Intrecci; Mirtillini; Buonfarro; Gran Bauletto alla Segale; Harrys Brioche Tranchée Caramel; Wasa Sandwich Pesto; Barilla Chickpea Orzo)
- **six products as a source of fibre** (Mulino Bianco Cioccoavena; PandiYo; Buontreccia; Racconti; Harrys 100% Mie Seigle; Misko Tortellini Whole Wheat with cheeses).

MORE PRODUCTS TO SUPPORT A VARIED DIET...

More products with different types of ingredients, such as pulses, vegetables and nuts, to support a varied diet:

- **six products as a source of fibre** (Mulino Bianco Cioccoavena; PandiYo; Buontreccia; Racconti; Harrys 100% Mie Seigle; Misko Tortellini Whole Wheat with cheeses)
- **one with buckwheat** (Buontreccia)
- **one with chia seeds and dried cranberries** (Mirtillini)
- **one with spinach and tomato** (Misko Tricolore Tortellini with Cheese)
- **one with chickpeas** (Barilla Chickpea Orzo)



MORE PRODUCTS FOR SPECIFIC DIETARY NEEDS

- **two gluten- and lactose-free products** (Mulino Bianco Cioccosole and Fior di Miele)
- **two new biscuits with no milk or eggs in the recipe** (Mulino Bianco Mirtillini and Buonfarro) for consumers who prefer to reduce the amount of milk and eggs in their diet
- **a new "Vegan"-certified product** (Barilla Chickpea Orzo)
- **two products with no added sugar** (PandiYo; Cioccoavena)
- **two products as a source of certain nutrients** such as calcium (PandiYo), vitamin E, phosphorus and magnesium (Mirtillini).

MORE SINGLE-PORTION PRODUCTS:

- **three single-portion products** (Ringo Caramel; Tartelle Cacao; Wasa Sandwich Pesto), one with **under 150 kcal (628 kJ) per portion** (Ringo Caramel)



PRODUCT REFORMULATION

In 2023, Barilla was also committed to reformulating existing products, with the aim of improving recipes from a nutritional point of view.



REFORMULATION TO IMPROVE NUTRITIONAL PROFILE

reduced salt content in 4 products: three Pasta condiments (Pesto Rosso, Pesto alla Calabrese, Bolognese Pouch) and one type of bread (Harrys Toast Seigle).

reduced total fat in one red sauce (Montanara ragu) and reduced saturated fat content in one ricotta sauce (Ricotta Sauce).

REFORMULATIONS TO IMPROVE NUTRITIONAL PROFILE

2023	2022	2021
6	9	13

HARRY'S



Working for 10 years on product reformulation for a “clean” list of ingredients.

Harrys is a leader in industrial bakery in France and, as such, constantly strives to improve its products, to provide its consumers with increasingly healthy and sustainable alternatives. This commitment is expressed in the continuous **product reformulation** the company has been carrying out for over ten years.

Harrys has indeed made significant steps forward, starting in 2013 with the phasing out of palm oil from its ingredients – which finally took place in 2016, replacing it with **rapeseed oil**. Harrys has also introduced new products made with **different flour and cereal** mixes to meet the growing demand for nutritious, fiber-rich foods, **as well as keeping the range of whole grain flour products intact**. In addition, Harrys is working on **completely eliminating the use of additives**, reducing the list of ingredients on the packaging by about a third. As part of this commitment to better nutrition, the company has included the American Sandwich, a product in the flagship range, as a **product with no added sugar**, and has also made all products rich in fiber.

This underlines Harrys’ continued commitment to its consumers’ well-being, consolidating its position at the forefront of the industrial baking industry.

GRANCEREALE, WITH 100% PLANT-BASED INGREDIENTS



Grancereale puts great effort into the sustainability agenda, starting with the careful choice of ingredients and responsible management of the production chain, to the promotion of initiatives to connect consumers with the natural world. The brand has long been committed to promoting an everyday balance between taste, movement and nature. In line with this vision, from 2024 Grancereale is offering **biscuits with 100% plant-based ingredients** across its entire range, providing consumers with a sensory and emotional experience that is authentically connected to nature. From 2024, new coffee and salted almond products are also available, to expand the range of biscuits with 100% plant-based ingredients. In addition to the biscuit range, the brand also aims to provide **cereal bars with 100% plant-based ingredients** by 2025.



BARILLA PASTA LANDS ON ASTRONAUTS' MENUS

THE PROJECT SUPPORTED THE APPLICATION FOR ITALIAN CUISINE TO BE LISTED AS UNESCO INTANGIBLE CULTURAL HERITAGE

A SPACE MISSION TESTS WHETHER IT CAN REMAIN AL DENTE IN ZERO GRAVITY

For the first time, Barilla pasta has gone into space, as a result of a collaboration with the European Space Agency, Food Sovereignty and the Italian Ministry of Agriculture. As part of the 'Pasta in Space' initiative, the zero-gravity mission took around 3 kg of Barilla pasta to the International Space Station.

The aim was to explore the preservation of astronauts' **dietary needs** under microgravity conditions, in a series of sensory experiments. In zero-gravity, the experience of food and the perception of flavours are different and with pasta, considered a traditional yet innovative food product, Barilla has challenged these conditions. This initiative also marks an important moment for Barilla, which has a tradition of more than **140 years** in the **production of pasta**, a symbol of Italian cuisine around the world.

"We have been producing pasta for more than 140 years. It is a product rooted in the very distant past and is an icon of Italian cuisine around the world. Being part of this space mission fills us with pride and offers us the opportunity to explore a new frontier of nutrition, giving astronauts a bit of the feeling of being at home"

Paolo Barilla

MULINO BIANCO: "THERE IS A BETTER WORLD"



Since its early days, Mulino Bianco has sought to spread an authentic and positive view of the world among Italians by promoting a **healthy diet and conscious lifestyle**.

In recent years, the brand has built up an everyday relationship with its consumers, based on taste and the "**Mondo Buono**" ('good world'), long a synonym for authenticity and conviviality.

Recently, as part of its new "**There is a better world**" campaign, Mulino Bianco has evolved its concept of 'goodness', previously linked to product quality and attention to raw materials and the entire supply chain. Nowadays, the brand presents itself as the spokesperson for an optimistic and universal message, inviting people to believe in the existence of good in the world and to find satisfaction in minor gestures. A choice that leverages the brand's roots to increase its relevance in the current cultural context.

According to a survey conducted by AstraRicerche, 8 in 10 Italians constantly seek positive news in a world dominated by pessimism and worry. In response to this need, Mulino Bianco is committed to sending a 'good news' newsletter to its consumers.

As also stated by Italians, the key components for well-being, which often take second place, are **family, the little things, love and friendship, the relationship with nature and having time for themselves**. Mulino Bianco aims to provide products that emphasise and leverage these factors.

*Note on methodology: AstraRicerche study based on 1,003 online interviews (CAWI) with a national representative sample of the Italian population aged 18-65. The interviews were conducted in early February 2024.

A FLURRY OF GOODNESS: TOGO & GOCCIOLE ICE CREAM

As a result of the partnership between Barilla and Algida, the ice cream formula of the iconic Togo and Goccirole biscuits was created.

In 2022, the first ice-cream version of these two well-known biscuits was made: Togo in the form of a choc ice; Goccirole as a biscuit filled with creamy vanilla ice cream.

In 2023, Togo also became an ice-cream cone: a crunchy biscuit middle paired with creamy ice cream and a cocoa coating, for a unique mix of flavours. Perfect to cool down in summer.

In line with Barilla's values of quality and environmental sustainability, the product uses high-quality raw materials, especially high-quality fresh Italian milk. Suppliers are selected based on social and environmental sustainability guarantees and, as for the entire range created by the partnership, the packaging is recyclable.

QUALITY & FOOD SAFETY

Product quality and the **safety of the people** who consume them are primary requirements, guaranteed by carefully monitoring of all stages of the supply chain, from the purchase of raw materials to distribution.

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

The quality and food safety management system **identifies and prevents** known or emerging **risks** related to products, raw materials, packaging and environmental impacts.

The risk analysis is based on the methodology known as **Risk Assessment**, which provides the company with useful tools and guidelines to **analyse the entire food supply chain** and **define** preventive and management measures. For example, at its production plants, Barilla adopts the Hazard Analysis Critical Control Points (**HACCP**)¹ **methodology** to manage risks from chemical, biological, microbiological and physical contaminants.

As part of this methodology, critical control points in the production process are defined and monitored to ensure product safety.

1. Barilla adopts an HACCP model in line with the requirements of the FSSC 22000 certification scheme, version 6.



To further ensure consumer safety, the company includes around **4 million analyses per year** in its global control plans and constantly **monitors quality and food safety indicators**. This way, prompt action can be taken in the event of deviation from the set standards.

In addition, the **Thermal Process Authority** defines the key parameters to be adopted during those production processes that require heat treatment, such as time and temperature, in order to make our products good and safe.



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 based on ISO standards and is an internationally recognised tool for certifying food safety management systems. Developed by an independent non-profit organisation, the **Foundation of Food Safety Certification**, it is recognised by the **Global Food Safety Initiative (GFSI)**. The Consumer Goods Forum is a worldwide consortium of 42 retailers and manufacturers whose purpose is to assess, validate and supervise 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 are being studied in the scientific community, in order to take preventive measures to mitigate them well in advance.

**OVER 2,500 MONITORING
ANALYSES ON MAJOR
EMERGING RISKS IN THE FOOD
SECTOR IN 2023**

MONITORING AND PREVENTION OF EMERGING MYCOTOXINS – PYRROLIZIDINE AND TROPANE ALKALOIDS IN CEREALS AND SPICES

In recent decades, the European Union has shown increasing attention to **alkaloids** as food contaminants. Specifically, the growing consumption of plant-based products as an alternative to animal-based products increases the need to ensure the food safety of plant-based ingredients before they enter the food chain.

The European Food Safety Authority re-evaluated the presence of these alkaloids (pyrrolizidine and tropane), noting a lack of data and the need for strategies to assess their risks. In response, an analytical method was developed to simultaneously identify and quantify the presence of 21 pyrrolizidine alkaloids and two tropane alkaloids in cereals and spices. This method is based on the **QuEChERS** sample preparation approach, employing **liquid chromatography** combined with high-resolution **mass spectrometry** (UHPLC-HRMS). The method proved robust and effective, meeting the need for compliance with European legislation.

Further details of this study can be found at:
<https://analyticalsciencejournals.onlinelibrary.wiley.com/doi/10.1002/jms.4969>

EUROPEAN PROJECT: FOODSAFER – RELIABLE INFORMATION AND GUIDELINES ON EMERGING FOOD SAFETY THREATS

The European **FoodSafeR project**, funded under the European Union's **Horizon Europe** Research and Innovation Programme with Grant Agreement No. 101060698, aims to strengthen European governance on **food safety**, especially with regard to multiple emerging stressors, including the impacts of climate change. Launched in July 2022, this project is planned to continue for four years and received total funding of **€5.3 million** from the European Commission.

Barilla, as a beneficiary member of the Consortium, acts as Coordinator of the Emerging Chemical Risks Section and is a member of the Board that steers the entire project.

The main expected outcomes include the development of **forecasting tools** based on big data, a **horizon scanning** exercise to study the entire set of secondary metabolites and agrochemicals, **advances in detection** and diagnostic technology, new **food processing techniques**, the analysis of **product toxicity** and the fight against illegal addition of **chemicals**.

Comprehensive documentation, including case studies, tools, methods, future-oriented strategies, together with training and a public digital hub, form the heart of this ambitious project involving **18 organisations from 14 European countries**.

Further details of this project can be found at:
<https://foodsaferr.com/>

RAW MATERIAL QUALITY & SAFETY

The Group regularly **checks raw materials** during both supplier selection and acceptance at production sites.

For each ingredient, specific quality and food safety risks are assessed and appropriate **monitoring plans** are defined, then implemented on a daily basis by the Quality Control laboratories at the production plants or with the support of qualified external laboratories.

The **Analytical Food Science** Unit promotes **research and development into innovative methods and techniques** to **prevent** the risks of emerging contaminants, fraud and food adulteration.

For durum wheat, Barilla has outlined a **prevention and control plan** across the entire supply chain, to ensure maximum product safety and quality.

We provide support to durum wheat suppliers to follow the good agronomic practices set out in the **Barilla Regulations** for cultivation and storage of durum wheat, including limited use of pesticides according to more restrictive rules than in current legislation.

In addition, a **forecasting model has been drawn up in conjunction with the CNR**, which identifies areas at risk of fungal attacks that may develop mycotoxins, the main one being deoxynivalenol (DON). This predictive system determines the frequency of analytical checks for this mycotoxin, which must be carried out before wheat is purchased.

Finally, batches from areas classified as being at risk are subjected to a strict **food safety plan**, including optical sorting of individual grains and checks for the presence of food contaminants.



QUALITY AND SAFETY IN PRODUCTION PROCESSES

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

In 2023, more than **1,000 audits** were conducted by in-house experts to promptly identify potential areas for action and improvement of the food safety system. These were supplemented by more than **100 additional audits** carried out by qualified external professionals, commissioned by an independent accredited certification body.

IN 2023, OVER **7€ MILLION**
WAS INVESTED IN IMPROVING FACILITIES
AND PRODUCTION LINES AT THE GROUP'S
VARIOUS PLANTS AND MILLS

RETAILERS

In order to ensure the quality of products all the way to retailers, **Good Distribution Practices** have been established, which include **258 requirements for the storage and transport of products**, as well as service quality standards to be met by logistics partners. Distributors regularly participate in training sessions focused on quality and food safety issues throughout the supply chain.

During the year, **more than 5,500 packages** were analysed at retailers.

PREVENTION OF FOOD FRAUD

Barilla has developed a **fraud prevention** system across the entire food supply chain, to identify, manage and mitigate situations of risk. To support this system, the Group implements the **Food Fraud Prevention Programme**, an initiative carried out in cooperation with suppliers to establish standards for assessing supply chain security. This includes the development of **innovative analysis methodologies** not yet included in current regulations. One of these, studied in 2023, is an analytical method for the authentication of hazelnuts of Italian origin.

In 2023, Barilla also conducted an in-depth investigation of the **oregano, black pepper and chilli pepper** supply chains, confirming the effectiveness of current mitigation measures, including analyses to detect foreign plant species using DART-HRMS, NIR and possible confirmation with FT-IR. The survey was also conducted in conjunction with experts working in the field.



AUTHENTICITY OF HAZELNUTS – RAPID AND CONFIRMATORY ANALYTICAL METHODS TO CERTIFY THE ITALIAN ORIGIN OF HAZELNUTS

High-quality, high-priced hazelnut products, especially those of Italian origin, are often subject to fraud concerning the geographical declaration of origin. Indeed, **Italian hazelnuts with protected designation of origin (PDO) and protected geographical indication (PGI)** could be mixed or substituted with hazelnuts of a different quality from other countries, where prices are lower. To counter or prevent these illegal activities, rapid and confirmatory analytical strategies have been developed. These include **isotope ratio mass spectrometry (IRMS)**, used to identify the geographical origin of Italian hazelnuts by analysing the relative isotope ratios of carbon and oxygen. In addition, other rapid methods for industrial monitoring based on **gas chromatography – ion mobility spectrometry (GC-IMS)** and **near-infrared (NIR) spectroscopy** were also studied, applicable to the entire hazelnut supply chain (fresh, roasted and paste).

Further details on the studies referred to can be found at the links below:

[Sammarco et al. \(2023\), "Near infrared spectroscopy and multivariate statistical analysis as rapid tools for the geographical origin assessment of Italian hazelnuts, Vibrational Spectroscopy", 126](#)

[Sammarco et al. \(2023\), "A geographical origin assessment of Italian hazelnuts: Gas chromatography-ion mobility spectrometry coupled with multivariate statistical analysis and data fusion approach, Food Research International", 171](#)

[Sammarco et al. \(2023\), "Hazelnut products traceability through combined isotope ratio mass spectrometry and multi-elemental analysis"](#)

QUALITY CULTURE

Barilla is committed to promoting a quality culture through **internal training activities** and **communication with various stakeholders**. In addition, Barilla is committed to assessing the performance of some of its stakeholders, on the basis of specific indicators.

In 2023, **over 4,500 employees** engaged in **training** on quality aspects, such as: Food Safety, HACCP, Food Defence, Good Manufacturing Practices, food pest control.

In the same year, **66 "Product Quality Review" events** were held to evaluate Barilla products against competitors' and improve on them. Specifically, a total of **330 products** were assessed, including **100 Barilla products** and **230 competitors**.

Barilla has also extended the scope of the **Quality Performance Index**, an indicator that evaluates the organoleptic characteristics of products (i.e. appearance, smell and taste) in order to improve them. Over the year, **8,850 packages** were assessed against this index, with the involvement of about **120 people** from various departments at the production plants. Finally, in 2023 the company started development work on the **"Design Quality index"**, an indicator to assess the adherence of the quality produced in relation to planned quality, focusing on the most important characteristics for the consumer, with the aim of internally communicating this index in 2024.



DIGITALISATION

After launching a digitalisation programme in 2022, Barilla continued to expand the use of digital solutions in 2023, to improve the company's **Quality and Food Safety** processes.

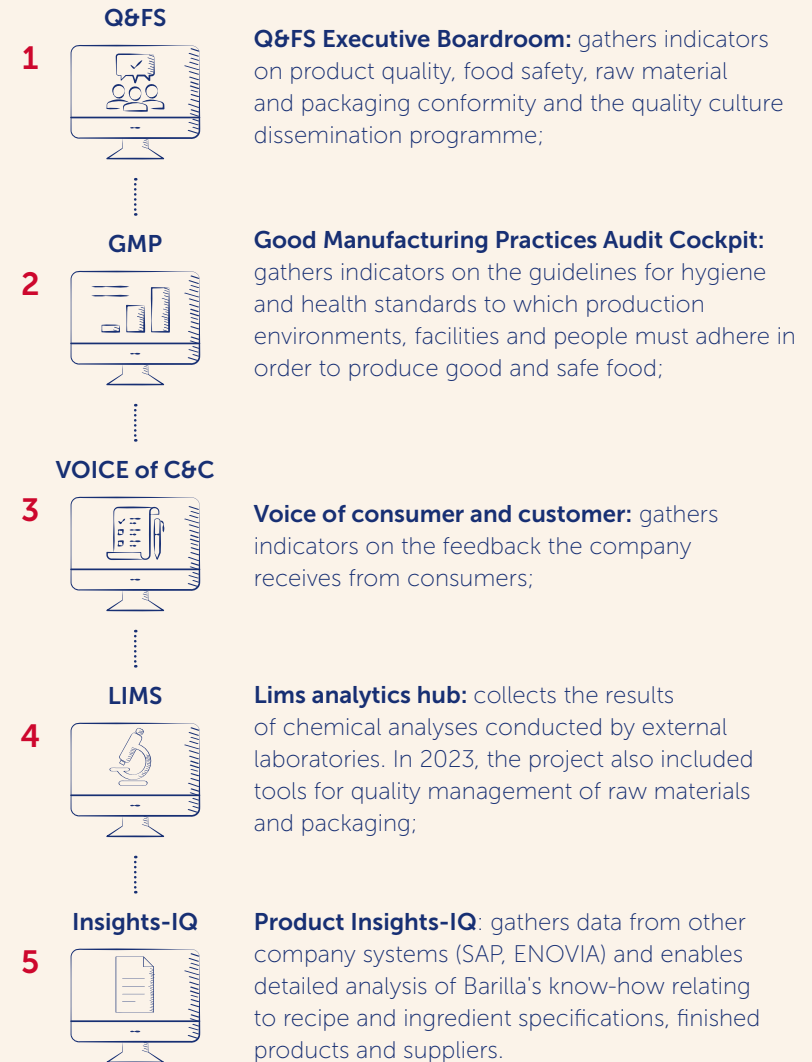
Thanks to the availability of constantly updated data, digital tools allow for timely decision-making, the continuous improvement of processes and products, and the effective and efficient management of all the main processes of the company's Quality and Food Safety. For example, they enable an accurate assessment of compliance with regulations and certification standards, and access evidence to the competent authorities and third-party certification bodies.

The company has implemented a multi-year digital plan for **paper-less** systems/apps and **digital analytical tools**; by centralising data and making it available in real time, these help production plants manage key Quality and Food Safety processes. Examples include the assessment and management of product non-conformities, audit programmes and the monitoring of critical control points in the HACCP process. These tools also make it possible to **remove large amounts of paper from the plants** to the benefit of the company's sustainability programme.

Barilla has also developed **five digital analytical tools** based on Power BI², using data whose origin is automatically verified, validated and updated. It then becomes easier to comply with indicators, remedy deviations from standards, define actions for continuous product improvement and manage investments.

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

THE 5 Q&FS DIGITAL TOOLS

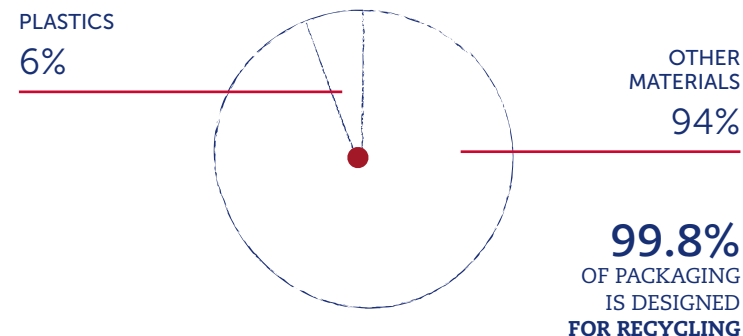
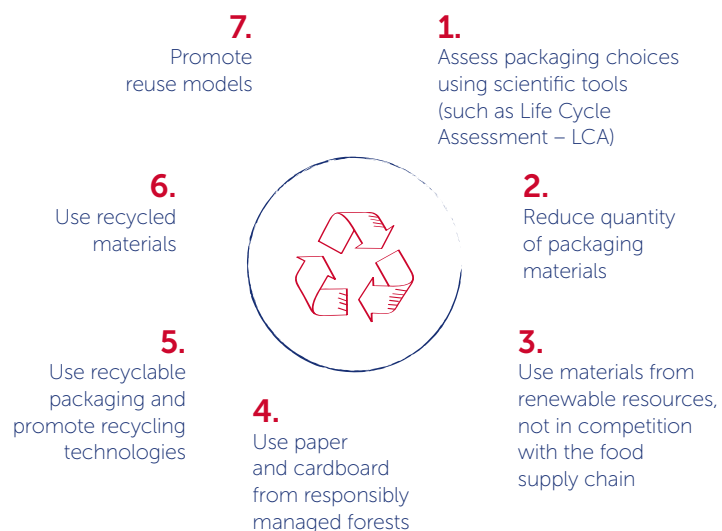


PACKAGING

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

Product packaging is of two-fold importance: on the one hand, it preserves the **taste, quality** and **safety of the product**, thus preventing waste. Indeed, designing strong and durable packaging is a concrete action in the fight against food waste. On the other hand, packaging has its own life cycle and impact on the environment and the community. Barilla therefore pays equal attention to the development of increasingly sustainable packaging solutions and over the years has defined the **Sustainable Packaging Principles** it is inspired by. These principles are regularly updated and are aligned with available technological innovations, knowledge and market trends.

BARILLA PRINCIPLES OF SUSTAINABLE PACKAGING



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

RAW MATERIALS USED FOR PACKAGING (t)				
	2023	2022	2021	Purchased in line with sustainable packaging principles
Flexible film	24,749	26,311	24,723	98%
Glass	55,817	70,848	68,283	100%
Paper and cardboard for packaging	157,883	161,005	151,368	99%
Metal	3069	3,439	3,242	100%

To date, 99.8% of packaging is designed for recycling. This percentage already includes 100% of packaging for semolina pasta, sauces in jars, pestos and bakery products. This data does not include US Ready Pasta packaging.

PACKAGING			
	2023	2022	2021
Marketed packaging designed to be recycled	99.8%	99.7%	99.7%
Packaging marked with recycling recommendations	99%	99%	99%
Packaging made from recycled materials	44%	37.3%	37.7%

Barilla's ongoing commitment to product packaging is strengthened by participation in multi-stakeholder working groups and membership of international initiatives.

Specifically, it has:

- signed up to the **Sustainable Packaging Coalition**, a US working group involving manufacturers, distributors, government agencies and academics to disseminate more sustainable packaging material practices;
- signed up to the **How2Recycle** labelling system, which promotes clear and simple communication to consumers regarding the recycling of product packaging. It appears on product packaging sold in Canada and the United States;
- signed up to the **OPRL** voluntary environmental labelling scheme in the UK;
- taken part in the European **CEFLEX** initiative to promote the circular economy of flexible film.

In addition, Barilla is a member of the **Coalition of Action on Plastic Waste**, introduced by the Consumer Goods Forum to address the issue of plastics within the consumer goods sector.



BARILLA BLUE BOX AWARDED PACKAGING OSCAR 2023

At Milan Fashion Week 2023, the annual Oscar dell'Imballaggio ('Best Packaging') awards were presented annually by the Italian Packaging Institute for the most innovative and sustainable packaging solutions.

The **Barilla Blue Box** received **an award for its new visual identity**, cited by the jury as making the packaging more essential, distinctive and incisive, increasing its media impact.

The iconic Blue Box is also a sign of respect for the planet:

- **over 99% of paper and cardboard come from responsibly managed forests**, which ensure "sustainable forest management" based on environmental protection, respect for cultural rights and traditions, and promotion of the economic sustainability of forestry;
- **phasing out the plastic window**, which **prevents unnecessary plastics** from entering the market, **amounting to approximately 126,000 kg per year***.



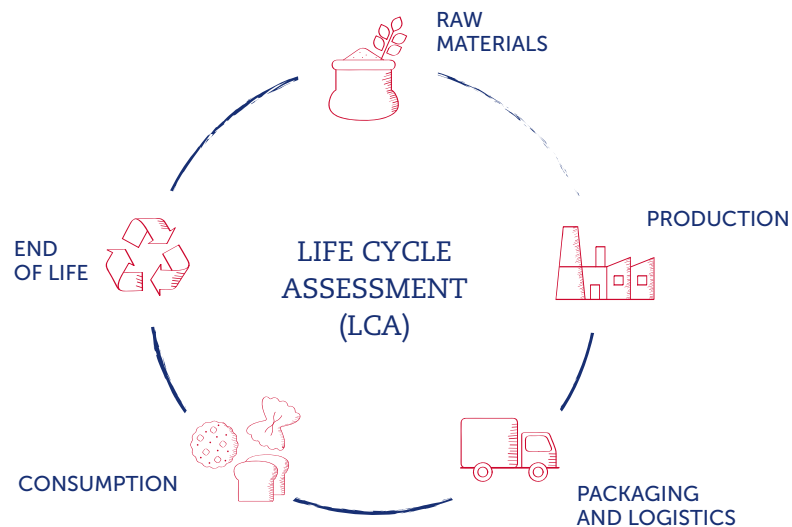
**"...A POINT OF BLUE
THAT TAKES UP THE
BRAND'S HISTORIC
ROOTS, SIMULTANEOUSLY
MAKING THE PACKAGING
MORE POWERFULLY
CONTEMPORARY"**

Packaging Oscar
2023 jury

* Removal of transparent plastic window in all countries where the Group operates, except: Canada, Russia, Japan and the USA, where the transition is underway

ENVIRONMENTAL IMPACT OF PRODUCTS

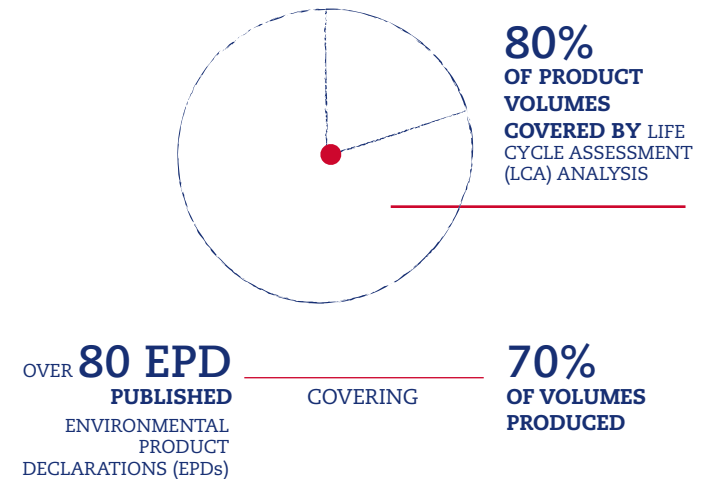
Barilla periodically analyses the environmental impact of the entire life cycle of its products, using Life Cycle Assessment (LCA) methodology. This tool makes it possible to assess the environmental impacts of products in terms of CO₂_{eq}, water consumption and land area used, bearing in mind every stage of a product's life, from cultivation of raw materials to consumption. The goal is therefore to identify opportunities to reduce environmental impact and improve efficiency in the life cycle of a product.



The percentage of products subjected to environmental impact analysis is 80% of production volumes.

The results of the LCA analyses conducted are published in **Environmental Product Declarations** (EPDs), an international communication tool compliant with the ISO 14025 standard. Each EPD is subject to in-house checks ahead of publication; Barilla has also implemented an "EPD Process System", audited annually by an independent third party. Implementing such a system makes it possible to conduct environmental impact assessment quickly, easily and reliably, providing results suitable for certification and publication.

In 2023, Barilla published over 80 EPDs, broken down by product type and/or distribution market. All published documents are available on the International [EPD System website](#).



The European Commission has launched pilot projects, known as Product Environmental Footprint (PEF), to develop a shared methodology on the quantitative assessment of the environmental impacts of products, throughout their life cycle, to support their evaluation and labelling. **Barilla participated in the "Pasta Pilot" PEF, applying and certifying the PEF methodology to calculate the impact of the product it owes its fame to: semolina pasta in the classic blue cardboard box.**

3 EPDS FOR 3 OF THE MOST SIGNIFICANT PRODUCTS UNDER COMPARISON:

Durum Wheat Pasta, Tomato and Basil Sauce, Ringo Vanilla Biscuits

DURUM WHEAT SEMOLINA PASTA sold in northern European countries		
	 CARBON FOOTPRINT	 WATER SCARCITY
 Durum wheat cultivation	 594	 275
 Milling	 40	 11
 Packaging and auxiliary materials production	 118	 106
 Pasta Production	 266	 64
 Distribution up to shelf	 405	 5
 From field to distribution up to shelf	1,424 gCO ₂ e/kg	460 litres eq/kg
 Primary packaging end of life and food losses	 26	 <1
 Cooking phase	  644	 23
	  187	 251

BASILICO SAUCE FOR LOCAL MARKET (Italy)		
	 CARBON FOOTPRINT	 WATER SCARCITY
 Raw material production	 432	 3,087
 Packaging and auxiliary materials production	 685	 315
 Sauce production	 237	 209
 Distribution up to shelf	 145	 <1
 Primary packaging end of life	 3	 <1
 From field to primary packaging end of life	1,502 gCO ₂ e/kg	3,601 litres eq/kg

RINGO VANIGLIA FOR LOCAL MARKET (Italy)			
	 ECOLOGICAL FOOTPRINT	 CARBON FOOTPRINT	 WATER SCARCITY
 Raw material production	 6.4	 1,892	 4,956
 Packaging and auxiliary materials production	 1.3	 223	 197
 Ringo production	 0.5	 207	 57
 Distribution up to shelf	 0.3	 108	 <1
 Primary packaging end of life	 0.01	 40	 <1
 From field to primary packaging end of life	8.6 global m ² /kg	2,470 gCO ₂ eq/kg	5,201 litres eq/kg

Year in year out, Barilla focuses on **increasing the number of EPD studies** on its products, demonstrating its attention to issues of sustainability and environmental responsibility. These studies help the company **identify priority areas and intervention strategies** to reduce the environmental impact of products.

As the results of these exemplary EPDs show, for many food products such as pasta or biscuits, the impact in terms of carbon footprint, water scarcity and ecological footprint is largely related to the **cultivation and production phase of raw materials**. For some raw materials, Barilla is therefore encouraging a shift to increasingly sustainable agricultural practices in the value chain.

In some cases, as for tomato sauce, a significant proportion of the impact is based on other factors, such as the production of glass jars and packaging-related materials. Exactly this information guides Barilla in its strategy to **improve the impact of packaging**, both upstream and in its final disposal

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 educational pathway combining **physical** and **nutrition** education”

WASA FOOD EDUCATION

Combining environmental responsibility with a commitment to consumer health, in Sweden Wasa supports food education activities aimed at young people. Specifically, the brand supports the non-profit organisation **Generation Pep**, which aims to improve children's health by conveying the importance of proper eating and an active lifestyle. To implement these goals, in conjunction with Generation Pep, Wasa launched **Sandwich Pesto**, a convenient, fibre-rich snack consisting of two halves of crispy wholemeal rye bread and a creamy pesto-flavoured filling. A tasty and convenient lunchbox snack, kids can take it to school, to sports venues, on trips and eat it at lunchtime and before or after playing sports.

GIOCAMPUS

Launched in **2002**, Giocampus is a project promoted by an educational alliance made up of institutions and companies based in Parma, with the aim of fostering the well-being of future generations based on a pathway of physical and nutrition education. The project supports children throughout the year, and consists of **four phases**:



1 ○ Giocampus School

Provides all primary school classes with 60 hours of physical education per year and 20 hours of nutrition education

2 ○ Giocampus Summer

Daytime summer camp for children aged 5 to 14 involved in various sports, expressive workshops and manual activities

3 ○ Giocampus Snow

Teaches children to ski and participate in winter sports, offering them an experience of independence and socialisation

4 ○ Giocampus Together

An inclusivity project emphasising the inclusion of children with different abilities in the class group

GIOCAMPUS GREEN: TIME FOR SUSTAINABILITY SCHOOL!

The **Giocampus Green** project was created to encourage the younger generations to reflect and adopt behaviour in line with a **sustainable lifestyle** in all its facets.

The project has been active in all Municipality of Parma middle schools since the 2022-23 academic year and involves around **4,500 students** in 174 classes. There are **five workshops** for each class, from Years 1 to 9, all focused on a different topic (energy, waste, air, water and food).

VIVI SMART

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



The unprecedented **aBCD Alliance of Barilla, Coop and Danone** has created “**ViviSmart**”, an innovative **recreational and educational pathway** for primary schools and families. The project’s goal is to boost the culture of **proper nutrition** and **healthy lifestyles**, among school-age children and their parents.

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

Partly based on these achievements, in November 2021 the aBCD Alliance became a member of the **Green Community**, the national network set up by the Italian Ministry of Education to support the government and schools throughout the country in the implementation of the “School ReGeneration” Plan, the ecological and cultural transition plan set up as part of implementing the UN’s 2030 Agenda.

2017-2019 PHASE 1

Project: tested with activities in person

Locations: primary schools and retailers

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

2020-2021 PHASE 2

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

2023

During the closing ceremony of the 78th Italian Congress of Paediatrics, the aBCD Alliance handed over the **ViviSmart** project to the **Italian Society of Paediatrics (SIP)**.

2021-2023

4,171 SIGN-UPS

1,801 TEACHERS

2,511 FAMILIES

OVER

40,000 CHILDREN REACHED



WELL-BEING OF SHARING MEALS

Shared meals have long been considered an important time for connection and nourishment. Barilla believes that fostering these connections by sharing a delicious meal, including pasta, can be a powerful tool for food culture and sustainability, to contribute to the quality of life of individuals and communities.

In 2023, the Group collaborated with the University of Minnesota on research to investigate the link between eating together and emotional well-being. The study involved over 1,000 participants from each of the three countries involved: the USA, Italy and Germany. Various factors were taken into account, including how often people gather around the table at mealtimes, the type of people (family members or acquaintances), lifestyles, the specific meal, type of food, relationships, mood and emotional symptoms of various kinds, including in relation to depressive states.

The results showed that people in all countries shared six or more meals per week, especially at weekends, and that more frequent family/shared meals correlated with fewer depressive symptoms, greater connectedness and higher levels of happiness. Full results available in the international scientific journal *Families, Systems & Health*, to be presented in 2024.

[Berge et al. \(2024\), "A descriptive examination of international family/shared meals: Prevalence, meal types, media at meals, and emotional well-being". Families, Systems, & Health.](#)





SUSTAINABLE SUPPLY CHAINS

OUR
COMMITMENT
FROM FARM
TO FORK

A **sustainable supply chain**
from farm to fork, **respecting**
people and the **planet**

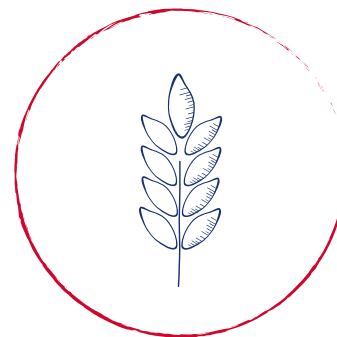
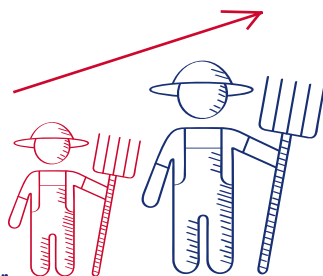


67% OF THE
RAW MATERIALS

ORIGINATE FROM SUPPLY
CHAINS MANAGED
RESPONSIBLY

8,500
FARMS INVOLVED

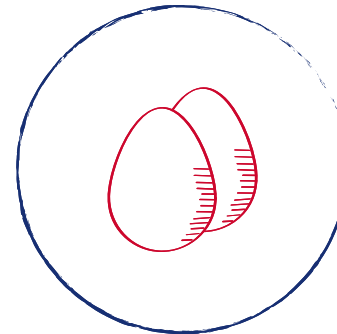
IN SUSTAINABLE AGRICULTURE PROJECTS



89% DURUM WHEAT
PURCHASED FROM
LOCAL MARKET

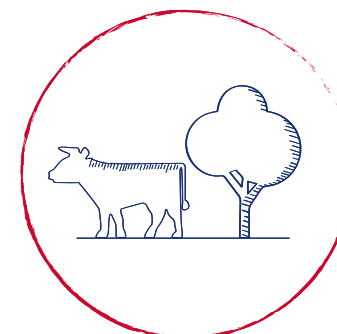
5 CHARTERS FOR THE
SUSTAINABLE FARMING

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



100% OF EGGS
FROM CAGE-FREE HENS

BBFAW
ANNUAL SURVEY OF ITALIAN
MEAT SUPPLIERS





RESPECT FOR THE PLANET

- Sustainable Agriculture Code (SAC)
- **5 specifications** for the sustainable cultivation of key ingredients: Ten Decalogues for Durum Wheat, Carta del Mulino, Harrys Charter, Carta del Basilico, Wasa Charter
- Principles for sustainable packaging

- Barilla Sustainable Farming programme
- ISCC PLUS certification

- CO_{2eq} emissions measurement
- **8,500** farms involved in sustainable agriculture projects
- **67%** raw materials* from responsibly managed supply chains
- **89%** durum wheat purchased from local market

**strategic and critical*



RESPECT FOR PEOPLE

- Sustainable Agriculture Code (SAC)
- **5 specifications** for the sustainable cultivation of key ingredients: Ten Commandments for Durum Wheat, Carta del Mulino, Harrys Charter, Carta del Basilico, Wasa Charter

- Cocoa suppliers are members of the **World Cocoa Foundation**
- Collaboration with the non-profit **Cocoa Horizons Foundation**
- Cane sugar suppliers are **Sedex Members Ethical Trade Audit** certified

- Measurement of suppliers deemed at **potential risk of human rights violations**
- Assessment of **average risk by sector and country**
- **8,500** farms involved in sustainable agriculture projects for main raw materials
- **67%** raw materials* from responsibly managed supply chains

**strategic and critical*



RESPECT FOR ANIMALS

- Barilla Animal Welfare Guidelines

- **Audit on suppliers** of eggs, meat and fresh milk based on Barilla Animal Welfare Guidelines
- **Training course** for employees on ethical management of animal welfare in the supply chain

- Annual survey of Italian meat suppliers to check compliance with the criteria of the **Business Benchmark on Farm Animal Welfare (BBFAW)**
- **100%** eggs from free-range hens
- **67%** raw materials* from responsibly managed supply chains

**strategic and critical*

BARILLA CODE OF ETHICS

RAW MATERIALS

“For years, Barilla has been committed to sourcing **raw materials from responsible and sustainable supply chains**”

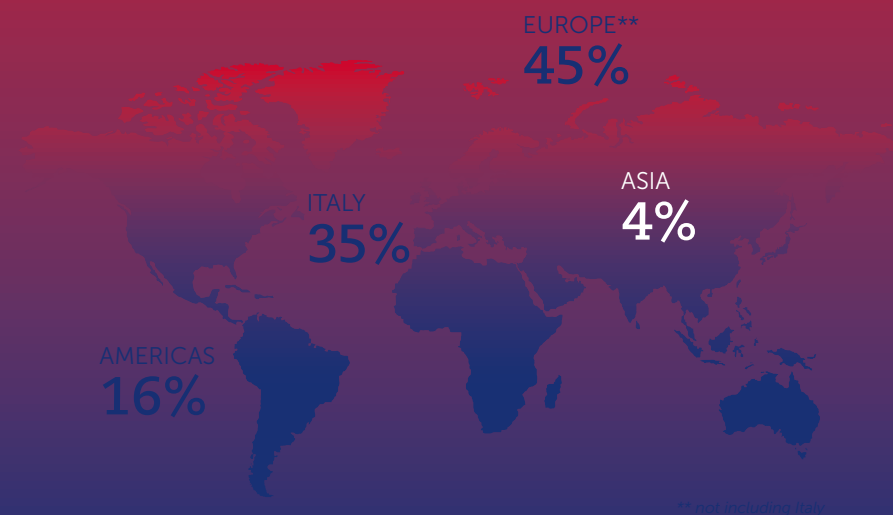
Barilla is strongly committed to ensuring an economically, socially and environmentally sustainable supply chain.

The Group deems it essential to establish lasting working relationships with its suppliers, based on dialogue, transparency and counterparty satisfaction. Excellence in quality, respect for human rights and the environment are some of the criteria used to select suppliers.

To align its responsible approach to the management of raw materials and packaging materials, Barilla has implemented a **Sustainable Agriculture Code (SAC)**, **five Sustainability Guidelines** (Decalogue for the Sustainable Cultivation of Durum Wheat, Harrys Charter, Mulino Charter, Basilico Charter, Wasa Charter), an **Animal Welfare Policy** and **Principles for Sustainable Packaging**.

These Codes and Principles make it possible to control and reduce potential negative impacts along the supply chain. Further details can be found in the “Risk Management” chapter of this document.

SUPPLIERS BY COUNTRY*



SUPPLIERS BY TYPE***

Packaging for raw materials	53
Indirect materials****	6,109
Copackers	58
Non-strategic and non-critical raw materials	253
Total	6,910

* The figure referring to the number of suppliers broken down by geographical area does not match 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 can be counted several times when relating to the supply of different types of products and services.

**** Purchased goods and services required for the production process, not already included under other headings.

BARILLA SUSTAINABLE AGRICULTURE CODE

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

This Code is embodied in **Barilla Sustainable Farming (BSF)**, a programme aimed at ensuring the proper implementation of the Code through the use of efficient and innovative production methods. Safe, quality agricultural products can therefore be obtained while protecting the environment and the socio-economic conditions of farmers.

In 2023, supply chains managed according to sustainability protocols and supply chain agreements showed great resilience, despite the difficulties of the previous year. Specifically, the total quantity of strategic raw materials purchased in line with the aforementioned Codes and Principles is 64%.

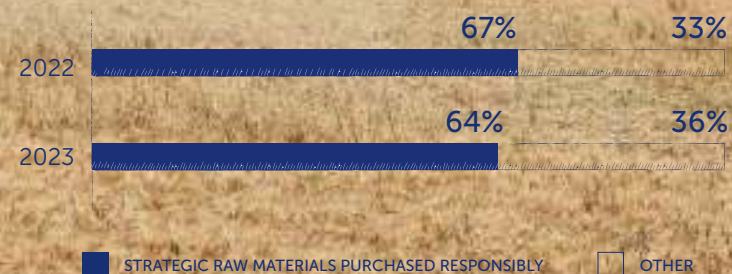
The figure is down from 2022 due to:

- lower quantity of durum wheat harvested in Italy according to the granoduro.net system;
- reduction in responsible rye projects in Sweden and cocoa in West Africa.

FIVE PRINCIPLES OF SUSTAINABLE AGRICULTURE

- 
- improving the efficiency and competitiveness of the agricultural system
 - striving for quality and food safety
 - acting with integrity, applying the Barilla Code of Ethics
 - believing in listening and collaboration for continuous improvement
 - reducing environmental impact

PROPORTION OF RESPONSIBLY PURCHASED STRATEGIC RAW MATERIALS, 2023 VS 2022



RESPONSIBLY PURCHASED RAW MATERIALS

	Total tonnes purchased		Tonnes selected from responsibly managed supply chains		Proportion of total selected purchases from responsibly managed supply chains	
	t		t		%	
	2023	2022	2023	2022	2023	2022
STRATEGIC RAW MATERIALS						
Durum wheat	1,062,148	1,107,194	613,878	667,478	58%	60%
Durum wheat semolina	377,325	403,397	206,577	267,212	55%	66%
Common wheat	70,913	78,992	69,920	77,498	99%	98%
Common wheat flour	335,257	349,258	325,174	300,176	97%	86%
Rye	34,216	38,294	1,917	2,900	6%	8%
Rye flour	25,259	27,349	114	247	0%	1%
Tomatoes	58,168	70,544	57,934	70,306	100%	100%
Sunflower oil	39,307	35,784	37,342	15,368	95%	43%
Rapeseed oil	8,385	8,745	8,385	8,603	100%	98%
Beet sugar	48,632	48,299	48,632	48,299	100%	100%
Eggs	19,051	20,259	19,051	20,191	100%	100%
Basil	6,546	6,761	6,546	6,761	100%	100%

RESPONSIBLY PURCHASED RAW MATERIALS

	Total tonnes purchased		Tonnes selected from responsibly managed supply chains		Proportion of total selected purchases from responsibly managed supply chains	
	t		t		%	
	2023	2022	2023	2022	2023	2022
RAW MATERIALS FROM SUPPLY CHAINS WITH ENVIRONMENTAL AND SOCIAL CONCERNS						
Cane sugar	4,264	6,233	4,264	6,233	100%	100%
Cocoa	12,670	12,010	7,615	12,010	60%	100%
Beef	837	766	803	732	96%	96%
Pork	1,955	1,951	1,914	1,869	98%	96%
Chicken	11	11	0	0	0%	0%
Caught fish	42	32	42	32	100%	100%
OTHER RAW MATERIALS OF ANIMAL ORIGIN						
Butter	6,318	6,913	0	0	0%	0%
Fresh milk	3,297	3,413	3,048	3,143	92%	92%
Dairy produce	7,245	7,334	0	350	0%	5%
Total	2,121,847	2,233,539	1,413,156	1,503,340	67%	67%



ENVIRONMENTAL IMPACT OF RAW MATERIALS PURCHASED

Set out below, the environmental impact in Kt CO_{2eq}, measured in terms of raw materials purchased by Barilla.

ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2023	
	Carbon Footprint Kt CO _{2eq}
Durum wheat	489
Semolina	306
Common wheat	30
Common wheat flour	194
Rye	8
Rye flour	13
Sugar beet	50
Sunflower oil	87
Rapeseed oil	14
Tomatoes	23
Eggs	54
Basil	1
Cane sugar	<1
Cocoa	119
Beef	37
Pork	14
Caught fish	<1
Chicken	<1
Butter	32
Fresh milk	6
Dairy produce	70
Total impact	1,546



HARRYS & MIIMOSA FOR THE AGRICULTURAL TRANSITION



The transition to sustainable agricultural practices can involve a considerable initial economic commitment for farmers. However, they often lack the financial resources to implement these changes themselves, making access to credit and finance essential to enable the transition to more sustainable agricultural practices. Crowdfunding is a financial instrument that can support farmers in this transition by enabling them to obtain funds from donations. This means of fundraising can be especially useful to support good, innovative projects that may not be able to obtain funding through traditional channels, despite their potential.



As of 2023, Harry's became a partner of Miimosa, Europe's leading platform for financing in the agriculture and food sector. The result of collaboration between M6 Publicité, MiiMOSA, Harrys and two other partners (La Provençale Bio, GRDF), this platform gave rise to an unprecedented call for projects known as "Cultivons Notre Avenir", which offered the opportunity to accompany, enhance and financially support projects that advocate more sustainable and responsible agriculture.

MiiMOSA assists stakeholders in the agri-food industry with various financing options and has already supported 6,000 farmers, producers and entrepreneurs and their projects.

The project was open to all French farmers who had been resident in the country for at least two years and were engaged in economic, social and/or environmental transition projects. Farmers could apply until 31 May 2023 and launch their fundraising campaign on the MiiMOSA platform.

In June 2023, a jury consisting of representatives from Miimosa, M6, Harry's and the other partners chose the four winning projects. In summer 2023, filming of the programme Cultivons Notre Avenir began at the winners' farms, and was then broadcast on M6 and 6play between August and November 2023.

One of the winning projects was "Un céréaliier aux pratiques agroécologiques", submitted by a wheat farmer who forms part of the Harrys wheat supply chain.



DURUM WHEAT

The main ingredient for all Barilla pasta brands is **quality durum wheat** from **Italy, Europe (e.g. from France and Greece), Turkey and North America**.

Where possible, **Barilla prefers local supply chains**, establishing collaborative relationships with its suppliers aimed at disseminating more efficient, innovative and sustainable agricultural practices, with the intention of reducing environmental impact and improving the socio-economic conditions of the entire agri-food chain.

“For Barilla, using quality raw materials is not only required for production in competitive terms. It is a social and ethical responsibility.”

For over 30 years, Barilla has been researching and analysing **various types of wheat**, to identify **the best ones** in terms of **protein content and gluten quality**, for example. These factors are fundamental to guarantee the pasta does not fall apart while being cooked, as required of a high-quality pasta, as well as **low ash content** (mineral salts), necessary to optimise the milling process.

The only wheat varieties used in the Barilla production chain are: **Aureo, Svevo, Puro, Intenso**.

DURUM WHEAT

	Total tonnes purchased		Tonnes purchased from local market				Proportion of selected purchases from supply chains managed through cultivation contracts			
	t		t		%		t		%	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Italy	690,800	706,313	576,021	601,423	83%	85%	345,412	484,800	50%	69%
Greece	52,805	53,615	52,805	53,615	100%	100%	24,500	19,600	46%	37%
Turkey	129,845	131,035	129,845	131,035	100%	100%	27,045	18,786	21%	14%
North America	188,698	216,231	188,698	216,231	100%	100%	0	0	0%	0%
Total	1,062,148	1,107,194	947,369	1,002,304	89%	91%	396,957	523,186	37%	47%

DURUM WHEAT SEMOLINA

	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	75,706	127,807	30,415	98,269	40%	77%
North America	117,386	128,923	117,386	128,923	100%	100%
Mexico	90,429	59,054	90,429	59,054	100%	100%
Russia	66,146	66,512	66,146	66,112	100%	99%
Turkey	27,658	21,101	27,658	21,101	100%	100%
Total	377,325	403,397	332,034	373,459	88%	93%

89% OF WHEAT IS
PURCHASED FROM THE
LOCAL MARKET

37% OF PURCHASES
ARE MADE THROUGH
CULTIVATION CONTRACTS

“AUREO” DURUM WHEAT

Year of registration	2009
Genealogy	Kofa/Svevo

Agricultural characteristics

Aureo has a medium to early growth cycle with vigorous plants that are highly resistant to drought. Suitable for central and southern Italy, it has a good tolerance to the most frequent diseases (especially powdery mildew).

Wheat quality

The semolina obtained from this variety is of high quality, based on its high protein content, gluten quality and yellow colour. These characteristics make “Aureo” durum wheat particularly suitable for the production of high-end pasta.

Fascinating fact

Aureo has made it possible to vary the sources of supply of quality durum wheat, from the irrigated desert areas of Arizona to rainy Italy. This results in a significant reduction in water use.

“PURO” DURUM WHEAT

Year of registration	2017
Genealogy	Alamo/Claudio

Agricultural characteristics

Suitable for central and southern Italy, it has a medium to early cycle and is moderately tolerant to powdery mildew and septoria. It is medium-sized and has good resistance to lodging.

Wheat quality

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

Fascinating fact

It is the right variety for farmers in the supply chain who want to obtain high-quality grain, but with agronomic simplicity, given its strong predisposition to high protein accumulation capacity, even with low technical input.

“SVEVO” DURUM WHEAT

Year of registration	1996
Genealogy	Cimmyt/Zenit Line

Agricultural characteristics

Svevo has an average size, a very early growth cycle and good production potential. Perfectly adapted to the climate of the Mediterranean basin, this type of wheat is mainly cultivated in southern Italy. Svevo has excellent genetic resistance to major plant diseases, especially powdery mildew.

Wheat quality

Svevo durum wheat is characterised by excellent quality features such as a constant protein content, a yellow colour and an extraordinary aptitude for industrial processing.

Fascinating fact

It is Barilla's 'oldest' and 'most international' exclusive wheat variety. Cultivation contracts with this variety are entered into in Italy, Greece and Turkey.

“INTENSO” DURUM WHEAT

Year of registration	2021
Genealogy	S353xGC21D10

Agricultural characteristics

Intenso is of a medium to large size, has good resistance to lodging and is a light golden colour. It is suitable for cultivation in the fertile areas of the Po Valley and has good tolerance to fusarium ear blight and brown rust.

Wheat quality

Intenso durum wheat has a protein level always in line with expectations, an excellent hectolitre weight and intensity of the semolina colour.

Fascinating fact

New variety exclusive to the Barilla chain for cultivation contracts in Italy.

ITALY

Barilla has long been pursuing projects aimed at improving the quality of durum wheat and enhancing the value chain of this cereal in Italy. With this in mind, several collaborations have been entered into over the years, resulting in free tools to support farmers.

For example, through the **collaboration with Horta S.r.l.¹, begun in 2009**, two tools were specially created for the Barilla durum wheat supply chain, to improve and support agronomic practices:

Decalogue for Sustainable Cultivation of Durum Wheat: a set of 10 rules and tips aimed at disseminating more efficient and virtuous agricultural practices;

GRANODURO.NET® platform: a tool to provide farmers and technicians with information or alerts related to crop management. The outputs of this service are based on the study of objective parameters, such as weather conditions and agronomic/field data.

DURUM WHEAT PURCHASING FROM GROWERS IN ITALY VIA GRANODURO.NET®				
	Number of farms using granoduro.net®		Tonnes of wheat grown with the support of granoduro.net®	
	2023	2022	2023	2022
Northern Italy	1,292	1,410	132,475	147,783
Central Italy	2,032	2,171	144,402	159,365
Southern Italy	1,472	1,946	117,555	135,922
Total	4,796	5,527	394,432	443,070

1. A spin-off of the Università Cattolica del Sacro Cuore, Hort@ was established in 2008 in Piacenza as a service company in the field of plant production. It offers solutions aimed at increasing the competitiveness and sustainability of agricultural and agri-food businesses.

In addition, since 2018, the **CNR-IBE** (National Research Council – Institute for BioEconomy) has been supported in the development of AgroSat, an innovative and completely free platform to **support farmers in managing nitrogen fertilisation** using precision farming techniques.

Lastly, in collaboration with **CNR-IBE, CNR-ISTI** (Institute of Information Science and Technology) and **Yoo-No Lab in 2021, GranoScan²**, Barilla's artificial intelligence application for **in-field recognition of the main wheat adversities**, was created, also free of charge for all operators in the wheat supply chain.

Thanks to the initiatives implemented, in 2023 the Group supported the production of **more than 390,000 tonnes of durum wheat** involving the adoption of responsible agricultural practices.



2. GranoScan stems from the desire to create a tool that increases proximity to farmers. Based on a mere photo taken on a smartphone or tablet, they have the option to identify the main wheat adversities, and thus decide on what action needs to be taken.

BARILLA DURUM WHEAT MANIFESTO

Barilla has revamped its classic pasta for the Italian market, making it entirely from 100% Italian durum wheat, selected for its **high protein content, high-quality gluten, golden yellow colour and low mineral content**. This is the result of a close collaboration with millers, co-operatives and consortia, farmers and institutions aimed at enhancing the Italian agricultural supply chain and giving rise to the highest quality production.

By virtue of its commitment, Barilla has set out a real declaration of intent and concrete objectives, an innovative product and supply chain vision under the banner of excellence and the enhancement of resources, local communities and areas, and the environment. These principles are embodied in a ten-point prospectus, The Durum Wheat Manifesto.



DURUM WHEAT MANIFESTO TEN RULES FOR CULTIVATION

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



GREECE

For many years, Barilla has been pursuing **collaboration agreements with local stakeholders**, to foster sustainable growth of the durum wheat supply chain in Greece. In particular, with **the University of Thessaly**, the Group studied new environmentally friendly tools and methods of cultivation that limit impact on natural resources.

In 2023, the use of **granoduro.net® continued**, as did the extension of **cultivation contracts to a total of 24,500 tonnes**. As a result of these initiatives, **800 farmers** sowed **4,902 hectares of land** according to Barilla's new standards, resulting in a harvest of more than **22,496 tonnes produced with the help of the Decision Support System (DSS)**, a computer system that supports farmers with data to make informed decisions on various aspects of cultivation..

TURKEY

Barilla, based on its collaboration with **Bahri Dağdaş International Agricultural Research Institute**, published and distributed the **Manual of Sustainable Agriculture**, as well as continuing the work undertaken 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 2023, **27,045 tonnes** of durum wheat were purchased **through cultivation contracts**.

The use of granoduro.net also continued: 18 farmers followed the DSS and obtained 830 tonnes of product, cultivating 163 hectares. Finally, the collaboration the **Mardin Artuklu University** made it possible to apply the Barilla Sustainable Farming rules in the south-east of the country.

NORTH AMERICA

In 2023, Barilla continued to disseminate better agronomic practices compared to traditional practices among suppliers, to improve the **agronomic knowledge** of local producers and develop technologies for a more sustainable agriculture. In particular, the Agronomic Guide developed over recent years with the **University of North Dakota, Agrifood and SeCan**, sets out a decalogue with innovative agricultural techniques for growing durum wheat.

EUROPE

Barilla is taking part in "**Horizon Europe**", the EU programme for research and innovation for the period from 2021 to 2027. The aim of the project is to improve the scientific and technological competitiveness of the EU and the implementation of its strategic priorities, while strengthening European research and contributing to the global challenges set by the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and the Paris Climate Agreement.

As part of the programme, Barilla has played an active role in two projects:

- **Ploutos**, which aims to balance the agri-food value chain by promoting the transition to sustainable systems, including through innovative 'MIS' (sustainable, technological and behavioural) business models;
- **CircHive**, the aim of which is to integrate the value of nature into public and business decisions by expanding data availability and developing methods to link the footprint of biodiversity to the quantification of natural capital.

NEW VALIDATION STRATEGIES TO EVALUATE THE GEOGRAPHICAL ORIGIN OF DURUM WHEAT

Verifying the geographical origin of durum wheat is a major emerging challenge, as a designation of origin could increase the value of the raw material, and consequently of the end products.

The origin of raw materials is a key criterion in the choice of products, especially pasta, for more than 85% of Italian consumers. Indeed, Europe is the largest producer and consumer of durum wheat in the world.

Research into the identification of objective chemical markers to ensure the traceability of durum wheat along the supply chain has made it possible to:

- improve the competitiveness of Barilla's pasta brands;
- ensure compliance with Italian and EU legislation;
- limit any risk of fraud.



As such, representative samples were taken from various geographical areas around the world, totalling more than 170 samples across

three annual grain campaigns. Subsequently, a methodology was developed and approved to validate geographical provenance based on the 87/86Sr isotope ratio and multi-element analysis.

The methodology developed makes it possible to distinguish the geographical origin of durum wheat, differentiating between Italian, European and non-European samples, regardless of the harvest year.



To further improve Barilla's cost/benefit strategy, an additional analytical methodology was proposed. This method uses metabolomics by liquid chromatography coupled with high-resolution mass spectrometry to select chemical markers associated with the geographical origin of durum wheat.

For further information:

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

COMMON WHEAT AND ITS FLOUR

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

To promote the sustainable development of the wheat supply chain, Barilla has drawn up the **Mulino Charter** and **Harrys Charter**, to which all producers are asked to sign up.

TO DATE, APPROX. **63%** OF COMMON WHEAT
IS PURCHASED FROM THE LOCAL MARKET

AND **65%** OF COMMON WHEAT FLOUR
IS PURCHASED FROM THE LOCAL MARKET



COMMON WHEAT						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	69,920	77,498	43,400	50,847	62%	66%
Sweden	993	1,494	993	1,494	100%	100%
Total	70,913	78,992	44,393	52,341	63%	66%

COMMON WHEAT FLOUR						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	180,425	185,856	61,835	51,191	34%	28%
France	116,332	124,321	116,332	12,321	100%	100%
Germany	12,397	10,344	12,397	10,344	100%	100%
Sweden	4,387	10,499	4,387	10,499	100%	100%
Canada	5,702	5,490	5,702	5,490	100%	100%
Russia	16,014	12,748	16,014	12,748	100%	100%
Total	335,257	349,258	216,667	214,593	65%	61%

COMMON WHEAT AND ITS FLOUR FROM GROWERS SIGNED UP TO THE "MULINO CHARTER"		
	Number of farms signed up to the Mulino Charter	Tonnes of wheat cultivated according to the Mulino Charter
Italy	1,245	128,627
France	809	125,490
Other	133	59,608
Total	2,187	313,724

COMMON WHEAT PURCHASING FROM GROWERS SIGNED UP TO THE "HARRYS CHARTER"		
	Number of farms signed up to the Harrys Charter	Tonnes of common wheat cultivated according to the Harrys Charter
France	607	127,230

SOCRATE PROJECT

(Soil Organic Carbon RATE)



This is a scientific research project **funded entirely by Barilla** and conducted in conjunction with the Italian National Research Council Institute for BioEconomy (CNR-IBE); its aim is to measure the content of organic matter in the soil in a simple, fast, accurate and cost-effective manner compared to traditional methods.

Launched in 2021, the project – initial results due in 2024 – is of great value in terms of science and application. Although existing laboratory methods require the sampling of portions of soil and depend on timings of laboratory analysis, this new algorithm will make it possible to measure and monitor soil health **remotely, by satellite**, to quickly convey data to the supply chains and **support farmers in the process of regenerating the soil and their land**.

To feed the algorithm that governs this system, **600 soil samples** have been analysed to represent all the variables in common wheat cultivation areas in Italy.

The samples were taken from northern Italy and France, and are representative of both the three major agricultural practices adopted in these areas (conventional, organic and regenerative) and the most frequent soil types, and were analysed in terms of their organic matter content.

WHY IS IT IMPORTANT TO MEASURE ORGANIC MATTER IN SOIL?

The organic carbon present in the soil consists mainly of plant and animal residues transformed by living organisms in the soil through decomposition and fermentation processes. The presence of organic matter is essential because it performs various functions:

it reduces erosion, increases the soil's ability to retain water, retains nutrients, and removes carbon from the atmosphere.

Soil Organic Carbon is therefore considered the most reliable indicator to measure soil health and fertility, in addition to its ability to sequester atmospheric CO₂.

The ability to measure organic matter by satellite makes it possible to assess, in a timely, rapid, economical and reliable manner, the impact of the adoption of regenerative agriculture practices and other sustainable cultivation protocols on soil health.

WHAT DOES THE ORGANIC MATTER CONTENT IN THE SOIL DEPEND ON?

The organic carbon content of the soil depends on many factors, including the agricultural practices adopted. The practice of conventional agriculture can reduce such content due to the intensive use of the soil, the use of chemical fertilisers and monoculture, which damage the structure of the soil and the micro-organisms inhabiting it. Organic farming increases the level of soil protection through respectful practices such as limited tillage and the use of natural fertilisers. Regenerative agriculture, which is even more advanced, aims to restore soil health and biodiversity with crop rotations, minimisation of tillage, organic fertilisation and cover crops.

WHAT WERE THE RESULTS OF THE ANALYSIS OF THE SOIL SAMPLES TAKEN IN ITALY AND FRANCE?

The study showed that the quantity of organic matter in the soil is closely related to the agricultural practices adopted and to soil type. The data and statistical processing clearly show that fields cultivated according to the Mulino Charter have significantly higher content of organic matter in the soil (approximately 3%) than those where conventional and organic methods are used.

Adoption of the Mulino Charter has a positive impact on the organic matter content from the third year of application.

MULINO CHARTER

The **Mulino Charter**, established in 2018, aims to promote sustainable agricultural practices along the wheat flour supply chain, mainly in Italy and France. This initiative, developed in collaboration with **WWF Italy, the University of Bologna and the University of Tuscany**, sets out **10 rules** designed to **ensure higher product quality, support farming communities and minimise environmental impact**. These include the protection of biodiversity (3% of wheat fields are actually used to grow flowers), reductions in the use of chemicals and safeguarding pollinating insects.

To date, **2,187 farmers**, dozens of Italian mills, one Barilla-owned mill and hundreds of storage facilities scattered throughout Italy and Europe have signed up to the Mulino Charter, with **313,724 tonnes** of common wheat used to produce the flours and more than 2,000 hectares destined for "Fiori del Mulino" areas. In 2023, the "Barilla Farming" was introduced, to promote more efficient and environmentally friendly precision farming methods (DSS). All members of the "Mulino Charter" must meet the requirements of the International Sustainability and Carbon Certification ISCC PLUS sustainability certification.



HARRYS CHARTER

In France, the **Harrys Charter** was established in 2018, having been developed in conjunction with various stakeholders in the supply chain, agronomy experts and certification bodies.

The Charter sets out the principles of sustainable agriculture with which the common wheat supply chain is obliged to comply. It consists of 40 **agricultural and environmental rules based on the public standard NF30-001**, which define good practices for the responsible cultivation of wheat at all stages, bearing in mind the positive and negative effects of soil cultivation.

Harrys has gradually increased the number of **farms involved to 607**, with approximately **127,230 tonnes of wheat flour purchased**.



RYE AND ITS FLOUR

Rye flour is the **main ingredient of crispbreads**, a product that has the advantage of **requiring limited use of water and fertilisers** for cultivation. In addition, **sustainable agronomic practices** have been established over the years, in terms of both the environment and agricultural yield.

RYE FLOUR						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Sweden	114	247	0	247	0%	100%
Germany	24,368	26,243	24,368	26,243	100%	100%
Italy	452	498	0	0	0%	0%
France	325	362	0	0	0%	0%
Total	25,259	27,350	24,368	26,490	100%	97%

RYE						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Sweden	34,216	38,294	26,396	38,294	77%	100%
Total	34,216	38,294	26,396	38,294	77%	100%

REGENERATIVE AGRICULTURE

Regenerative agriculture is one of the most effective methods of harnessing plants' ability to absorb carbon from the atmosphere and return it to the ground. Wasa led a project to utilise this potential of plants to restore the soil's ability to absorb CO_{2eq} emissions, with a positive impact on the environment.

Implemented in conjunction with Indigo and Svensk Kolinlagring, the project involves 14 farmers in Germany and Sweden, who were asked to adopt regenerative farming techniques such as cover crops, minimal tillage, crop rotation, targeted use of fertilisers and livestock on free pasture.

At the end of the project, soil samples will be analysed to assess actual capacity to absorb carbon and the extent to which emissions are reduced during the process. The effects of these regenerative practices will be calculated over several years of application to determine the regenerative effect on the soil.

TOMATOES

Most of the **tomatoes** bought by Barilla to produce sauces come from **Italy (82%)**, while the remainder is purchased from **American (17%)**, **Chinese (0.4%)** and **Canadian (0.02%)** producers, with a preference for local markets.

For the production of sauces in Italy with 100% Italian tomatoes, Barilla is committed to purchasing only tomatoes with good agricultural practice certification, such as **Global GAP** or **regional integrated production regulations**.

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

BASIL

Barilla only uses Italian **basil** in its **Pesto alla Genovese** and **toma-to-based sauces**.

Basil from Italy is mainly used in the factory in Rubbiano (Parma), and is managed in close collaboration with a few selected suppliers. Over time, this has resulted in the development of a **highly dedicated supply chain that implements major innovation and sustainability projects**.

BASED ON THESE LONG-TERM
RELATIONSHIPS, **BARILLA**
HAS ALSO ESTABLISHED
THE **BARILLA BASIL CHARTER**



TOMATOES						
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	47,842	57,090	47,842	57,090	100%	100%
China	221	221	221	221	100%	100%
Canada	13	17	13	17	100%	100%
North America	10,092	13,216	10,092	13,216	100%	100%
Total	58,168	70,544	58,168	70,544	100%	100%

	BASIL					
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Italy	6,546	6,761	6,546	6,761	100%	100%

ISCC PLUS certification

The ISCC PLUS certification system is voluntary in nature and is used internationally to ensure compliance with sustainability standards in the agricultural sector. According to this certification system, sustainability depends on the following requirements: cultivation in non-deforested areas, preservation of biodiversity areas, conservation of high-carbon areas, adoption of EU Good Agricultural Practices.

BASIL CHARTER

Barilla is committed on three main fronts:

- **Basil produced using sustainable agriculture:** each farmer in the basil supply chain is subjected to specific annual checks and is required to comply with the sustainability criteria of the ISCC PLUS certification system.
- **Protection of biodiversity:** to obtain high-quality basil, Barilla should ask farmers to apply practices such as crop rotation and creating biodiversity areas, to make it possible to improve soil fertility and limit numbers of parasites.
- **Enhancement of farming communities:** the links established with farmers have lasted for years. Barilla can therefore be sure of the quality of the raw materials it purchases, and farmers can plan their work with greater confidence.



SUSTAINABILITY AND TRACEABILITY IN BLOCKCHAIN FOR A MORE TRANSPARENT PESTO

Aiming to reduce its environmental impact, Barilla implements **certified sustainable farming practices** to protect the land, the planet and the people involved.

To guarantee **maximum transparency** for Italian consumers, Barilla is introducing **blockchain traceability throughout the supply chain**. Consumers can now learn about the production of their pesto by simply **scanning the QR code** on the packaging with their smartphone. This strengthens stakeholder involvement in the entire production process.

The blockchain traceability system was developed in collaboration with **Connecting Food**, and involved 50 operating units, 19 farms and 6 suppliers as well as the plant in Rubbiano, Parma province.



BASIL & LEMON PESTO

Pesto Basilico e Limone is the latest addition to the pesto family. A twist of lemon combined with the intense aroma of **100% Italian, sustainably grown basil** make this pesto the fresh taste of summer that everyone loves.

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



VEGETABLE OILS

The main vegetable oils used by Barilla are sunflower and rapeseed oil³.

To become a Barilla supplier, **sunflower oil producers** must be certified according to the **CSQA DTP 112 or ISCC PLUS standards** (thus ensuring sustainable production in environmental, economic and social terms).

Barilla has launched several projects in conjunction with suppliers to promote sustainable agriculture in the production of rapeseed oil, particularly popular in France, requiring suppliers to hold certification according to the **ISCC PLUS standard, or 2BSvs**. Due to war breaking out in Ukraine in 2022, the company was forced to change its sunflower oil suppliers. Sustainability standards were nevertheless maintained, but it was not possible to achieve 100% product certification.

Soybean oil is also used in Italy, purchased entirely from producers that meet the requirements of the CSQA DTP 112 standard.

	VEGETABLE OILS					
	Total tonnes purchased		Tonnes purchased from local market			
	t		t		%	
	2023	2022	2023	2022	2023	2022
Sunflower oil	39,307	35,784	0	1,133	0%	3%
Rapeseed oil	8,385	8,745	4,946	1,420	59%	16%
Total	47,692	44,529	4,946	2,553	10%	6%

3. With regard to the products from Back to Nature, a recent new acquisition, a transition process is underway to replace palm oil with other vegetable oils, in line with Barilla's relevant policies.

SUPPLY CHAINS WITH POTENTIAL SOCIAL CONCERNS

The **cocoa and cane sugar** supply chains, as well as those supplying gadgets and promotional items, are considered to be supply chains with potential critical issues related to social aspects, such as the **employment of underage workers and non-respect of human rights**.

	2023	2022
Total suppliers considered at potential risk of human rights violations	84	91
Average risk per sector and country based on international databases and Self-Assessment Questionnaires (SAQs)	4.9	4.75
Self-Assessment Questionnaires (SAQ) completed	57%	86%
Purchases of gadgets and promotional materials from audited SA8000-certified suppliers	100%	100%

Barilla therefore purchases these products exclusively from suppliers that hold certifications issued by **independent entities committed to verifying compliance with international ethical and social standards**, in addition to requiring registration on the **Sedex international platform** (verified quarterly, to guarantee timely compliance with the ethical and social standards underpinning the Group) and acceptance of the Barilla Code of Ethics.

CANE SUGAR

Cane sugar is sourced from geographical areas with major social issues; **Barilla** therefore only purchases this product from suppliers with **Sedex⁴ Members Ethical Trade Audit (SMETA)** certification.

4. Sedex is a non-profit organisation that facilitates dialogue between customers and suppliers, thereby helping global supply chains adopt more responsible business practices.

COCOA

In the supply chain for cocoa, an essential ingredient for Barilla, the company has been collaborating since 2015 with **Barry Callebaut**, its main supplier of cocoa, and its non-profit foundation **Cocoa Horizons**.

By purchasing cacao as a raw material, Barilla supports the work of the Cocoa Horizons foundation, which focuses on ESG-related activities to promote the well-being of cocoa-producing communities and territories. Projects in Côte d'Ivoire and Ghana have also been supported, including the construction of useful infrastructure for communities, such as wells for clean drinking water, and a school with a programme to ensure access to education.

Barilla has also supported the "Transparence Cacao" project led by supplier **Dipa Cemoi for supplies for the Harrys brand**.



PAN DI STELLE: A DREAM CALLED COCOA

Through Pan di Stelle – a brand that pays attention to its production chains – Barilla supports leading cocoa supplier Barry Callebaut and its Cocoa Horizons Foundation to improve conditions for cocoa farmers in West Africa.

Our products are made with 100% Italian hazelnuts; the fresh milk is high quality and 100% Italian.

In addition, to limit environmental impacts throughout the product life cycle, Barilla factories purchase 100% renewable electricity and packaging is made of recyclable materials.



SAFEGUARDING AGAINST FORCED AND CHILD LABOUR ALONG THE SUPPLY CHAIN

Barilla respects its customers, suppliers, the environment and local communities in all its activities, in the conviction that sustainable business is the foundation for success in the short and long term. As enshrined in its Code of Ethics, Barilla ensures workers' freedom of association and the right to collective bargaining, avoiding forced and child labour, even indirect. This applies especially in the geographical areas most at risk, such as Africa (cocoa production), Swaziland and Guatemala (cane sugar production) and China (promotional materials).

To reduce these risks, the Group has taken specific measures:

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

In addition, all suppliers are required to be aware of, 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 and forced labour. The Group reserves the right to take appropriate action against any supplier found to have acted inappropriately.

ANIMAL WELFARE

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

ANIMAL WELFARE GUIDELINES

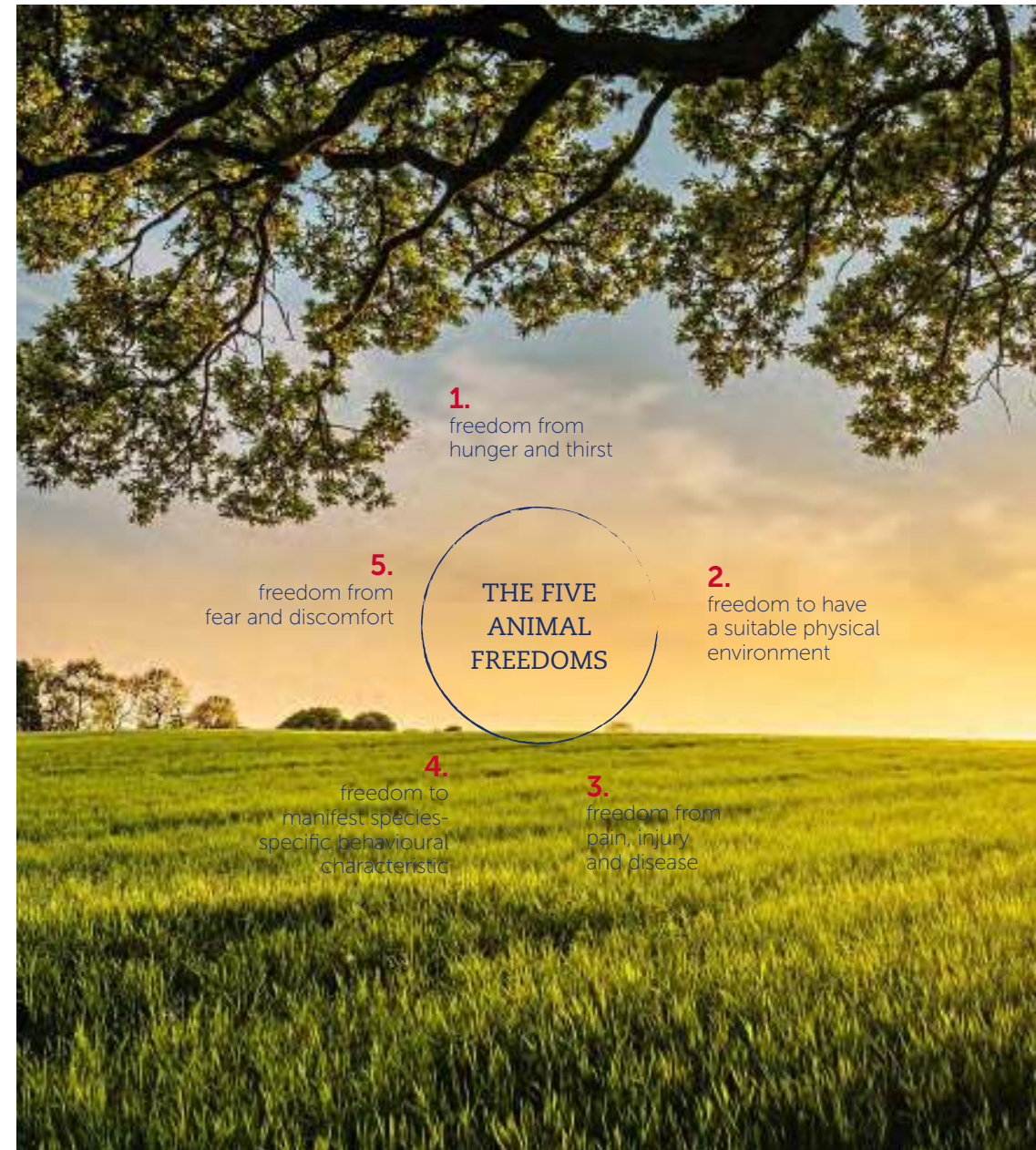
Barilla is constantly committed to ensuring that its suppliers of raw materials of animal origin comply not only with the legal regulations, but also with the highest animal welfare standards and criteria.

In support of this commitment, the Group has drawn up the Barilla Guidelines on Animal Welfare, in conjunction with the organisation Compassion In World Farming (CIWF). They set out five freedoms, respect for which is fundamental to ensure the physical and mental welfare of animals, as well as their ability to express species-specific behaviour.

Barilla establishes thorough criteria for sourcing from all animal supply chains, paying particular attention to eggs, meat, fish and dairy products from Europe, North and South America, Russia and Turkey.

In accordance with the **2009 Treaty of Lisbon**, Barilla recognises animals as sentient beings and includes policies for their welfare as a fundamental part of its corporate strategy. These policies are managed by the Sustainability Board, a committee of directors from the major global units.

The Board defines and monitors long-term and annual objectives, whereas the *Global Supplier and Purchasing Quality Management Unit* handles relations with the supply chains to ensure proper day-to-day implementation.



BREEDER STANDARDS IN BARILLA'S SUPPLY CHAINS

The Guidelines also set out specific **standards required of farmers that form part of Barilla's supply chains**. In particular:

- all animals reared in the supply chains must have appropriate access to feed and water, to meet their requirements and reduce aggression;
- densities must ensure the welfare and comfort of the animals and appropriate environmental improvements must be guaranteed, allowing them to express species-specific behaviour;
- routine mutilations must be avoided unless strictly necessary to preserve the welfare of the animals;
- transport for more than eight hours should always be avoided;
- animals must always be transported with a minimum of potential causes of stress and for as little time as possible;
- animals must always be stunned before slaughter;
- antibiotics must always be used responsibly, reducing their use wherever possible. Prophylactic and metaphylactic use is prohibited;
- use of all growth-promoting substances, such as the administration of hormones and antibiotics, is not permitted;
- genetic engineering or cloning of farm animals and/or their offspring is not permitted;
- the choice of breeds should be based on traits that support improved welfare, not only on increased productivity.

Compliance with these standards is provided for in all contracts with worldwide suppliers of eggs, meat and fresh milk, and Barilla monitors their proper application in periodic checks made during specific audits. In the event of non-compliance, a remedial plan proportional to the seriousness of the situation is drawn up.

Barilla is committed, through its pork and egg suppliers, to ensuring that animals are reared in species-specific enriched environments, encouraging the display of natural behaviour.

Barilla has also organised an internal course, conducted by Compassion In World Farming, to educate its employees, especially those in the Global Supply Quality Management and Purchasing Units, on the ethical management of animal welfare in the supply chain.

Furthermore, except in cases where it is explicitly required by law*, in Barilla we do not evaluate the safety or quality of our products or of our raw materials through animal testing nor do we finance, commission, co-implement or otherwise support this practice, directly or through third parties. We are committed to ensure that our suppliers use alternative methods that can meet regulatory requirements.

* "explicitly required by law" means that the only animal testing the Company allows is that which is explicitly required by law or by written requirements having the full force and effect of law by government agencies. An animal test is not "explicitly required by law" if a law or written requirement having the full force and effect of law states that the test is optional or is merely recommended.



ANIMAL SUPPLY CHAINS

EGGS AND EGG PRODUCTS



Barilla uses egg-based ingredients for its bakery products and egg pasta formats. Since 2012, the Group has been committed to converting its egg supply chain, abandoning cage rearing, considered a practice detrimental to animal welfare, and preferring producers who raise hens free-range. Since 2019, Barilla has been committed to buying all its eggs from these farms and to allowing 100% of the hens access to improved environments (perches, bedding).

Barilla conducts regular audits of producers to ensure compliance with alternative breeding practices, and this method has been applied to European suppliers. In non-European countries, Barilla relies on suppliers who comply with local standards or, failing that, are audited by an Animal Welfare Officer. In the United States, the commitment to maintain a supply of free-range eggs has been confirmed, with the transition also made in Canada in 2023. In 2023, Barilla reconfirmed its commitment to exclude the use of combined aviaries in all global supply chains.



EGGS AND EGG PRODUCTS

	Total tonnes purchased			Tonnes purchased from local market						Percentage of eggs purchased from free-range farms		
	t			t			%			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Italy	15,141	15,951	18,392	4642	13,706	18,392	31%	86%	100%	100%	100%	100%
France	3,482	3,776	3,571	3,482	3,776	3,498	100%	100%	98%	100%	100%	100%
United States	12	42	10	12	42	10	100%	100%	100%	100%		100%
Canada	15	26		15	26		100%	100%		100%	0%	0%
Brazil	395	446	446	395	446	446	100%	100%	100%	100%	100%	100%
Greece	6	3	6	6	-	-	100%	0%	0%	100%	100%	100%
Turkey	0	15	20	0	-	-	-	0%	0%	100%	100%	100%
Total	19,051	20,258	22,445	8552	17,996	22,346	45%	89%	99%	100%	99%	100%

PORK AND BEEF

Pork and beef are essential ingredients for Barilla's ready-made ragù and stuffed pasta produced in Italy. Since 2014, Barilla has developed, in conjunction with its meat suppliers, the new Animal Welfare Guidelines. In 2023, the Guidelines covered 100% of the supply of pork and beef used for sauces and filled pasta produced in Italy and 97% of the total meat used globally.

The Group purchases from suppliers who respect the five freedoms of animal welfare, in line with its animal welfare policy. With the collaboration of Compassion in World Farming, Barilla is committed to improving the living conditions of animals, raising awareness among farmers and developing alternative husbandry practices to reduce aggression, cannibalism and to eliminate tail docking practices in pigs.

After improving environmental standards, Barilla trained farmers on long-tailed pig breeding and tested materials to improve the farm environment. These standards were implemented throughout the supply chain in 2020.

PORK									
	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Italy	1914 (98%)	1.910 (97.9%)	1943 (99.5%)	1914 (98%)	1.910 (97.9%)	1943 (99.5%)	100%	100%	100%
China	41 (2%)	41 (2.1%)	9 (0.5%)	41 (2%)	41 (2.1%)	9 (0.5%)	100%	100%	100%
Total	1.955	1.951	1.952	1.955	1.951	1.952	100%	100%	100%

BEEF									
	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Italy	803 (96%)	766 (95.8%)	716 (91.6%)	803 (96%)	766 (95.8%)	716 (91.6%)	100%	100%	100%
China	34 (4%)	34 (4.3%)	66 (8.4%)	34 (4%)	34 (4.3%)	66 (8.4%)	100%	100%	100%
Total	837	800	782	837	800	782	100%	100%	100%

CHICKEN

Barilla buys a very limited amount of chicken to make its products. However, it is committed to ensuring that its only suppliers implement specific animal welfare practices. Specifically, a project is underway to ensure:

- the transition to breeds that demonstrate higher welfare outcomes, such as those endorsed by the UK and international organisation RSPCA or the Global Animal Partnership (GAP) on the basis of measurable welfare improvement results;
- the reduction of density to a maximum of 30 kg/m², prohibiting the use of cages and multi-level systems;
- the provision of improved environments for the animals that meet the new GAP or similar standards, including bedding (at least two metres of useful perching space and two pecking substrates per 1,000 birds) and light management;
- the elimination of pre-stunning handling and adoption of controlled atmospheric stunning, using inert gas or multi-phase systems, or effective electrical stunning without inversion of live animals;
- compliance with the standards set by Barilla for the protection of animal welfare, through third-party audits.

Originally, the target was set for 2024 but due to the increased complexity and difficulty in ensuring implementation of animal welfare practices by suppliers, Barilla expects to achieve the target in 2025.

CHICKEN									
	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
China	11	11	8	11	11	8	100%	100%	100%
Total	11	11	8	11	11	8	100%	100%	100%

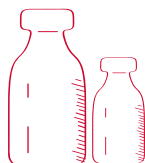
MILK, DAIRY PRODUCE AND OTHER ANIMAL PRODUCTS

Barilla also uses other ingredients of animal origin in its production process, such as fish, milk and dairy produce. With regard to these ingredients, the Group is committed to favouring purchasing that falls in line with the principles of the animal welfare policy and to preferring suppliers from countries where Barilla maintains a presence.

For many Barilla products, fresh milk is an essential ingredient and the Group has always favoured purchasing from local, traceable and controlled supply chains. Since 2018, Barilla has initiated an animal welfare and biosecurity assessment for cattle farming (beef and dairy) together with its main supplier of fresh milk.

In 2023, this evaluation was carried out according to the ClassyFarm system, approved by the Italian Ministry of Health, which evaluates various aspects:

- biosafety;
- animal welfare;
- sanitation and production factors;
- animal nutrition;
- consumption of antimicrobial drugs;
- injuries detected at the slaughterhouse.



By 2023, 100% of the fresh milk purchased in Italy, corresponding to 92% of global supplies, will be sourced from companies assessed with ClassyFarm.

Barilla is committed to reducing the milk powder used in production processes by replacing it with fresh milk from local, traceable and certified sources.

OTHER ANIMAL PRODUCTS

	Total tonnes purchased			Tonnes purchased from local market					
	t			t			%		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Caught fish	42	32	21	0	0	0	0%	0%	0%
Butter	6,318	6,913	7,219	0	156	438	0%	2%	6%
Milk	3,297	3,413	3,324	3,297	3,413	3,324	100%	100%	100%
Dairy produce	7,245	7,334	7,728	3,509	3,625	4,010	48%	49%	52%
Total	16,947	17,693	18,292	6,851	6,768	7,961	40%	38%	44%



THE BBFAW INVESTIGATION

In 2018, Barilla carried out an analysis of its meat supply chain, aiming to identify potential areas for improvement that met the criteria of the Business Benchmark on Farm Animal Welfare (BBFAW). In 2019, this evaluation led to the development of a project to enhance animal husbandry practices, in synergy with the farmers.

In 2023, Barilla carried out its annual survey involving Italian meat suppliers, from which 97% of the volumes used by the Group are sourced, to verify compliance with the factors set out in the BBFAW. The results were as follows:

Pork

- gestation cages for sows are used for the first four weeks of gestation; thereafter, 100% of the animals are transferred to group stalls for the remaining period;
- 100% of reared animals are not subject to tail docking and have access to straw throughout the production cycle (2022 figure reconfirmed);
- 100% of pigs are transported from the farm to the slaughterhouse in less than 8 hours, including loading and unloading;
- 100% of products containing pork are sourced from animals that are stunned before slaughter. The first stun, carried out by electronarcosis, is 100% effective.

Cattle

- 100% of cattle are transported from the farm to the slaughterhouse in less than 8 hours with an average time of 3 hours, including loading and unloading;
- 100% of beef products are sourced from animals stunned before slaughter. First stun ineffective for 2.6% in December 2023; these animals were then stunned a second time;
- 100% of the cattle reared along the supply chain are not subject to routine mutilation of any kind (horns, castration, tail docking) and have no skin lesions, consistent with observations in 2022;
- 39% of cattle are reared with straw bedding in pens;
- no animals are lame;
- 96% of cattle reared globally are free of corneal removal and dehorning;
- 96% of cattle reared globally are raised untethered in collective pens.

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

for fresh milk:

- 92% % of fresh milk purchased globally is sourced from Italy;
- 100% of dairy cows in the Italian fresh milk supply chain do not have their tails docked or horns removed after they have sprouted;
- 100% of the dairy cows in the Italian fresh milk supply chain are raised untethered on free-range farms.
- 18% of dairy cows in the dairy supply chain are kept untethered in open pens.

for eggs:

- eggs laid in Italy and France account for 98% of global eggs and egg products;
- in Italy and France, 100% of egg farms are free of cage and combined systems, according to specifications defined and agreed with CIWF in 2021.

ANIMAL WELFARE REQUIREMENTS								
	Animal supply chain	Eggs and egg products****	Beef	Pork	Poultry	Fresh milk	Butter and dairy products	Caught fish
Third-party certification, including animal welfare standards	64%	100%****	96%*	98%**	0%	92%	0%	100%***
Improvement	49%	100%	36%	98%	0%	92%	0%	N/A
No tail docking	45%	N/A	96%	98%	N/A	92%	0%	N/A
Transport for less than 8 hours	64%	100%	96%	98%	0%	92%	0%	100%

* Classyfarm

** KIWA DT40

*** MSC

**** Barilla egg and egg product supply requirements

An aerial photograph showing a vast landscape of agricultural fields. The fields are divided into numerous rectangular and irregular plots, some of which are a vibrant green, while others are a lighter, yellowish-green, suggesting different crops or stages of growth. A narrow, winding road or path cuts through the fields on the left side. In the center-left, there is a small, dense cluster of trees. The overall scene is bathed in soft, warm light, creating long, gentle shadows across the terrain.

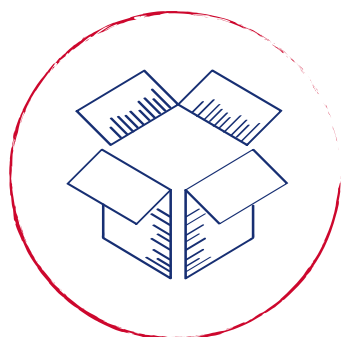
CLIMATE CHANGE

WE REDUCE
OUR IMPACT
ON THE PLANET

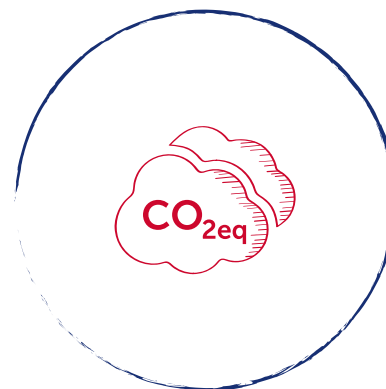
We pay attention to **reducing the impact** of our products **on the environment**

3,500 TRUCKS
PER YEAR SHIFTED FROM
ROAD TO RAIL

4,000 SHIPMENTS
SWITCHED FROM
ROAD TO INTERMODAL
TRANSPORT

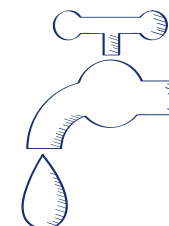


62% OF THE ELECTRICITY
PURCHASED FROM RENEWABLE
SOURCES WITH GO CERTIFICATES
(GUARANTEE OF ORIGIN)

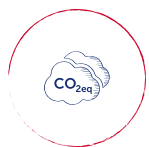


-28%
GREENHOUSE
GAS EMISSIONS
PER TONNE
OF FINISHED PRODUCT
COMPARED TO 2010

-21% REDUCTION
IN WATER USED
PER TONNE OF FINISHED PRODUCT
COMPARED TO 2010



92% OF THE WASTE
PRODUCED WAS SENT TO
RECYCLING AND ENERGY
RECOVERY



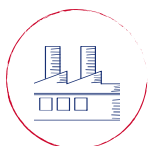
CLIMATE CHANGE

- Climate change mitigation in line with the containment targets agreed at COP21 in Paris in 2015
- Mitigation of strategic and financial risks arising from climate change

- Financial risk assessment in line with TCFD
- Measurement of Scope 1, 2 and 3 emissions
- Impact reduction through efficient production processes and use of renewable energy
- Collaborative approach with key ingredient supply chains to foster sustainable agricultural practices

- **28%** greenhouse gas emissions per tonne of finished product compared to 2010*

**In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.*



PRODUCTION

- Continuous improvement of environmental performance at its sites
- Priority on efficiency, consumption reduction and waste prevention

- Integrated Safety, Environment and Energy Management System in accordance with UNI ISO 45001, UNI ISO 14001 and UNI ISO 50001 standards.
- Process optimisation interventions
- Energy efficiency solutions and self-generation from renewable energy
- Recycling and reuse of water within production processes, services and projects
- Waste prevention and recovery

- **62%** electricity purchased from renewable sources with go (guarantee of origin) certificates
- **-21%** reduction in water consumption per tonne of finished product compared to 2010*
- **92%** waste sent for recycling and/or energy recovery

**In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.*



LOGISTICS

- Reducing environmental impact of transporting raw materials, products and workers

- Promotion of intermodality
- Load efficiency
- Shifting to more sustainable forms of transport
- Partnerships with freighters
- Promotion of sustainable home-work mobility

- **3,500** trucks per year shifted from road to rail
- **4,000** shipments switched from road to intermodal transport
- **96%** capacity optimization of routes
- **7%** reduction in internal flows
- Expanding the fleet with **hybrid, plug-in hybrid and electric models**

CLIMATE CHANGE

Barilla is constantly working on **assessing its impact on the environment**, with the aim of continuing to **minimise it**.

As such, the Group analyses the **risks and opportunities relating to climate change**, adopts targeted strategies and investments aimed at **mitigating its effect on the climate** and preparing the company for possible future scenarios related to the reduction of greenhouse gases and related energy sources. Finally, to demonstrate these ambitions, the Group is working to align itself with the new SBTi target by 2024, renewing our willingness to form an active part of the solution against climate change.

CLIMATE RISK ASSESSMENT

In 2023, the Group continued analysing the risks and opportunities in line with the **Task Force on Climate-Related Financial Disclosure (TCFD)** framework, aiming at updating the risk profile related to climate change and to include the implications on components of the business model.

Specifically, the **transition risks related to legislative/regulatory risks** (e.g. potential increase in the cost of emissions), **technological** (e.g. risks related to the transition to low-emission technologies in production activities), **market** (e.g. increase in indirect costs of emissions, positioning in markets that promote products and the reduction of emissions) were analysed, as well as **reputational risks with respect to stakeholder expectations**.

The effective management of these risks will support the Group in leveraging **opportunities related to energy efficiency, product/market, and overall resilience**.

With regard to physical risks, the following in-depth analyses were carried out:

- **Increased variability in durum wheat yields, as well as quality, due to structural increases in temperature and changes in precipitation patterns** – the Group used a predictive model aimed at estimating the potential impacts on production from 2030 to 2050, obtaining indications of a decrease in production levels, especially in the worst-case scenario (RCP8.5) on certain supply areas in Italy.
- **Extreme events with an impact on the availability of common wheat, tomatoes, basil, rye, hazelnuts and cocoa** – the Group has prepared, in advance, an initial analysis with prospective ad-hoc climate indicators aimed at estimating the impacts of an extreme event such as a hailstorm, a significant increase in temperatures or a lack of rainfall. The study was conducted considering the most likely and reasonable scenarios affecting key sourcing regions.
- **Changes in precipitation patterns and rising average temperatures with increased water stress levels and changes in plant water supply costs (chronic physical risk)** – the Group estimated the potential financial impact other than on production volumes, in relation to change in the levels of water stress for the Italian plant at Rubbiano and for the French plants. The analysis aims to estimate how an increase in water stress may affect water-related supply costs and the continuation of production activities.
- **Analysis of acute physical risks in the future at certain production sites, to identify the most relevant types of risks in two scenarios** (e.g. RCP 2.6 and RCP 8.5). This analysis was also conducted on certain supply chain sites.

The assessments set out above support the process of defining action plans in the field of climate change mitigation and adaptation.

GREENHOUSE GAS EMISSIONS



**-28% GREENHOUSE GAS
EMISSIONS PER FINISHED PRODUCT
COMPARED TO 2010¹**

In 2023, greenhouse gas emissions from direct consumption (scope 1) and indirect consumption (scope 2) decreased by approximately 8% and 4% respectively compared to 2022.

Total CO_{2eq} emissions per tonne of finished product have been gradually decreasing over the years, reaching a reduction of 28% since 2010.²

1. 2. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.



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

	2023	2022	2021
SCOPE 1	202,146	219,911	263,282
Emissions from use of fossil fuels	123,752	131,869	166,769
Emissions from owned co-generation plants	78,395	88,041	96,472
Emissions from photovoltaic plants	-	-	-
SCOPE 2	92,497	96,295	127,723
Indirect emissions from electricity consumption	82,061	86,550	116,994
Indirect emissions from thermal energy produced by external co-generators	10,271	9,560	10,599
Indirect emissions from cooling energy produced by external co-generators	165	184	131
Total	294,643	316,206	391,005

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

2023	2022	2021
0.215	0.217	0.211

With a view to transparent communication of its environmental performance, **Barilla has signed up to the initiatives led by the Carbon Disclosure Project (CDP)**, an independent international organisation that provides companies, local authorities, governments and investors with a global system for measuring and reporting environmental impact.

Each year, the Group participates by completing questionnaires in the areas of Climate Change, Forest and Water. In 2023, the Group achieved ratings (on a scale ranging from a minimum of D- to a maximum of A) of: 'B' for Climate Change; 'B' for Water; 'C' for Forest. These results are complemented by an 'A' rating in the CDP Supplier Engagement questionnaire, which assesses companies on their performance with regard to governance, targets, Scope 3 emissions and commitments within their value chain.

SCIENCE-BASED TARGETS (SBTi)

The SBTi initiative is a collaboration between **Carbon Disclosure Project, United Nations Global Compact, World Resource Institute and WWF**, with the aim of guiding the private sector in setting targets to **reduce greenhouse gas emissions**. These targets are set in line with the level of decarbonisation required to keep the global temperature increase below 1.5°C compared to pre-industrial levels. They are also consistent with the guidelines issued by the UN Intergovernmental Panel on Climate Change (IPCC) and the containment targets agreed at COP21 in Paris in 2015.

As at 1 April 2023, more than 4,800 companies worldwide were classified as “companies taking action”, i.e. those taking part in the Science-Based Targets (SBTi) initiative to reduce their emissions.

Barilla is one of these, having presented in 2019 its goals of:



○ a **25% reduction**
in overall Scope 1 and 2
greenhouse gas emissions
by 2030 (compared to 2017)

○ a **26% reduction**
in overall Scope 3 green-
house gas emissions by
2030, per tonne of finished
product (compared to 2017)

In April 2024, Barilla submitted an application to SBTi to renew its target in line with a 1.5°C scenario.

To achieve its objectives, the Group is working on the following areas:

- **Scope 1 and 2:** sustainable production through more efficient processes, replacement of old plants with new, less energy-intensive ones, and installation of facilities for the production and use of energy from renewable sources;
- **Scope 3:** collaborations with stakeholders in the Group's strategic supply chains to share tools to promote more sustainable and less impactful agricultural practices, so as to reduce CO_{2eq} emissions and the use of natural resources such as water, and to protect soil and biodiversity, while also paying attention to the excessive use of fertilisers and pesticides.



Continuing the pathway embarked on in 2018, **Wasa is committed to fighting climate change through an integrated approach based on three pillars:**

REDUCE

Reducing emissions throughout the product life cycle by adopting **energy efficiency** strategies, optimised **logistics initiatives**, using **electricity from renewable sources** certified with a Guarantee of Origin, and promoting **sustainable agricultural practices**, including regenerative agriculture³ that maximises carbon absorption by plants.

COMPENSATE

Measurement of residual emissions, amounting to **107,710 tCO_{2eq}**, and offsetting through projects certified by the international **Verified Carbon Standard (VCS)** carbon credit certification programme. Specifically, Wasa contributes to the renewable energy projects set out below:

- **Rio Floresta d'Oeste project**, concerning a run-of-river hydroelectric plant in a rural area of the Brazilian state of Rondonia;
- **Pawan Wind project**, concerning clean energy generation in several Indian states.

INSPIRE

Supporting the projects of Generation Pep, a non-profit organisation aimed at promoting healthy eating and an active, sustainable lifestyle among children⁴.

Find out more at: www.wasaco2.com

³ Further details can be found in the Supply Chains section of the Regenerative Agriculture inset.

⁴ Further details can be found in the Products section under Food Education

PRODUCTION

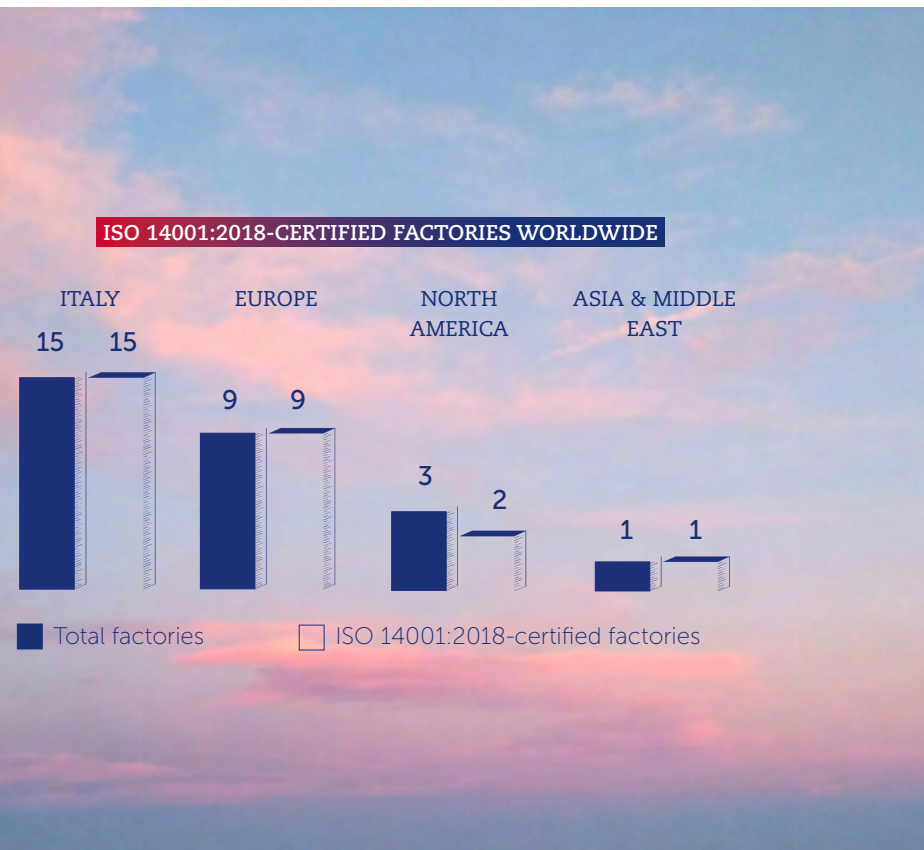
Barilla has formalised its commitment to the **continuous improvement of its environmental performance** by adopting management systems, policies, guidelines and rules for environmental protection throughout its facilities. To monitor and verify the proper implementation of management systems and compliance with policies and guidelines, the various plants are subject to periodic audits.

With this in mind, the **Group is constantly working to improve the efficiency of its production processes in order to reduce the impact of its plants in terms of CO_{2eq} emissions, water consumption and waste production**. To this end, a robust **Integrated Safety, Environmental and Energy Management System** in accordance with the **UNI ISO 45001**, **UNI ISO 14001** and **UNI ISO 50001** standards has been implemented for years. The Environmental Management System has been certified by an independent third party as complying with the international ISO 14001 standard for 28 of the Group's plants.



With specific reference to **energy resources**, Barilla has additionally implemented a **system for the monitoring and control of consumption**, certified according to the ISO 50001 standard, in 24 of its production plants, two of which received certification from a third party for the first time in 2023.

97%
PRODUCTION VOLUMES
 ACHIEVED IN
 ISO 14001:2018-CERTIFIED FACTORY



ENERGY

The Group periodically invests in the modernization of its production facilities and in the implementation of new technologies capable of improving energy performance.

In 2023, more than **€10 million** was invested in: **process optimisation** and **improvements to the general systems of production facilities** (e.g. revamping of purification and wastewater management plants, replacement of dryers, improvements to energy consumption monitoring systems); **energy efficiency solutions** (installation of high-efficiency burners, replacement of lighting systems with new solutions based on LED technologies⁵, installation of insulation to reduce heat loss, installation of high-efficiency fans for drying phases, replacement of heat exchangers); and installation of self-generation systems from renewable sources (photovoltaic system).

These interventions are estimated to save approximately 24,713 GJ of energy consumed per year (of which 15,389 GJ of direct energy and 9,324 GJ of indirect energy) and approximately 2,055 tCO_{2eq} of emissions avoided (1,153 tCO_{2eq} Scope 1 and 1,089 tCO_{2eq} Scope 2)⁶. As further confirmation, the new photovoltaic system at the Rubbiano plant came into operation in early 2024.

In 2023, Barilla consumed a total of 5,468,675 GJ of energy (approximately 6% less than in 2022). Specifically, compared to the previous year, direct consumption decreased by approximately 9%, whereas indirect consumption dropped by approximately 3%.

5. Process optimisations at plants in Ascoli, Castiglione, Marcianise, Rubbiano; improvements to general plant systems at plants in Altamura, Ascoli, Ferrara, Galliate, Marcianise, Novara and Pedrignano; energy efficiency solutions at plants in Ames, Ascoli, Castiglione, Cremona, Ferrara, Pedrignano, Rubbiano, Talmont, Theva and Volos.

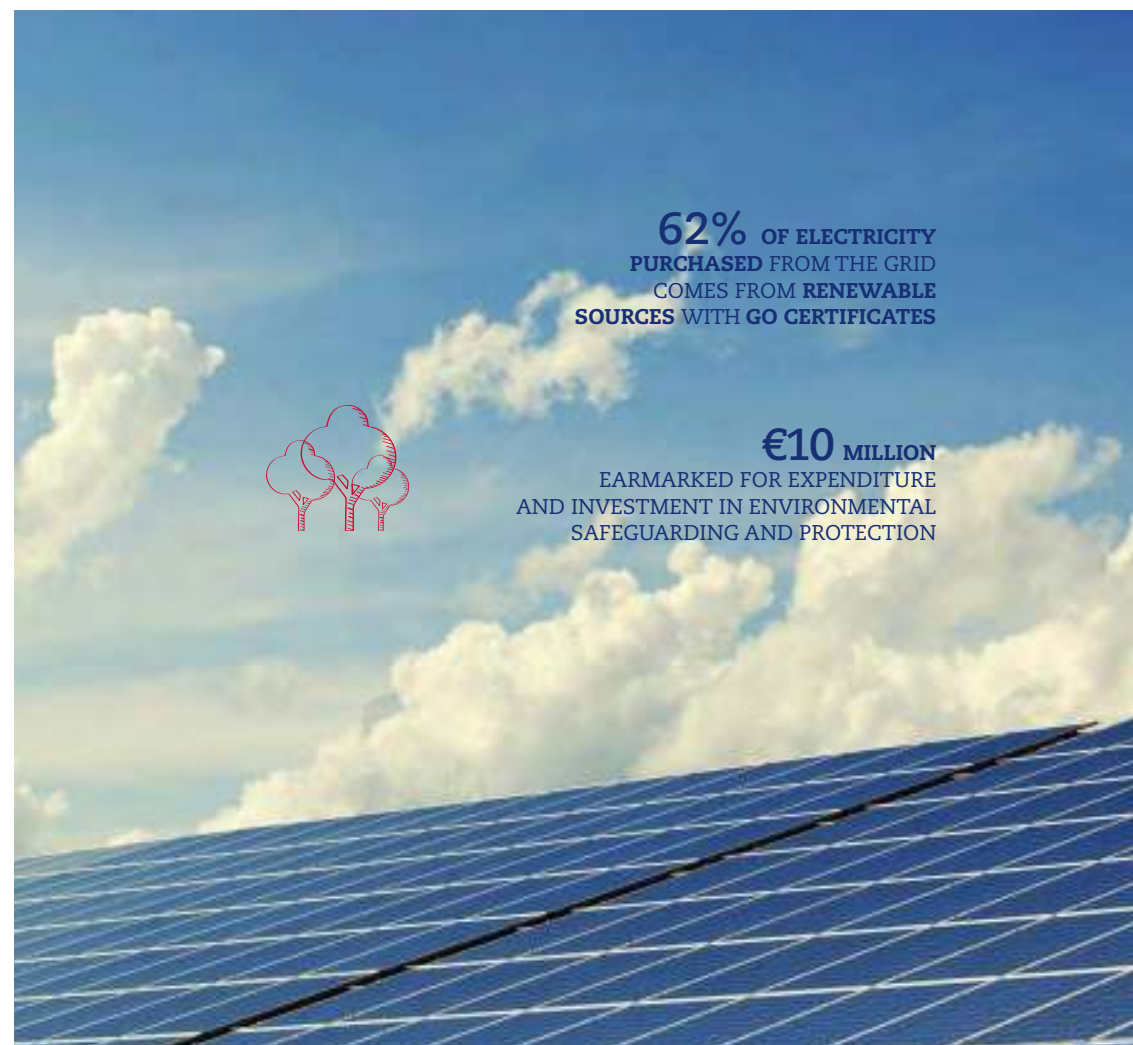
6. The gases included in the calculation are generally: CO₂, CH₄, N₂O, HFC, PFC, SF₆, NF₃. As energy efficiency projects, the CO_{2eq} offset as a result of reductions in consumption of gas (Sm³) and electricity (kWh) was calculated.

ENERGY CONSUMPTION BY SOURCE (GJ)			
	2023	2022	2021
DIRECT CONSUMPTION	3,254,974	3,575,451	3,605,513
ENERGY FROM NON-RENEWABLE SOURCES	3,244,983	2,390,995	2,454,102
Natural gas	2,170,795	2,374,934	2,431,551
Fuel oil	5,684	8,203	14,644
Diesel	1,093	658	707
Petrol	-	-	-
Biogas	5,400	7,200	7,200
SELF-GENERATED ENERGY VIA CO-GENERATION	1,062,010	1,180,465	1,149,523
Thermal energy	578,479	640,818	624,970
Electrical energy	411,241	467,130	454,364
Cooling energy	72,291	72,517	70,189
ENERGY FROM RENEWABLE SOURCES	9,990	3,991	1,887
Electricity from photovoltaics	9,990	3,991	1,887
INDIRECT CONSUMPTION	2,213,701	2,280,313	2,285,492
Electrical energy	2,022,478	2,092,166	2,126,118
From non-renewable sources	854,686	848,215	826,736
From renewable sources	1,167,792	1,243,950	1,299,382
Thermal energy	179,853	167,409	147,320
From non-renewable sources	179,853	167,409	147,320
From renewable sources	-	-	-
Energy for cooling	11,370	20,738	12,055
From non-renewable sources	11,370	20,738	12,055
da fonti rinnovabili	-	-	-

ENERGY CONSUMED PER TONNE OF FINISHED PRODUCT (GJ/t) ⁷		
2023	2022	2021
3,11	3,13	3,17

7. Energy consumption data is collected periodically using a web-based tool. Each Barilla Group plant accesses the tool annually and enters data on several environmental aspects (energy and water consumption, waste production, etc.) The energy vectors collected are: electrical energy (from the grid and co-/tri-generation); thermal energy (from boiler and co-/tri-generation) and cold energy (from tri-generation). Each energy vector is converted to GJ using an appropriate conversion factor. To analyse the trend, the quantity of energy is divided by the entire quantity of finished product. In 2023, energy consumption per tonne of product was slightly reduced compared to the previous year.

With regard to **purchased electricity**, it should be noted that a large proportion, approximately **62% of the total**, is provided with **Guarantee of Origin (GO) certification**, issued electronically to attest to the renewable origin of the sources used.



WATER

Barilla pays extra attention to the use of water in its production processes. With this in mind, specific projects have been implemented to **reduce water consumption**, leading to a 21% decrease in water requirements per tonne of finished product compared to 2010⁸.

To ensure more responsible use of water resources, new technologies for water recycling and reuse have been integrated into the company's practices as part of production processes, services and projects.

The water consumption of all plants is monitored on a monthly and annual basis and compared yearly to determine how and where to intervene. In addition, the Group has invested in the modernisation of production facilities and in the adoption of innovative high-efficiency technologies to optimise use of resources. Extra attention is paid to plants located in areas considered at high levels of water stress.

In 2023, 112,029 megalitres of water (approximately 5% of the total volume of water withdrawn) were reused in the production process.

As well as recording consumption, Barilla's factories have implemented monitoring and control plans to constantly assess the quality of the water used and compliance with the legal regulations set out in the authorisations.

As mentioned in the "Climate Change" section above, in 2023 Barilla received a 'B' rating for its water-related initiatives, following the Carbon Disclosure Project (CDP) global environmental impact reporting system.

8. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference



**-21% REDUCTION IN
WATER CONSUMPTION
PER TONNE OF FINISHED
PRODUCT COMPARED TO 2010⁹**

WATER WITHDRAWAL BY SOURCE OF SUPPLY (Megalitres)			
	2023	2022	2021
From wells	1,383	1,482	1,552
From public water mains	1,091 ¹⁰	1,046	1,146
Other sources	-	-	-
Total	2,474	2,529	2,698
WATER CONSUMPTION PER TONNE OF FINISHED PRODUCT (m ³ /t)			
	2023	2022	2021
	1.41	1.35	1.45
WATER DISCHARGE BY DESTINATION (Megalitres)			
	2023	2022	2021
Into surface water	444	469	375
Into sewers	794	918	776
Other	-	-	-
Total	1,238¹¹	1,388	1,151
WATER CONSUMPTION BY AREA (Megalitres) ¹²			
	2023	2022	2021
All areas	1,347	1,141	1,418
<i>Of which water-stressed areas</i>	528	546	130

9. In 2010, Barilla began monitoring this indicator; that year is therefore used for reference.

10. 49% of the water drawn from public water mains is categorised as water-stressed (10% of which comes from groundwater and 90% from surface water). In detail, the water drawn from public water mains subject to water stress can be traced back to the following plants: Ascoli (7%), Celle (11%), Foggia (17%), Marcianise (6%), Melfi (22%), Montereale (16%), Soline (7%), Talmont (4%), Theva (1%), Valenciennes (2%), Altamura (2%), Castelpiano (1%), Ferrara (2%), Volos (1%). In detail, the water drawn from wells subject to water stress can be traced back to the following plants: Castiglione (16%), Celle (18%), Foggia (10%), Marcianise (21%), Rubbiano (70%) and Theva (3%).

11. Of which 89% categorised as 'freshwater' discharge ($\leq 1,000$ mg/l total dissolved solids) and the remaining 11% as 'other types of water' ($> 1,000$ mg/l total dissolved solids). In addition, the volume of water discharged in water-stressed areas is 751 megalitres (83% of which is categorised as 'fresh water' and the remaining 17% as 'other types of water'). For its water discharges in areas subject to water stress, Barilla has adopted no level of treatment for 24% and secondary level treatment for 76%. In detail, the wastewater is primarily treated with a biological purifier, then neutralised by keeping the pH within reference limits, filtered in a percolation tower and finally converged in a biological oxidation tank. Barilla's factories comply with the discharge limits set in the relevant local legislation and, in view of their sector, do not discharge hazardous substances for which specific treatment is required. Water consumption, as suggested by GRI 303-5 Disclosure guidelines, is calculated as the difference between total water withdrawal and total water discharge.

12. Water consumption, as suggested by GRI 303-5 Disclosure guidelines, is calculated as the difference between total water withdrawal and total water discharge.

WASTE

Barilla attaches great importance to waste management and reduction, resulting in the issuance of specific policies and guidelines governing waste management. These directives are set out in a manual distributed in all workplaces. In addition, a manager at each plant identifies the legal regulations applicable to the management of hazardous and non-hazardous waste.

In 2023, the total amount of waste produced was 36,021 tonnes (approximately 6% less than in 2022¹³), deriving mainly from production processes, with a smaller proportion from secondary or production support activities (e.g. maintenance, cleaning, packaging)¹⁴.

With regard to outsourced waste management activities, the Procurement Department always conducts a preliminary assessment of third parties to verify their technical and professional competence¹⁵. Barilla also carries out periodic checks to ensure that all preventive and protective measures are taken and that all risks of interference are properly managed.

**92% OF WASTE PRODUCED
SENT FOR RECYCLING
AND ENERGY RECOVERY**



13. In 2022, waste generated amounted to 38,250 tonnes, 99.2% of which was non-hazardous waste and 0.8% hazardous waste. The destination chosen for the waste was mainly recycling (88%) followed by disposal (12%).

14. Waste from production processes is mainly turned into by-products for animal feed (a good example of circularity), whereas waste generated by secondary/supporting production activities is managed off-site and preferably sent for recovery. The main destinations are materials recycling (paper, plastic, glass, etc.), reuse of used equipment 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 go into landfill or be incinerated (with or without energy recovery).

15. The Group requires all transporters/disposers to hold 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.

In addition, internal and third-party audits are conducted at all Barilla facilities to keep waste management, waste production and reduction, and waste material recovery under control.

Barilla implements several projects aimed at promoting the reduction of waste produced and the recovery of waste materials instead of their disposal. All this is made possible by meticulous management of the production process and methods of processing raw materials.

WASTE PRODUCED (t)			
	2023	2022	2021
Waste recovered	33,260	33,708	33,109
Waste disposed of	2,760	4,542	3,203
Total waste produced	36,020	38,250	36,312

WASTE DISPOSED OF (t)			
	2023	2022	2021
Hazardous waste	289	156	197
Preparation for reuse	-	-	-
Recycling	289	156	197
Other recovery operations	-	-	-
Non-hazardous waste	32,972	33,552	32,912
Preparation for reuse	-	-	-
Recycling	32,972	33,552	32,912
Other recovery operations	-	-	-
Total	33,261	33,708	33,109

WASTE DISPOSED OF (t)			
	2023	2022	2021
Disposal to landfill	185	149	158
Incineration – with energy recovery	170	36	30
Incineration – with no energy recovery	9	105	111
Incineration – with no energy recovery	6	8	17
Other types of disposal	-	-	-
Non-hazardous waste	2,575	4,393	3,045
Disposal to landfill	1,963	3,053	2,326
Incineration – with energy recovery	612	1,340	719
Incineration – with no energy recovery	-	-	-
Other types of disposal	-	-	-
Total	2,760	4,542	3,203

Of its various experimental projects, the Group is also studying the opportunity to generate biomethane from by-products of production processes.

Barilla examined three of its production chains (pasta, tomato sauce and soft bread) in collaboration with Last Minute Market, a spin-off of the University of Bologna. The objective was to monitor food losses and wastage along value chains, identifying causes and possible solutions to reduce them. Studies have shown that these supply chains are a good example of a circular economy, as the food losses and waste detected are very low (most of the waste occurs during the consumption phase, whereas 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 for the analysis. Case studies concerning the pasta and tomato sauce supply chains can be found on the official FLW protocol website, <https://flwprotocol.org/case-studies/>.

LOGISTICS

For many years, Barilla has been committed to reducing the environmental impact of the freighting of raw materials and finished products.

Intermodal transport solutions are used on many major routes:

- Between Sweden and Germany, all flows are handled by intermodal transport
- In the USA, all internal exchanges between local warehouses are handled with intermodal transport solutions
- In Italy, all movements of durum wheat from the port of Ravenna to the factory in Pedrignano (Parma) is by rail. With this solution, the **equivalent of 3,500 trucks per year are shifted from road to rail**.
- With regard to finished products in Italy, as a result of a **partnership with GTS**, the use of the intermodal rail solution has increased at an increasing rate since 2020, to a proportion of **4,000 shipments switched from road to intermodal transport**, from southern to northern Italy and vice versa, including daily shipments to Sicily.



From 2020, under a partnership with Nicolosi Trasporti, all road shipments to Sicily have been made with LNG-fuelled lorries, which are increasingly using bio-LNG fuel produced from agricultural waste.

Since 2019, shipments to Sardinia from northern Italy have been optimised as a result of a partnership with the Grendi Group, strengthened in 2022, under which **travel distances have been reduced** (port of embarkation closer to our facilities, port of arrival closer to destinations) and **sea transport has been optimised** (more efficient loading using modular containers).

In 2023, **saturation of routes reached 96%**, a record level. Finally, the acquisition of the Muggia plant has resulted in new opportunities for transport optimisation and has **reduced internal flows by 7%**.

As part of the periodic renewal of the company car fleet, the Group continues, where possible, to strive to expand the fleet with **hybrid, plug-in hybrid and electric models**.



SUSTAINABLE HOME-WORK MOBILITY

At **European Mobility Week**, led by the Italian Ministry of the Environment, Barilla joined the **Bike2Work** initiative, launched by the Municipality of Parma and the non-profit Federazione Italiana Amici della Bicicletta (**FIAB**) association to encourage the use of bicycles as a form of transport.

Barilla has also made a submission under the **"Bike to Work"** call for tenders issued by the Emilia-Romagna Region and promoted by the Municipality of Parma to encourage sustainable mobility by providing incentives for commuting between home and work by bike. The promotion is aimed at all Barilla People in the Pedrignano area.



DATA ON EMPLOYEE PARTICIPATION

Average number of participants per month	Emissions avoided **	Km cycled ***
27	6.162	18.108

*Data from January to October 2023

**Value expressed in Kg CO₂e

*** Km subject to contribution

Data updated by Up2Go (the data refer to the participation in the Emilia-Romagna Region's 2023 call for tenders)

