

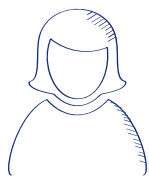
PEOPLE & COMMUNITIES

WE AIM
TO FEED
THE FUTURE,
TODAY

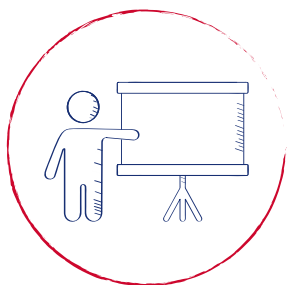


Much more than a food company: **we are a family**

38%
OF EXECUTIVES AND
MANAGERS ARE WOMEN



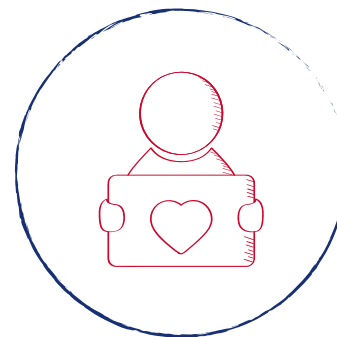
**NO UNJUSTIFIED
PAY GAP** FOR ALL BARILLA
PEOPLE AROUND THE WORLD



160,000+
HOURS OF TRAINING
PROVIDED

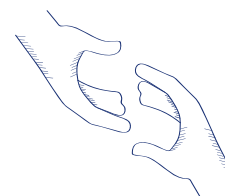
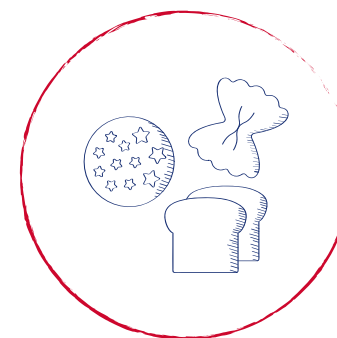
18 EMPLOYEE
RESOURCE GROUPS (ERGs)
FORMED BY EMPLOYEES TO CREATE
AN EVER-INCLUSIVE CULTURE

We nurture a **quality
future**



3+ MILLION
EUROS DONATED
TO CHARITY

3,200+
TONNES OF
PRODUCTS DONATED



1,000+
HOURS OF CORPORATE
VOLUNTEERING IN 2023



GENDER BALANCE, DIVERSITY AND INCLUSION

- New policy on parental leave
- Promote the inclusion of people with disabilities by publishing a new recruitment policy in the coming months

- Global Diversity & Inclusion Board
- Employee Resource Groups (ERGs)
- Supplier Diversity Program

- To date, **over 38%** of Barilla executives and managers are **women**
- **100%** in the Human Rights Campaign (HRC) Corporate Equality Index (CEI),

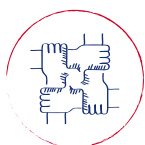


TALENT ATTRACTION AND DEVELOPMENT

- Recruit and retain top talent by ensuring continuous professional development and an open, inclusive and flexible working environment

- Barilla learning & development programme
- Internal communication via B Together event and OneBarilla portal

- **3,206** Barilla people included in the annual performance and talent management system (**42%** of whom are **women**)
- **>160,000** training hours delivered



INDUSTRIAL RELATIONS

- Working on a constructive and open dialogue with trade unions

- Subscription of the corporate supplementary agreement with the Italian trade unions (July 18, 2023) valid for all sites on the national territory

- In 2023, of the total number of hours worked, only **0.1%** were affected by strikes



HEALTH AND SAFETY

- Working towards a target of **zero injuries**
- Adoption of an HSEE global policy

- Safety culture project
- Virtual safety game

- In 2023, a total of **111** injuries were recorded among Barilla employees, a **decrease of 58%** compared to 2010*.
- **92%** of employees work in uni iso 45001:2018 certified production facilities
- **80,000** hours of Barilla workforce training on these topics

* Barilla began monitoring this indicator in 2010, and therefore, it is used as the base year



COMMUNITIES

- Working with communities where we operate to facilitate access to food for populations in need, promote nutrition education, social inclusion and local economic development

- Co-design approach with communities, from needs analysis to implementation and verification of results

- **>3€** million in philanthropic donations
- **>3,200** tonnes of products donated
- Over **1,000** hours of corporate volunteering in 2023

BARILLA PEOPLE

—
“People are our most important resources”

In line with the commitments we have made to people over the years, Barilla has defined its strategic priorities by focusing its efforts on three main areas: **Diversity & Inclusion (D&I)**; **Flexibility & Well-being**; **Training & Leadership Development**.



In terms of **Diversity and Inclusion (D&I)**, the Group recently approved its new Parental Policies to ensure equal parental opportunities and is committed to increasing the percentage of women in management positions from one year to the next. It is also committed to promoting the inclusion of people with disabilities, by publishing a new recruitment policy in the coming months.

With regard to **Flexibility & Well-being**, Barilla recently completed the two-year “Work@Barilla” programme, with the aim of enabling hybrid working at all sites, setting clear guidelines on issue resolution in the workplace and ensuring a positive and productive work experience for all.

For **Training & Leadership Development**, Barilla invests in continuous employee training and development programmes, through partnerships (e.g. “GoodHabit”) and the “Starters” company portal for new hires. In addition, Barilla places a high priority on **health and safety** within its operations.

Finally, Barilla’s commitment extends to **communities** in order to make a positive impact, actively support those in need, such as refugees and communities affected by extreme natural events, support people with disabilities, protect the environment and promote a sense of proximity to the local community.

More than 9,000 people create and maintain corporate value, day in, day out. For and with them, Barilla is committed to creating a safe, stimulating and inclusive workplace. In Italy, the Group also employs 465 non-employees (including 229 women), categorised as temporary workers and staff leasing.

**BARILLA PEOPLE WITH PERMANENT CONTRACTS
BY GEOGRAPHICAL AREA AND GENDER**

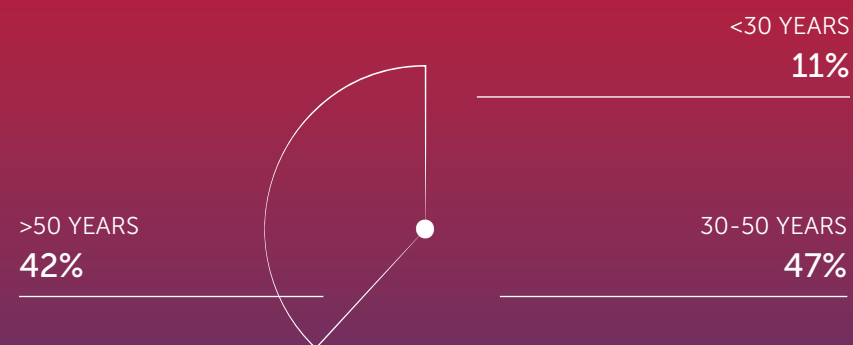
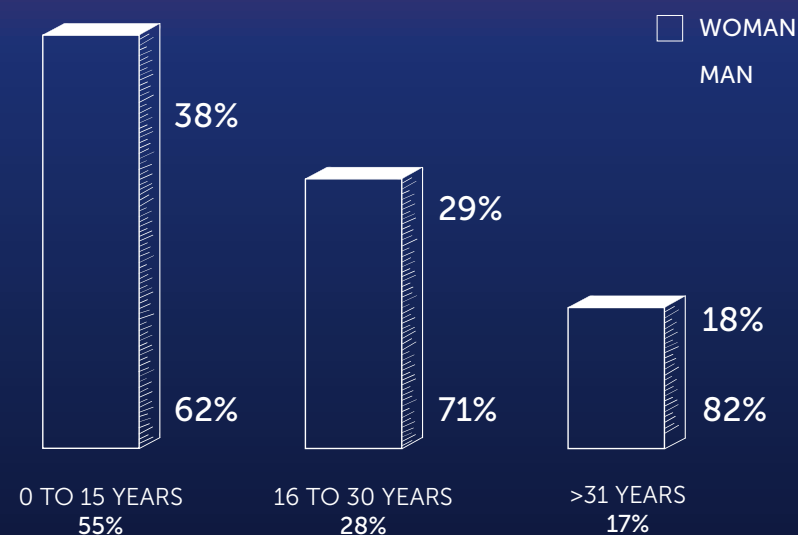
	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	2,847	1,213	4,060	2,910	1,192	4,102	2,989	1,175	4,164
Rest of Europe	1,842	953	2,795	1,871	952	2,823	1,852	957	2,809
Americas	431	214	645	432	197	629	434	190	624
AAA	157	75	232	153	86	239	155	79	234
Rest of the world	230	139	369	206	138	344	70	91	161
Total	5,507	2,594	8,101	5,572	2,565	8,137	5,500	2,492	7,992

NB: The figures above refer to Barilla Group excluding Mexico, where 251 people (including 161 women) were employed on permanent contracts in 2023, 257 people (including 173 women) in 2022 and 261 people (including 171 women) in 2021

**BARILLA PEOPLE WITH FIXED-TERM CONTRACTS
BY GEOGRAPHICAL AREA AND GENDER**

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	33	32	65	39	48	87	43	47	90
Rest of Europe	71	36	107	79	58	137	74	39	113
Americas	0	0	0	-	-	-	-	-	-
AAA	4	3	7	3	1	4	2	-	2
Rest of the world	1	1	2	1	6	7	1	2	3
Total	109	72	181	122	113	235	120	88	208

NB: The figures above refer to Barilla Group excluding Mexico, where 107 people (including 75 women) were employed on fixed-term contracts in 2023, 41 people (including 28 women) in 2022 and 23 people (including 18 women) in 2021. Under current domestic law in the US, the distinction between permanent and fixed-term contracts does not apply: the employment relationship can be terminated at any time by either party without liability. Barilla people in the United States, for the purposes of this document, are considered to be employed on permanent contracts.

**EMPLOYEES
BY AGE BRACKET**

**BARILLA PEOPLE
BY COMPANY SENIORITY**


GENDER BALANCE

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

Barilla has provided, in line with current regulations and local legislation, the option for **all employees, regardless of gender, to take parental leave**.

TO DATE, **38.5%**
OF BARILLA EXECUTIVES AND
MANAGERS ARE WOMEN

BARILLA PEOPLE BY PROFESSIONAL CATEGORY

	2023		2022		2021	
	Total	Of whom women	Total	Of whom women	Total	Of whom women
Executives	163	51	164	48	166	44
Managers	714	287	694	282	663	266
White-collar workers	2,081	977	2,073	973	1,970	905
Blue-collar workers	4,892	1,220	5,002	1,240	4,971	1,233
Salesforce	432	131	439	135	430	132
Total	8,282	2,666	8,372	2,678	8,200	2,580

NB: In 2023, 64% of the Executives category were aged over 50 and 36% between 30 and 50; 62% of the Managers category were aged between 30 and 50, 37% were over 50 and 1% under 30; 49% of the Office Staff category were aged between 30 and 50, 35% over 50 and 16% under 30; 44% of the Blue-collar workers category were between 30 and 50, 46% over 50 and 10% under 30. Finally, 55% of the salesforce were aged between 30 and 50, 30% over 50 and 15% under 30.

PARENTAL LEAVE IN ITALY¹

No.	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees entitled to and having taken parental leave	71	66	137	2	45	47	-	41	41
Employees who returned to the company after parental leave	69	62	131	-	33	33	-	28	28
Employees who returned to the company after parental leave and were still employed 12 months after their return	0	33	33	-	30	30	-	15	15

RETURN TO WORK AND RETENTION INDICES IN ITALY²

%	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Return to work index by gender	97%	94%	96%	-	70%	70%	-	68%	68%
Retention index by gender	-	100%	100%	-	107%	107%	-	79%	79%

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

2. Within the Barilla Group (excluding Italy), the return-to-work rate is 95% and the retention rate is 77%.

NEW GLOBAL POLICY ON PARENTAL LEAVE

For the Barilla Group, **valuing and supporting its employees in their role as new parents** means above all providing adequate support so that every family can experience this important time of life to the full.

This new company policy, effective from 1 January 2024, offers a minimum of 12 weeks paid parental leave for every parent worldwide, regardless of gender, marital status, sexual orientation and whether or not they are adoptive. In countries where parental leave is equal to or greater than that established for the community, local laws remain in force.

The new Policy is based on the basic concept of sharing the burden of care, which means that we put both parents on the same level and consider them equally important. Only by committing not to distinguish between parents is it possible to create a truly inclusive working environment that respects the needs of all employees and recognises the value of care in both the family and professional context.

"Studies show that gender equality cannot be achieved in the workplace if the same equality is not found at home", explains Floriana Notarangelo, Group Chief Diversity & Inclusion Officer, "and that a birth or adoption can have a great impact on the advancement of gender equality".

In the words of Maurizio Cannavacciuolo, Total Rewards & Organization VP: *"Our Group has embarked on a long-term journey to provide its employees with a better work-life balance. We want to ensure they have the time they need to be with their children, but also the well-being that allows them to return to work with peace of mind".*

DIVERSITY & INCLUSION: OUR JOURNEY

**PROMOTING DIVERSITY AND INCLUSION
MEANS CELEBRATING DIFFERENCES
AND SUPPORTING COMPANY GROWTH.**

Barilla not only appreciates differences, but is committed to celebrating them. Each perspective, experience and personal background is unique, and contributes to improving our community and consolidating our culture of inclusion. Diversity is also a key asset to promote the growth and profitability of our company. Over the years, Barilla has received various awards in this regard, as tangible recognitions of commitment and competence, but not only: they are a constant stimulus, pushing the company to go beyond its limits and pursue new goals. In addition, they provide a solid methodological basis on which to base actions, making it possible to identify best practices, evaluate progress and compare with the experiences of other companies.

D&I MASTER

In conjunction with other companies in the field, Barilla has confirmed its intention to support the **level I university master's degree course in Sport and Inclusion – Management and Innovation in Disability** in the academic year 2023-24. This course trains professionals focused on an inclusive approach to disability in educational, sporting and working contexts. The direct involvement of the **Italian Paralympic Committee (CIP)**, **CUS Parma a.s.d.** on behalf of Alleanza Educativa Giocampus and Special Olympics is particularly relevant. In previous academic years, this commitment made it possible to fund all scholarships for the most deserving participants.

THE VALUABLE 500

The **Valuable 500** is a global movement that has engaged more than 500 multinational companies in a public commitment to promote the inclusion of people with disabilities in the workplace since 2019. The project aims to raise awareness of the challenges and opportunities of employing people with disabilities, promoting diversity and inclusion as drivers of growth in business strategies.

In the context of the Diversity & Inclusion Roadmap, 2023 marks the progress of the Disability Inclusion Roadmap: the CEO, Gianluca Di Tondo, publicly renewed his commitment to **innovation through the inclusion of different abilities and skills**.

Recognising the importance of adopting a reasonable accommodation process as a minimum global requirement to ensure equality of opportunity for people with disabilities, the D&I Operational Committee, together with Human Resources, led the advancement of work with the goal of **developing a standardised policy for handling workplace accommodation requests by 2024**.

The cross-functional collaboration of Barilla's D&I Committee and the RDQ team led to the design of the new **research and development** centre in Parma, intended as a model of inclusion and accessibility. The buildings will use sustainable materials and improve inclusivity for people with disabilities through **flexible furniture, routes for the visually impaired and tactile maps**.

OPENLY

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

SUPPLIER DIVERSITY PROGRAM

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



Each year, the dedicated Barilla Team organises a virtual event involving all Barilla suppliers worldwide and presents D&I issues with the aim of developing the same programme within their organisations.

WeConnect International, a global non-profit organisation that connects female-led companies with motivated buyers, large corporations, multilateral and governmental systems, in partnership with Disability:IN and the National LGBT Chamber of Commerce (NGLCC), **recognised Barilla as one of the Global Silver Champions for Supplier Diversity & Inclusion for 2023**, an improvement on the Bronze achieved the previous year. The Silver level represents a commendable commitment to global supplier diversity and inclusion in terms of increased investment, inclusive policies and procedures.

BEST PLACES TO WORK FOR LGBTQ+ EQUALITY 2023



Since 2013, for 10 years running Barilla has scored **100%** on the **Human Rights Campaign (HRC)**'s **Corporate Equality Index (CEI)**, which annually ranks major companies based on their **support for LGBTQ+ employees**.

The CEI is a national benchmarking tool on company policies and practices related to LGBTQ+ (lesbian, gay, bisexual, transgender and queer) employees and the Human Rights Campaign is the largest civil rights organisation in the US working to achieve LGBTQ+ equality.



OUR MAIN NEWS...

BARILLA ENTERS THE LATINO EQUITY 100 LIST



Latino Magazine included **Barilla America** in its **Latino Equity 100** list, recognising it as one of the best places to work for people of Hispanic/Latino descent. This acknowledgement is down to the everyday commitment of Barilla's employees and Employee Resource Groups (ERGs), who constantly strive to improve diversity and inclusion in the company, making it an increasingly enjoyable place to work. In addition, Erin DeChiara, Customer & Trade Marketing Director at Barilla Americas, was recognised as one of the three winners of the Brava Award. The Brava Award recognises Latina leaders for their role in achieving business results, valuing diversity and inclusion in the workplace, and improving the communities in which Barilla operates.¹

Barilla was also awarded the **Brava Award** for its commitment to social inclusion in compliance with the rules of responsibility in the Internal Communications category, for the 'ThisAbility' project, launched to raise awareness of inclusion in the world of work and make it a more reassuring and socially cooperative place.

Barilla's commitment to the activities that have marked the **journey from 'disability to possibility'** since 2018 has been recognised.

ACHIEVEMENTS OF THE GLOBAL DIVERSITY & INCLUSION BOARD

In 2013, Barilla established a Global Diversity & Inclusion Board, consisting of Barilla employees from around the world and external consultants. The role of Chief Diversity Officer was also introduced; since 2020 Floriana Notarangelo holds this position reporting directly to the CEO.

The Board is composed of an **Advisory Committee**, with external experts offering advice and suggestions on equality and inclusion, and an **Operational Committee** of Barilla employees, who identify objectives and initiatives to promote equality and monitor the Group's progress.

In conjunction with the Internal Audit team, Barilla has developed a comprehensive overview of the Diversity & Inclusion area, focusing mainly on the structure and activities of the D&I Board and the D&I Committee.

Initially, the areas of **D&I protection**, outlined in the Code of Ethics and Code of Conduct, and the activities reported in the 2022 Sustainability Report were identified. The legal and regulatory D&I requirements for all legal entities in the group were then examined. The focus was on various topics such as family conditions, multiculturalism, sexual orientation, generational differences, gender balance and physical abilities.



ERGs

The important work of the **Employee Resource Groups (ERGs)**, voluntary groups consisting of, led and trained by Barilla people, continues unabated. The ERGs aim to promote an increasingly inclusive corporate culture and stimulate cultural change within the company, addressing issues ranging from disability to LGBTQ+ rights. There are currently **18 Barilla ERGs** worldwide, actively involving almost 2,000 people in various D&I initiatives.

The latest is **BeKindToNature**, the aim of which is to promote awareness and inspire individuals and organisations towards sustainability through eco-conscious initiatives that can generate positive effects on our working environment, community and planet.

In line with the active listening approach among employees, focus groups have been organised on the topics of flexibility and personal autonomy. These topics were crucial for the employees and the intention is to explore them further in order to gather useful ideas for further opportunities and improvements.



TALENT ATTRACTION & DEVELOPMENT

RETENTION & ATTRACTION

Barilla searches for potential candidates through various channels, including **university collaborations**, **recruitment events**, **job advertisements** and **social media platforms**.

Using data analytics, Barilla proactively interacts with potential candidates who mirror the company culture. Barilla's commitment to creating an **attractive brand** in which to work reflects its dedication to **sustainability**, **diversity** and **innovation**, succeeding in attracting candidates with similar interests.

Barilla offers a variety of **benefits and growth opportunities**, including training programmes, mentoring and career advancement pathways. For a comprehensive assessment of candidates, Barilla uses various techniques, including behavioural and competency-based interviews and other tools such as assessments and simulations.

These methods enable Barilla to assess the skills, experience and potential fit of candidates within the organisation.

TALENT MANAGEMENT

Barilla has adopted an effective Talent Management system to ensure **continuous professional development for its employees**.

By means of annual evaluations, each staff member is examined and placed in a specific category, to suggest **possible professional development and career advancement**. In addition, the talent management approach makes it possible to recognise and develop individuals with promising performance and potential, designating them as junior or global talent. These people follow targeted development pathways, which prepare them to assume **leadership roles** in the Group over the next five to ten years.

In summary, Barilla's talent management strategy focuses on **fostering a culture of learning and development** in order to attract and retain the best talent, offering them **opportunities for growth and advancement**.

3,206 BARILLA PEOPLE
INCLUDED IN THE ANNUAL
PERFORMANCE AND **TALENT**
MANAGEMENT SYSTEM
(42% OF WHOM WERE **WOMEN**)



HIRES BY GEOGRAPHICAL AREA AND GENDER

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Italy	113	70	183	106	76	182	114	87	201
Rest of Europe	144	86	230	211	101	312	170	69	239
Americas	107	58	165	105	55	160	76	39	115
AAA	34	12	46	9	22	31	12	11	23
Rest of the world	60	22	82	45	30	75	13	33	46
Total	458	248	706	476	284	760	385	239	624

TERMINATIONS BY GEOGRAPHICAL AREA AND GENDER

	2023			2022			2021		
	Uomo	Donna	Totale	Uomo	Donna	Totale	Uomo	Donna	Totale
Italy	186	54	240	189	61	250	158	45	203
Rest of Europe	174	99	273	165	108	273	154	57	211
Americas	103	38	141	100	50	150	70	39	109
AAA	30	22	52	10	15	25	15	10	25
Rest of the world	37	23	60	34	25	59	13	8	21
Total	530	236	766	498	259	757	410	159	569

HIRES BY GEOGRAPHICAL AREA AND AGE BRACKET

	2023			2022			2021		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	85	94	4	84	93	5	121	77	3
Rest of Europe	94	119	17	118	179	15	90	129	20
Americas	64	82	19	62	75	23	48	48	19
AAA	22	23	1	18	13	0	8	15	0
Rest of the world	26	51	5	21	51	3	18	27	1
Total	291	369	46	303	411	46	285	296	43

TERMINATIONS BY GEOGRAPHICAL AREA AND AGE BRACKET

	2023			2022			2021		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	17	59	164	22	64	164	19	29	155
Rest of Europe	61	136	76	51	151	71	46	88	77
Americas	50	66	25	46	74	30	30	48	31
AAA	8	33	11	9	16	-	5	16	4
Rest of the world	10	34	16	8	31	20	1	19	1
Total	146	328	292	136	336	285	101	200	268

TURNOVER RATE BY GENDER³

POSITIVE STAFF TURNOVER RATE

2023			2022			2021		
Male	Female	Total	Male	Female	Total	Male	Female	Total
8.3%	9.6%	8.7%	8.5%	11.1%	9.3%	6.9%	9.3%	7.6%

NB: Data on the positive staff turnover rate refer to Barilla Group employees on permanent contracts.

NEGATIVE STAFF TURNOVER RATE

2023			2022			2021		
Male	Female	Total	Male	Female	Total	Male	Female	Total
9.6%	9.1%	9.5%	8.9%	10.1%	9.3%	7.3%	6.2%	6.9%

NB: The figures concerning the negative staff turnover rate refer to Barilla Group employees on permanent contracts.

TURNOVER RATES BY AGE BRACKET

POSITIVE STAFF TURNOVER RATE

2023			2022			2021		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
32,4%	9,5%	3,1	33,0%	15,4%	3,1%	32,8%	7,2%	1,3%

NEGATIVE STAFF TURNOVER RATE

2023			2022			2021		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
16.3%	8.4%	8.4%	14.8%	12.6%	19.0%	11.6%	4.8%	8.4%

Further elements aimed at enhancing Barilla's people retention are the focus on resource growth, promoted by training programmes, employee engagement, fostered and strengthened by internal communications, and work flexibility, facilitated by the introduction of smart working.

3. In the calculation of new hires and the turnover rate (GRI indicator 401-1), employees on a permanent contract type were considered; employees with a fixed-term contract were excluded

BARILLA LEARNING & DEVELOPMENT

At Barilla, **training pathways** have been defined to **foster the professional growth of its People**, expanding their knowledge and skills and investing in each person's potential. In 2023 alone, this commitment resulted in **166,395 hours of training** delivered, with an investment of **over 4€ million**.



The Group uses the **Barilla Learning & Development** programme, designed to adapt to different learning needs. It constitutes an eco-system that integrates interactive classrooms, e-learning modules and webinars, thus creating engaging and varied learning paths.

Within the learning platform, Barilla offers additional resources to explore content further and tools to monitor progress and identify areas for improvement. The Group does not limit itself to the traditional approach: the programme also includes coaching and mentoring to foster individual growth, focusing not only on technical skills, but also stimulating critical thinking, adaptability and leadership skills, which are necessary in today's professional landscape.

In summary, the Barilla Group offers flexible and customisable learning modules aimed at promoting comprehensive professional growth.

AVERAGE TRAINING HOURS BY CATEGORY AND GENDER (ITALY)

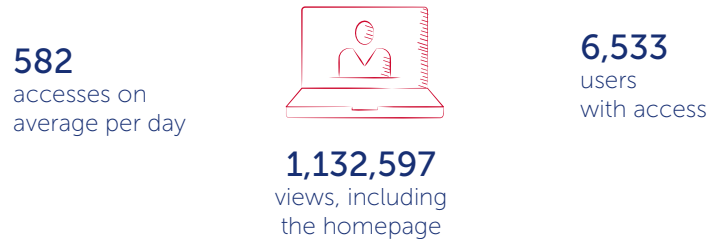
	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executives	9.93	16.33	11.73	16.86	17.14	16.94	6.88	5.20	6.46
Managers	18.16	17.89	18.06	24.84	18.58	22.31	15.04	18.53	16.39
White-collar workers	22.11	20.47	21.41	22.89	19.32	21.39	23.37	24.72	23.91
Blue-collar workers	15.70	8.50	13.90	13.50	7.81	12.12	12.75	6.41	11.23
Salesforce	10.60	19.11	12.72	13.02	17.64	14.20	14.98	18.91	15.92

AVERAGE TRAINING HOURS BY CATEGORY AND GENDER (GROUP)

	2023			2022			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Executives	13.51	16.67	14.50	22.45	29.54	24.50	9.13	17.32	11.30
Managers	14.15	15.14	14.55	19.54	20.92	20.13	15.77	17.84	16.60
White-collar workers	20.97	14.98	18.15	25.87	14.63	20.32	21.38	18.43	20.02
Blue-collar workers	23.98	18.72	22.67	16.75	11.91	15.54	14.25	10.66	13.36
Salesforce	10.17	14.43	11.46	10.11	10.77	10.32	10.85	10.96	10.88

INTERNAL COMMUNICATIONS

Since 2020, internal communications have gained strategic importance within Barilla, keeping employees up to date on key events and issues. In line with this objective, the introduction of a new strategy and the arrival of the new CEO in 2023 were announced through various internal channels: videos distributed globally, two **B Together** events, newsletters and news published on Barilla's internal portal, known as OneBarilla. In 2023, this portal recorded the figures below:



To engage all Barilla people in the company's strategies and initiatives, the following internal events were planned for 2023:

- **Two Global Town Halls** in April and October, where results on the company's performance and major initiatives were shared.
- **Two B Together 2023** events in June and December, with a specific focus on the new strategy and business model. Over **100 global newsletters** on specific topics, such as the launch of the Sustainability Report, D&I initiatives, the work@Barilla programme.

B TOGETHER 2023 KPI'S



SMART WORKING

Since 2013, Barilla has been implementing hybrid working methods via smart working, which has been gradually **extended** over the years **to the entire company population**.

Smart working means giving our people the choice of where and how they work. With the **Work@Barilla** project, people have the option to determine their own way of working according to personal and business needs.

The project is based on **three integrated pillars**:

TECHNOLOGY

the most advanced tools enabling **mobility and virtual collaboration**, making work more **efficient and faster**

WORKSPACES

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

NEW PRACTICES

new **practices and behaviours** that enable employees to work towards **higher performance more flexibly**, depending on business needs.



INDUSTRIAL RELATIONS

Barilla works with the relevant **trade union organisations** to create a constructive and effective dialogue based on fairness and openness. Trade union interaction is handled on a range of levels:

○ **EUROPEAN WORKS COUNCIL (EWC)**: a trade union body that facilitates dialogue between the company and trade unions through a process of information and consultation. Its operations are governed by a trade union agreement between the central management and representatives of the European countries in which the company operates. The EWC representatives are appointed by the trade unions in the countries involved and are supported by the European Trade Union Federation.

○ **NATIONAL TRADE UNION COORDINATION OF THE R.S.U. (UNITARY WORKPLACE UNION STRUCTURES)**: the trade union representative body at national level (Italy) covering the general issues affecting the Group's activities, especially the economic and organisational dynamics at sites in Italy. It discusses and signs agreements of national importance. Its representatives are chosen by the national trade unions from among United Trade Union Representatives and are supported by Territorial Trade Union Secretariats.

○ **UNITED UNION TRADE UNION REPRESENTATIVES (R.S.U.)**: they represent individual sites or organisational areas and are present in all Italian units (factories, mills, headquarters, sales area), dealing with local issues relating to safety, work organisation, production, employment, training and contracts. The trade union representatives are elected periodically through procedures organised by the trade unions and are supported by the territorial trade union secretariats.

In **2023**, of the total number of hours worked, **only 0.1% were affected by strikes**, partly as a result of a well-established system of constructive and fruitful industrial relations.

On **18 July 2023**, an agreement was signed between Barilla and the food industry unions to renew the supplementary labour contract (2023-2025), providing for an increase in the bonus for objectives of up to €260 per month. The agreement also includes the creation of an hours fund to support workers with specific personal or family needs, with the company contributing 24 hours per case. In addition, 16 paid annual hours were added for the care of young children and elderly parents.



HEALTH & SAFETY

“Putting Barilla people's Health & Safety first”

Aspects and issues relating to **people's health and safety** are **prioritised in determining** the company's **organisational choices and culture**.

The main objective is to achieve **zero accidents** by defining a set of guidelines and actions to co-ordinate initiatives and actions, as well as by fostering a proactive attitude towards safety and an open and constructive dialogue between management and workers at all company sites.

The main activities implemented to mitigate accident risks include continuous training and information, supervision and control activities to ensure compliance with company directives, delivery and use of personal protective equipment (PPE), and maintenance of machinery and equipment.

To this end, the **Culture on Safety project** was launched at Italian sites in 2021, with the aim of a further extension to overseas sites, to raise awareness of health and safety issues in the workplace, and to change behaviour and corporate culture.

In addition, a **“Safety Virtual Game”** has been implemented at all Italian plants, with the intention of promoting training on the occupational health and safety of workers.

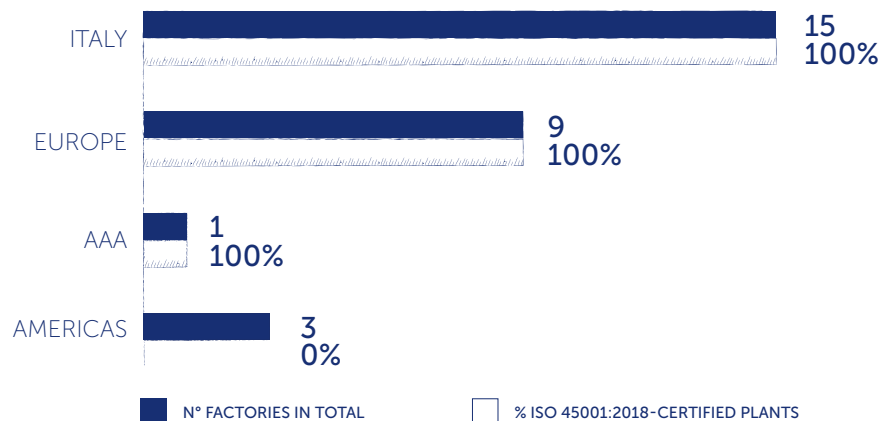
In addition to the measures mentioned above, the Group has adopted a specific **Corporate HSEE Policy** to protect health and safety in the workplace. At Group level, the HSEE Unit is responsible for drawing up guidelines on specific health and safety issues, which are implemented by the HSEE managers and professionals at the production sites, and in turn provides specific operational instructions on the management of health and safety risks in the plants.



The main documents in the field include the **Barilla Fire Safety Manual**, the first company guidelines drawn up over 15 years ago, which set out all the company's best practices for fire and explosion prevention. In addition, Barilla has introduced Integrated Management Systems in its production plants, in line with UNI ISO 45001 on health and safety issues, and with UNI EN ISO 50001 and UNI EN ISO 14001 for the management of environmental and energy impacts.

**92% OF EMPLOYEES WORK
IN UNI ISO 45001:2018-CERTIFIED
PRODUCTION FACILITIES**

ISO 45001:2018-CERTIFIED FACTORIES WORLDWIDE



For over a decade, the Group has been working on certifying its occupational health and safety management systems, covering more than 90% of its plants with external certification by an independent third party.

At Barilla, **audits** of various kinds (third-party verification, internal and departmental audits) are conducted to verify compliance with laws, local regulations and international standards on health and safety, fire prevention, the environment and energy.

On an annual basis, the HSEE team conducts audits⁴ of all production facilities, which generally include document checks, site visits and employee interviews.

Specific audit activities are also carried out on contractors operating at Barilla's factories, to verify their compliance with applicable laws and local regulations. All contractor activities are monitored locally by the HSEE Plant Manager/Professional.

The Group constantly monitors the company's healthcare via supervision by the Occupational Physician, as the competent entity. Once hired, all Barilla employees must undergo a medical examination by the **Occupational Physician** at the relevant plant. The frequency of these examinations is determined by the competent doctor, based on the risk assessment corresponding to each employee's role.

To promote the health of its employees, Barilla runs annual flu vaccination campaigns in all Italian factories and offices and, when possible, also abroad, together with regular awareness campaigns on health and prevention issues (e.g. postural training for offices). To strengthen and disseminate a shared and integrated health and safety at all company levels, the Group emphasises the need and importance of promoting dialogue and discussion, specific communication plans and training. Barilla is committed to implementing a participatory system through shared reporting platforms and through the **Workers' Safety Representatives** (WSR). Specifically, they represent and safeguard workers' rights in the area of safety in the workplace by guaranteeing the improvement of its quality and psychological/physical working conditions, by fostering dialogue between the company and its workers.

4. In 2023, over 110 audits were conducted at plants to verify compliance with local occupational health and safety rules and regulations and alignment with applicable regulations and certification standards.

In addition, Barilla considers the role of training for workers to be fundamental, to enable them, in the performance of their duties and tasks, to adopt the utmost care and diligence in aspects related to their own health and safety and that of others. The Group provides **ad-hoc training to all new recruits**, and when changing roles, with a specific focus on the main risk areas related to the job. In addition, emergency teams attend specific courses on fire and explosion prevention and first aid.

In 2023, training courses on safety culture were developed, to increase people's awareness of these issues. In total, some 80,000 **hours of training** were delivered to the Barilla workforce on these topics in 2023 (including training activities carried out in the factories by temporary workers and practical tests).

Since 2020, Barilla has been using the **CSR Tool** to monitor trends in accidents and the nature of occupational diseases, both for its own employees and for non-employees⁵. In addition, accident reduction targets are set every year for each Barilla factory. These data are monitored monthly through an internal tool known as the Supply Chain Scorecard, which allows analyses and comparisons to be made between the various plants on the basis of specific predefined KPIs (on issues related to health and safety, environment, energy, production, complaints, etc.).

In 2023, the total number of hours worked by Barilla employees was 12,643,516⁶, during which 111 accidents were recorded, a decrease of 58% compared to 2010. Of these, five were classified as serious⁷. There was also one fatal accident in AAA in 2023.

Injuries are mainly due to slips and falls, bruises or crushing, impacts against work equipment, human-machine interaction (blows or cuts), etc.

5. The figures for non-employee workers (mainly temporary and agency workers) are indicative and, due to difficulties in finding information, do not include all operational sites. Accidents (among both employees and non-employees) are mainly due to slips and falls, bruises or crushing, impacts against work equipment, accidents due to human-machine interaction (blows or cuts) and unco-ordinated movements.

6. The total number of hours worked by Barilla employees has been calculated by considering 1,800 hours per capita per year for offices abroad.

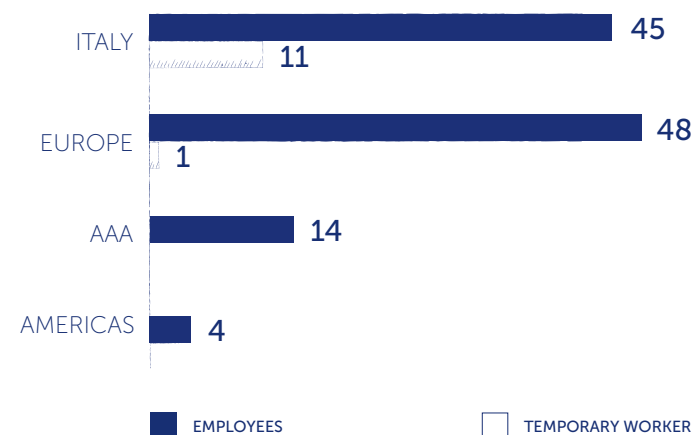
7. An accident is classified as serious if it causes an absence from work of more than 180 days.

With regard to occupational diseases, 10 cases occurred (2 in Italy, 5 in the Rest of Europe and 3 in America).

There were 12,173 reports and near-misses (662 in Italy, 11,260 in Rest of Europe, 3 in AAA and 249 in America), approximately 29% more than in 2022.

With regard to non-employed workers, 12 accidents were recorded, none classified as 'serious' and no cases of occupational diseases.

ACCIDENTS BY GEOGRAPHICAL AREA



OCCUPATIONAL HEALTH & SAFETY INDICATORS FOR EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2023	2022	2021
8.78	6.68	6.13

Rate of recordable accidents at work calculated as follows: (total number of recordable accidents/total number of hours worked)*1,000,000.

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATHS)		
2023	2022	2021
0.40	0.57	0.22

Rate of accidents at work with serious consequences calculated as follows: (total number of accidents at work with serious consequences/total number of employees) *1,000,000.

RATE OF DEATHS DUE TO ACCIDENTS AT WORK		
2023	2022	2021
0.08	0	0

Mortality rate due to accidents at work: (no. of deaths due to accidents at work/no. of hours worked) * 1,000,000.

ACCIDENT SEVERITY RATE		
2023	2022	2021
0.29	0.25	0.21

Severity rate calculated as: (total number of days of absence due to accident/total number of hours worked) *1,000

ACCIDENT INCIDENCE RATE		
2023	2022	2021
1.34	1.11	1.00

Incidence rate calculated as: (total number of accidents/total number of employees) *100.

OCCUPATIONAL HEALTH & SAFETY INDICATORS FOR NON-EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2023	2022	2021
12.75	16.66	15.76

Rate of recordable accidents at work calculated as follows: (total number of recordable accidents/total number of hours worked)*1,000,000.

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATHS)		
2023	2022	2021
0	3.20	-

Rate of accidents at work with serious consequences calculated as follows: (total number of accidents at work with serious consequences/total number of hours worked) *1,000,000.

POSTURAL/FUNCTIONAL GYMNASTICS & HATHA YOGA PROGRAMMES

To improve its people's psychological and physical well-being, Barilla has launched a postural/functional gymnastics programme in 2022 and a Hatha Yoga programme, also confirmed for 2023.

The aim of such a programme is to improve psychological and physical well-being by correcting bad postural habits due to excessive activity, sedentary living or work involving incorrect posture.



COMMUNITY RELATIONS

—

“Supporting non-profit organisations that support communities in need is a concrete commitment Barilla has made for years”

Barilla has always emphasised a **deep-rooted connection with local communities**, demonstrating not only a profound connection with the city of Parma, but also attention to the needs of the various communities in which it operates. Forming meaningful relationships and fostering values that generate community benefits are fundamental aspects of the Group's work.

Barilla has long been involved in numerous actions and projects aimed at **facilitating access to food for communities in need, promoting nutrition education, social inclusion and local economic development**. In parallel, Barilla has built and strengthened a tight-knit network of partnerships with local authorities, charities, local companies and non-profit associations, through sponsorships and donations of both money and products.

Barilla's work has long been characterised by the adoption of a **systemic co-planning approach**. This process begins with the identification of community needs and priorities, moves on to co-design

**Over €3 million
donated in 2023**

with the relevant local authorities and implementation, and ends with the verification of results with a view to continuous improvement.

Over 3,200 tonnes of food products donated in 2023

Barilla ensures that all activities are carried out in compliance with the law and with transparency, and to this end has drawn up a specific policy, "Non-Profit and Charitable Contributions", setting out the roles, responsibilities and operational arrangements for managing charity and donation activities.

Throughout its history, Barilla has contributed to complex situations. Specifically in the last three years, it has worked to tackle the flooding emergency in Emilia-Romagna and support communities affected by natural disasters, actively supporting international organisations, institutes, associations and NGOs (such as the Red Cross, UNHCR, UNICEF and Caritas International).

Over 1,000 hours of corporate volunteering in 2023



DONATIONS

The following non-profit organisations accounted for 85% of the total donations:

- Worldwide: Food banks network
- Europe: European Food Banks Federation
- Banque Alimentaire and Restos du Cœur in France
- Food Bank in Germany
- Sam-help, Gnosjohelper, OSS-help in Sweden
- America/United States: Feeding America, Food Bank in New York, Bancos de Alimentos in Brazil
- Italy: Banco Alimentare, Caritas, Emergency, Community of Sant'Egidio, Community of San Patrignano, Network of Solidarity Stores, Daily Bread, Apostolic Electorate, Red Cross/Civil Defence
- AA&A: Food Bank Australia, TIDER Food Bank in Turkey



OUR SUPPORT FOR PEOPLE AFFECTED BY NATURAL DISASTERS



Barilla has played a significant role in supporting local populations affected by natural disasters, by implementing initiatives aimed at affected communities.

One of the best known examples of this commitment is the **donation of €1 million to the Civil Defence to support victims of the floods in Emilia-Romagna**. The support was not limited to the economic aspect: Barilla worked closely with the Civil Defence to identify the worst affected communities and their main needs, and involved its engineers and technicians in the identification and implementation of reconstruction projects.

Following the same approach, after the terrible earthquake in L'Aquila, Barilla contributed to the reconstruction by donating a gymnasium to the village of San Demetrio. These initiatives show Barilla's active approach to supporting communities during crises, offering not only economic support, but also services and infrastructure.

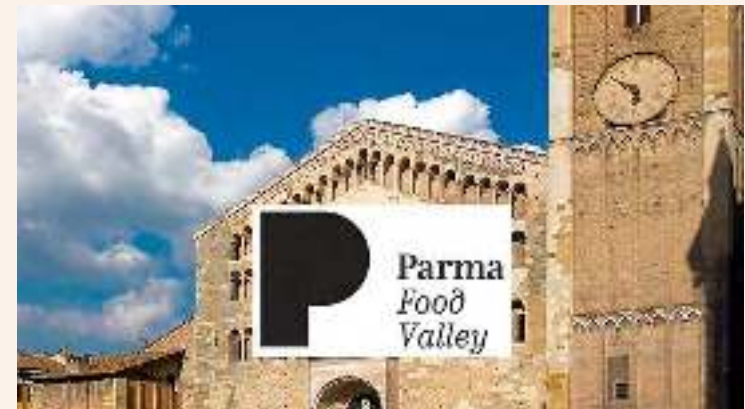


SOCIAL COMMITMENT & RESPONSIBILITY: BARILLA'S ROOTS IN PARMA

Rooted in the heart of Parma, a city declared a **Unesco heritage site for gastronomic creativity**, Barilla's activities emphasises the unbreakable bond between the company and the local area.

In this context, the **Food Valley** is a hub to recognised and leverage Parma's culinary wealth, combining **prosciutto, pasta, Parmesan cheese and fish**. The area has therefore become a true epicentre of quality food production.

Barilla, in particular, has become its beating heart, embodying the legacy and future of Parma gastronomy. To confirm its commitment to the community, the company **annually donates medical equipment to the Pietro Barilla Children's Hospital**. This gesture demonstrates not only Barilla's great attention to the health and well-being of local children, but also its long-term commitment for its resources to serve the community.



DYNAMO CAMP



Dynamo Camp is the **first recreational therapy camp in Italy**, which for years has offered a safe and fun refuge for children and young people suffering from serious or chronic illnesses, as well as their families, free of charge.

Not just a holiday resort, it is also opportunity to receive qualified assistance. Dynamo Camp aims to help young guests rediscover peace of mind, a carefree attitude and above all self-confidence.

Always keen to support charities, Barilla gave its employees the opportunity to **apply to become corporate volunteers at Dynamo Camp** during the year.



BARILLA OPEN DOORS 2023

To bring people closer to its values and products, Barilla has successfully developed an experiential route for external guests at the Pedrignano factory near Parma.

237 free guided tours were held from June to November with 4,033 people (both private individuals and students and members of associations, organisations and institutions); modular **storytelling tours** included **elements of the Barilla Collection of Modern Art**, the **Barilla Historical Archive** and the **Barilla Pasta Factory in Pedrignano**, with excellent feedback from participants (satisfaction index 97/100).



Barilla agriBosco

On 21 November 2021, to coincide with **National Tree Day**, "**agriBosco**" was unveiled, in a joint initiative involving Barilla, Legambiente and AzzeroCO2.

The project site is located in Parma, near Barilla's pasta-making plant, and covers **23 hectares of land**.

During **Cibus 2022**, Barilla opened the agriBosco to employees and local communities, offering the possibility to walk through sunflower fields and sustainably cultivated fields of common and durum wheat. Visitors can also explore a forest of almost **3,000 trees of native species**, selected in conjunction with the **KilometroVerdeParma** Forestry Consortium.

The agriBosco also features **themed trails focusing on sustainable agriculture, beekeeping, biodiversity conservation and water saving**. The areas are also available for **recreational and social activities**, such as sharing vegetable gardens and farm orchards for children, schools, associations and adults.

According to **AzzeroCO2** estimates, Barilla's agriBosco, which covers more than 54,000 m², will contribute by **absorbing 13,000 kgCO_{2eq} per year for the next 100 years**.

agriBosco



LEGAMBIENTE

Legambiente, an Italian environmental association, **supports companies in their corporate volunteering activities** by organising ad-hoc days for employees.

The activity proposed to Barilla **concerned the cleaning of the Falcone Borsellino Park and the I Maggio (former Eridania) Park**, located in Parma. Specifically, the brand's employees were invited to take to the field to participate in a half-day corporate volunteering activity to clean the two aforementioned parks. Participants were responsible for collecting waste in the areas entrusted to them by "plogging", a new eco-friendly trend that consists of picking up waste the person sees while jogging or engaging in another outdoor sport.



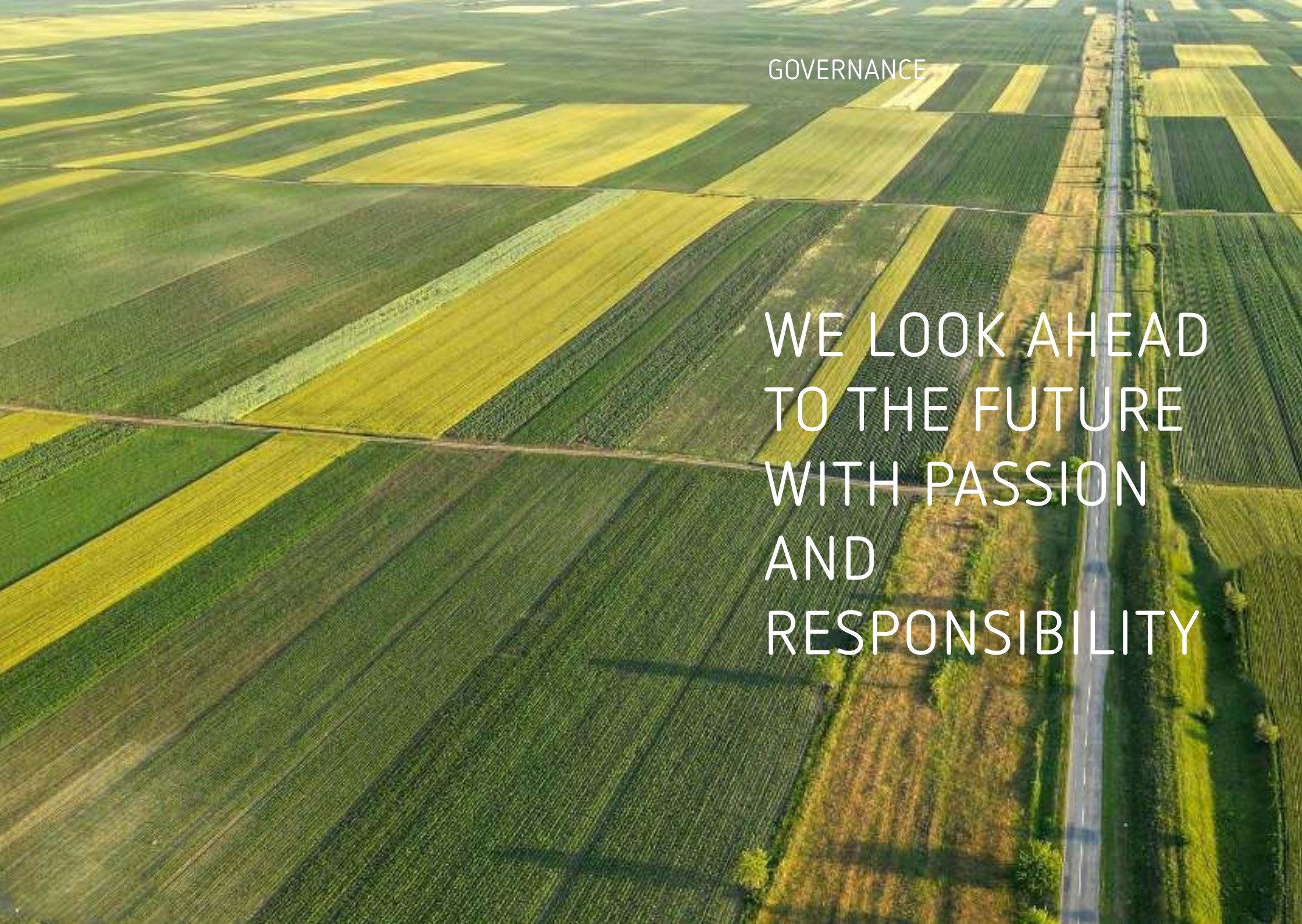
CORPORATE VOLUNTEERING: BARILLA – BANCO ALIMENTARE INITIATIVE

The mission at **Banco Alimentare**, an umbrella body that works with 7,600 charities, is to **raise awareness in society about the importance of food, the need for sharing and the issue of food waste**.

Barilla has long been a strategic partner in terms of the quantity and variety of products donated, and indeed is the **leading donor of surplus food in terms of quantity**. The sensitivity of Barilla's people, together with the Banco Alimentare network in support of the most vulnerable, is a fundamental element in giving others a small moment of happiness and joy, especially in times of difficulty.

As such, in March 2023, the **"International Day of Happiness"** was organised, as an event promoted by Mulino Bianco and Banco Alimentare. During this day, 160 Barilla employees engaged in voluntary work in 10 Italian regions, preparing food parcels for families in need. It resulted in the **donation of approximately 16 tonnes of food products**.





GOVERNANCE

WE LOOK AHEAD
TO THE FUTURE
WITH PASSION
AND
RESPONSIBILITY

CORPORATE GOVERNANCE

The Barilla Group has adopted an **administration and control system** based on the **traditional model**, which includes:

BOARD OF DIRECTORS¹

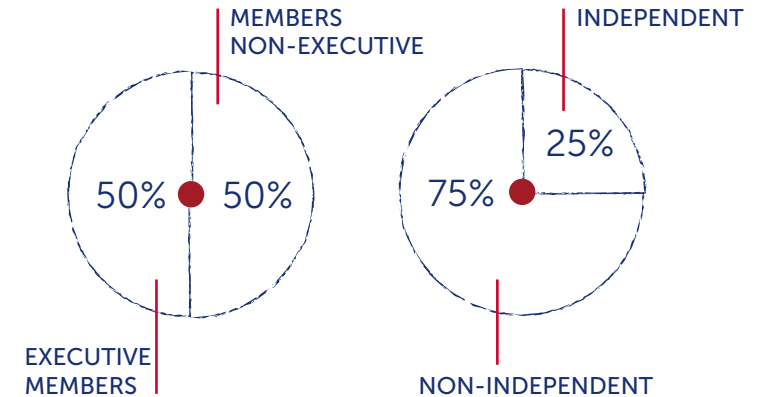
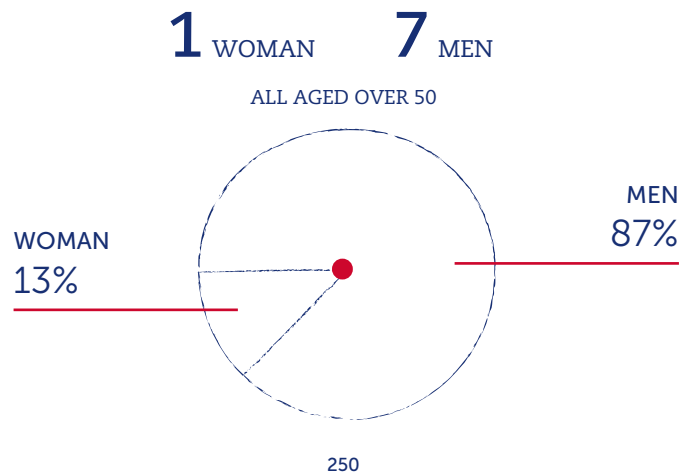
It consists of eight directors: four executive and four non-executive (including two non-independent). The Board is responsible for the ordinary and extraordinary management of the Company, assesses the adequacy of the organisational, administrative and accounting structure, and is responsible for the broader evaluation of management performance. Barilla has appointed a Remuneration Committee, a Strategy Committee and an Ethics and Compliance Committee, in addition to the Supervisory Board, in accordance with Legislative Decree 231/2001

BOARD OF STATUTORY AUDITORS

Consisting of five auditors appointed for three financial years, it monitors compliance with the law, the Articles of Association and compliance with the principles of proper administration.

SHAREHOLDERS' MEETING

Appoints the members of the Board of Directors and Board of Statutory Auditors, and approves the financial statements



¹ The current members of the Board have been in office for one year. As set out in the Articles of Association, the duration of their term of office is one to three years and is established from time to time by the Shareholders' Meeting upon their appointment. Members are evaluated and appointed in accordance with the Italian civil law system, taking into account possible causes of ineligibility (and disqualification), as well as on the basis of shareholders' agreements and whether they possess specific skills. Members are eligible for re-election and, in the current formation, there are no members representing vulnerable or under-represented social groups.

In addition, again under the Articles of Association, the Board elects a Chairman if the Shareholders' Meeting has not done so, and one or more Vice-Chairmen, who remain in office for the entire duration of their term as Directors. In the event of the Chairman's absence or impediment, the Vice-Chairman and the oldest Director will take his/her place, in order. Specific functions are reserved for the current Chairman of the Board, including: the appointment and dismissal of Executives; the approval of Budgets and Business Plans (jointly with the General Manager); the approval of resolutions to be adopted by subsidiaries, with the exception of specific matters (for which the Board of Directors' approval is required under the Articles of Association); as well as the legal representation of the Company. The positions of Chief Executive Officer and General Manager were reconfirmed on 10 May 2023, as being held by another director.

To mitigate potential situations of conflict of interest, the Group has adopted a Code of Ethics. In addition, all Board members, upon appointment, are required to make a declaration stating that no conflict of interest applies (for further information, see the "Code of Ethics" section of this document).

Finally, it should be noted that two committees were established in 2022 with advisory functions – the Remuneration Committee, on 1 January 2022, and the Strategy Committee, on 27 October 2022 – to support the Board of Directors on specific matters. The Strategy Committee consists of four members, all men, three of whom are executive and non-independent and one of whom is non-executive and independent. The Remuneration Committee consists of four members, all men, two of whom are executive and non-independent and two of whom are non-executive and independent. The members of this committee also include an external consultant with expertise in remuneration matters.

REMUNERATION POLICIES

The process relating to remuneration policies, with reference to the members of the administration and management bodies, is entrusted to the Remuneration Committee, which is advisory in nature for the benefit of the Barilla Board of Directors and, considering that the Company has a managerial and operational remit in remuneration matters, also for the other Group companies.

The tasks assigned to the Committee include:

- **formulating opinions on the remuneration of Executives** (or similar managers) in terms of the fixed component (base salary and insurance benefits of other kinds) and/or in the variable component in whatever form expressed (short-term and/or long-term incentives and/or stock options and/or other bonuses in correlation with the targets set and company objectives);
- **formulating opinions and proposals on the remuneration of Executives with strategic responsibilities and the levels reporting to them** including the setting and reporting of targets against which performance is measured;
- **formulating opinions and proposals on the remuneration of Directors** (including those with proxies) to be submitted to the Ordinary Shareholders' Meeting and the Board of Directors respectively;
- **periodically assessing the adequacy and overall consistency of the remuneration systems** in place, including on the basis of comparisons with labour market practices and information drawn from available benchmarks, if necessary also with the assistance of external consultants;
- **monitoring the development and implementation of remuneration policies and practices**, proposed by the said Committee and approved by the Board of Directors, making recommendations where necessary.

SUSTAINABILITY GOVERNANCE

The changing legislative environment and increasing focus on sustainability require companies to reconsider how this is integrated into business strategies, reporting processes and governance models. Barilla has been voluntarily working on this integration for the past 15 years and has recently embarked on a process to redefine its **Environmental, Social and Governance (ESG) strategy** for 2024, in line with the company's broader strategic decisions. The intention is to make **ESG a catalyst for differentiation in the business**, to gain a competitive advantage and lay the foundations for compliance with existing and pending regulations.

To meet these challenges, Barilla has decided on new sustainability governance (**Barilla ESG Governance Ecosystem**), consisting of **three main working groups**: ESG Board, ESG Core Team and ESG Leaders.



A NEW SUSTAINABILITY GOVERNANCE

FROM STRATEGY

TO ROADMAPS AND ACTIONS

TO IMPACTS

BOARD OF DIRECTORS



ESG Board



ESG Core Team



ESG Leaders

ESG Leaders

ESG Leaders



Mirror groups

Mirror groups

Mirror groups

Mirror groups

ESG GOVERNANCE ECOSYSTEM

ESG BOARD

The **ESG Board**, made up of senior Company managers, provides strategic indications to contribute to formulating a long-term vision, to set short-term priorities for the company and to ensure the proper involvement of ESG leaders and teams. It is also responsible for sharing the Agenda with Barilla's Executive Committee and the Board of Directors for their final approval.

ESG CORE TEAM

The **ESG Core Team** supports the **ESG Board** in defining the **sustainability strategy** and its subsequent transposition into a roadmap and implementation plan, for which it is responsible for co-ordinating the various initiatives and for involving internal and external stakeholders. It also monitors and manages the overall performance of the ESG portfolio, ensuring consistency with the corporate strategy. Finally, the ESG Core Team provides intelligence by identifying the main emerging trends, benchmarking the main market players and related best practices, to contribute to the dissemination and awareness of ESG issues together with ESG leaders.

ESG LEADER

ESG Leaders – representatives of individual areas of the company (Processes and Business Units) contribute to the development of the **ESG plan**, by identifying significant initiatives and involving key figures in their implementation. Once the plan has been decided on, Leaders are responsible for the initiation and execution of activities within the different business units, and for the evaluation of the ESG KPIs related to these initiatives. They play a crucial role in promoting an ESG culture within the company, acting as ambassadors and experts on sustainability issues in their respective areas. In addition, ESG Leaders have the task of forming "Mirror Groups", i.e. teams of people to become points of reference, who will be crucial for the success of ESG initiatives.

CODE OF ETHICS

Barilla's Code of Ethics is the document that sets out the corporate culture and formalises the values the Company recognises in itself and on which it bases its way of doing business, by respecting and protecting the interests of all individuals and the planet on which we live.

The Code of Ethics² hereinafter "the Code"), is at the apex of the Group's internal management policies and procedures, is approved by the Parent Company's Board of Directors, and forms an integral part of the **Organisation, Management and Control Model** (hereinafter "the Organisational Model" or "OM"). It is also adopted by the Group in accordance with Legislative Decree 231/2001, and sets out the values, guidelines and ethical principles to which those working for the Company (Barilla People and stakeholders) must adhere in their everyday work. Both the Code and the OM are published on the website (www.barillagroup.com.it >



² The Code of Ethics was approved by the Company's Board of Directors on 27 February 2019. The latest version was approved on 31 January 2024.

"About Us" > "Code of Ethics" > "OM – Barilla Iniziative S.p.A.") and on the whistleblowing platform, both of which are public, as well as on the company intranet.

In defining its values, the Code draws inspiration from some of the main international benchmarks on rights: the UN Universal Declaration of Human Rights, the International Labour Conventions and Recommendations issued by the International Labour Organisation (ILO), the Earth Charter drawn up by the Earth Council and the principles set out in the Global Compact proposed by the UN. The Code expressly provides for a commitment to pursue a production model that respects human rights, the regenerative capacity of the Earth and the wellbeing of the community, promoting human development in an equitable and sustainable manner, in the knowledge that social and ethical responsibility also extends to communities, especially in developing countries that produce raw materials used for certain products. In addition, the Document considers the **"Precautionary Principle"**, i.e. the principle that, in the event of doubt as to the harmlessness to the environment or health of a product or production method, the burden of proof that it is not harmful must be borne by the manufacturer.

The Code is shared with all Barilla People upon employment (in the form of a clause included in employment contracts, according to which each employee undertakes to comply) and through specific training plans and awareness-raising and communication activities; it is also shared with business partners at the beginning of each relationship (in the form of a clause included in contracts, according to which each third party undertakes to comply).

The control of compliance with the Code of Ethics, on a global level, is entrusted to the Group **Compliance and Audit Committee**, which, together with the Supervisory Board referred to below, provides indispensable structured and systematic oversight of the governance, risk management and internal control practices of the corporate organisation. This Committee is also tasked with overseeing internal and external audit activities, thus ensuring that Barilla constantly continues to operate in accordance with the highest level of integrity and ethical standards.

Adherence to the Code and to the Organisational Model is further guaranteed in Italy by the **Supervisory Board**, made up of two external members and one internal member, selected in such a way as to guarantee the autonomy, independence, professionalism and continuity of the Board's work, as further structured and systematic oversight of the governance, risk management and internal control practices of the corporate organisation, including by ensuring and promoting compliance with applicable regulations and the Barilla Code, policies and procedures. This Committee is also tasked with overseeing internal and external audit activities, thus ensuring that Barilla continues to operate in accordance with the highest level of integrity and ethical standards.

For all Barilla People and the Company's stakeholders to report, in good faith, conduct not in line with the Code of Ethics, Policies and Procedures or applicable regulations, the Group has set up a **whistleblowing system**, consisting of a multi-language online platform, accessible through the corporate intranet (OneBarilla > Ethics & Compliance > Whistleblowing), the Group's institutional website (barillagroup.com > "About Us" > Whistleblowing), a dedicated telephone line, again multilingual, the contact details of which can also be found on the aforementioned platform, and specific e-mail addresses for that purpose. These channels, and the activities resulting from the receipt of any reports, are managed in compliance with current whistleblowing legislation.

Barilla also provides the option for the whistleblower to approach the Group Compliance and Audit Committee directly, instead of the Local Whistleblowing Committees, where applicable. The methods and operating instructions on the use of whistleblowing channels are duly set out in the Corporate Policy on Whistleblowing, supplemented on the basis of applicable national regulations by specific local Policies, available to Barilla People and to the Company's stakeholders on the aforementioned online platform and, for Barilla People, on the corporate intranet. The Company is committed to ensuring the utmost confidentiality in the handling of reports and will not tolerate any form of retaliation that may result from the report. Eight reports were received via the whistleblowing system in

2023 (14 in 2022), which were followed up on a case-by-case basis with preliminary investigations which, in some cases, were followed by corrective action and, in some cases, were closed if the reported conduct was found to be unfounded after adequate investigation.

The Code also governs **conflicts of interest**; to this end, Barilla and its people undertake not to engage in any conflict of interest, potential or otherwise. Any company representative who considers themselves to be affected by a conflict between their personal interest, on their own behalf or on behalf of third parties, and the interests of the Company, must immediately inform their line manager, the Board of Directors, the Board of Statutory Auditors and/or the Supervisory Board/Global Ethics and Compliance Committee, as appropriate, while the specific rules laid down in the Civil Code remain valid. In addition, members of the Board of Directors are required to disclose any interests they may have in the Company's operations, in accordance with the Italian Civil Code and the Company's Code of Ethics³.

³ Specifically, Board members, upon appointment, are required to make a declaration stating that no conflict of interest applies. In the event that they have an interest in a certain transaction submitted to the Board of Directors for approval, they must inform the other members of the Board, the auditors and also the shareholders in advance if such a transaction is submitted to them for approval. This prior information, always in writing, must also be addressed to the Chief Legal, Communication and Compliance Officer, as well as to the competent geographically based Regional Legal Counsel. This obligation must be fulfilled orally if a member of the Board of Directors identifies the existence of an interest in a certain transaction only upon the adoption thereof. The responsibility and duty of disclosure also stand if the Board member leaves the meeting s/he should have attended when the resolution is on the agenda of the Board of Directors. In accordance with the specific policy on the disclosure of conflicts of interest (Corporate Policy on "Obligations to disclose the interests of directors and proxies"), which came into force on 1 January 2018, the above provisions apply to individuals in a representative role, who are required to disclose the occurrence of such situations.

ANTI-CORRUPTION

In line with its “Zero Tolerance” approach, the **Barilla Group is constantly committed to implementing all measures necessary to avoid episodes of active and/or passive corruption and bribery.**

Specifically, to complement the governance tools used to identify, prevent and control corruption-related risks (such as the 231 Organisational Model and the Code of Ethics), Barilla has established specific Policies:

ANTI-CORRUPTION POLICY

It establishes behavioural guidelines for all Barilla People. To support this policy, an IT tool has been integrated into the purchasing processes to detect whether suppliers have been involved in corruption.

ANTI-FRAUD POLICY

Aimed at enhancing internal awareness of the risk of fraud and strengthening the internal control system for management and prevention. The document also sets out the roles and responsibilities of each corporate function in identifying and handling possible incidents of fraud.

POLICY ON HANDLING GIFTS AND ENTERTAINING

Sets out specific guidelines for the handling of gifts offered and received, specifically indicating a maximum value above which gifts, both received and offered, are not permitted.

POLICIES ON NON-PROFIT AND CHARITABLE CONTRIBUTIONS

They identify the requirements that non-profit and charitable organisations must meet in order to receive products and donations from Barilla. Any initiative involving a contribution exceeding €10,000 must be notified to the relevant contact persons in the Human Resources & Communication and External Relations functions for approval.

Potential risks or cases of corruption **must also be reported through the whistleblowing channels provided by the Company.** For corruption cases relating to French territory, in accordance with the provisions of Law 2016-1691 (“Sapin II”), the Group has set up a specific e-mail address (alerte.ethique@barilla.com).

A further measure to prevent the risk of the offence of bribery being committed is staff awareness-raising and training in this field. In 2023, training courses for new recruits on anti-corruption were planned at Group level.

As proof of the effectiveness and efficiency of the Group’s controls in this respect, in 2023, the Group recorded no incidents of corruption relating to either employees or business partners.

EVALUATION OF PROCESSES AT RISK OF CORRUPTION

In Italy, as part of the risk mapping related to Legislative Decree 231, Barilla has evaluated:

- **37 corporate processes** (in line with the previous year), approximately 82% of the total mapped processes, as those with **the highest exposure to the potential risk of corruption vis-à-vis the Italian Government;**
- **32 corporate processes** (in line with the previous year), approximately 71% of the total mapped processes, as those with **the highest exposure to the potential risk of bribery among private individuals.**

The percentage of transactions assessed for corruption-related risks was 36% of the total number.

To verify the adequacy of the internal control system, for the purposes of mitigating the risk of “231” offences being committed, specific control activities were carried out in 2023 on the following processes:

- Direct purchase of goods;
- Indirect purchase of goods and services;
- Capital expenditure (purchase of capital assets);

- Purchase of consulting;
- Financial accounting;
- Management accounting;
- Financial statements;
- Staff administration;
- Charitable and non-profit contributions;
- Contracts with clients;
- Sales orders and active invoicing;
- Discounts and contributions for promotional activities;
- Distributions;
- Incoming payments;
- Credit management.

ANTI-COMPETITIVE BEHAVIOUR

Barilla firmly believes that a market characterised by free competition provides important benefits for consumers and drives companies towards new, innovative, sustainable and more efficient production methods. Barilla is therefore committed to working in full compliance with competition laws to protect market competitiveness.

For the proper management of this issue and its related impacts, Barilla has established specific **Anti-trust Guidelines**, in addition to the Code of Ethics and the Organisational Model. In particular, an **anti-trust compliance system** has been implemented, to prevent conduct detrimental to free competition, which includes both staff training and monitoring of the processes most at risk. The company also has specific support from the legal department regarding anti-trust issues. The effectiveness of the measures taken is continually evaluated, taking into account any critical issues encountered.



RISK MANAGEMENT

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

In this regard, the ERM model sets out the roles and responsibilities of key stakeholders and the process whereby risks are identified, assessed, managed, prioritised and monitored according to their characteristics.



The Group's approach to risk management focuses on supporting decision-making and operational processes, especially with regard to emerging issues resulting from internal or external changes. More specifically, the following aspects have been developed in recent years:

- Regular and comprehensive risk assessment, including ESG risk mapping;
- Insights into key business risks to foster awareness and mitigation planning;
- Climate risk assessment process, further prioritised and strengthened in 2023, which aims to analyse the implications of physical and transitional risks relevant to the Group under various scenarios, shared and discussed with the governing bodies;
- Supply chain risk assessment, focusing on the main risk factors (climate, geopolitical, supplier-related risks, etc.);
- Continuous support to Risk Specialists who conduct risk assessments on specific categories (IT, Quality & Food Safety, HSE, etc.).

The *risk management* process includes the ERM model and common risk assessment criteria and mechanisms, including those relating to economic and financial implications. In addition, a risk register model is used for risk analysis.

The ERM function is also responsible for the insurance management and transfer of the main insurable operational risks at Group level.

The ERM model provides that a *Risk Owner* is associated to each corporate area exposed to risk; they are responsible for managing, monitoring and reporting on the risks identified within their remit.

Top Management is periodically updated by the *Risk Owners* on the Group's risk profile and discusses the most critical risk scenarios, as well as the effectiveness of the mitigation and containment measures taken.

The results of the annual *risk assessment* activities are brought to the attention of the Board of Directors and the Global Leadership Team. The latter play an active role in defining the risk control system, identifying and validating the main corporate risks, and defining and validating action plans to mitigate, manage, contain and minimise the mapped risks.

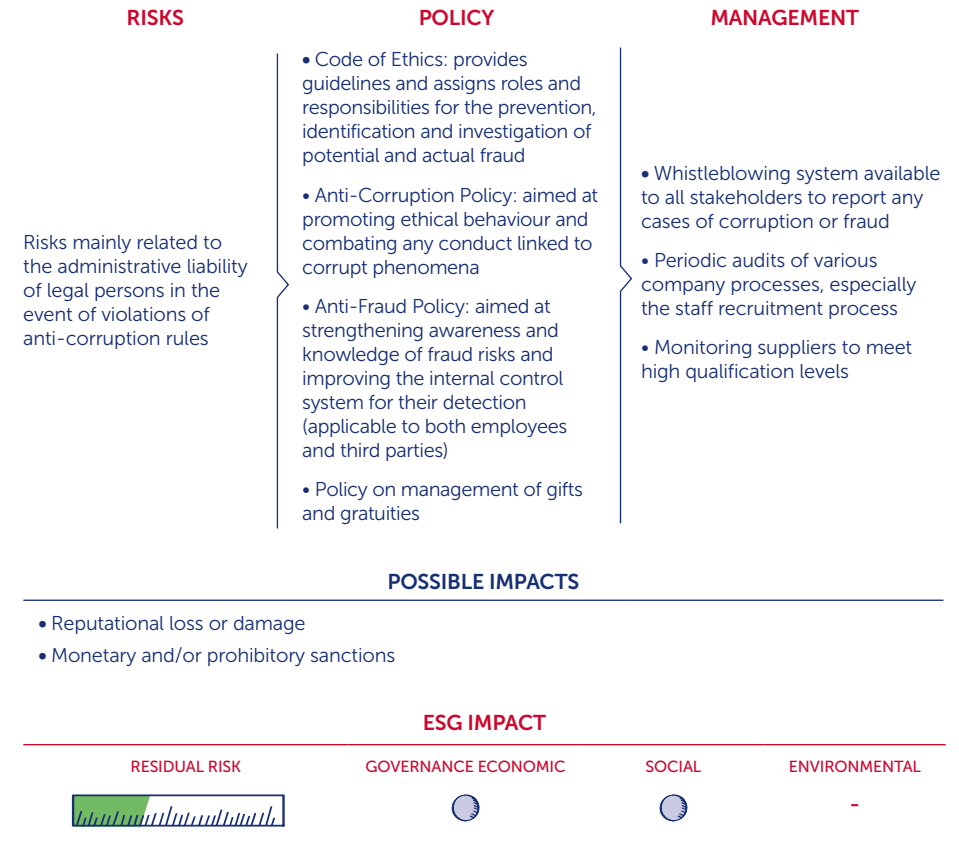
If it deems it necessary, the Board of Directors may request more frequent updates, as well as activities to improve the ERM process, including on the basis of emerging risks that may arise during the year.

All the risks identified take into account interactions with key external stakeholders (including customers, suppliers, consumers, competitors, the scientific community, international institutions, communities, trade associations and the media).

RISKS RELATED TO CORRUPTION AND FRAUD⁴



Barilla adopts a “**Zero Tolerance**” approach towards all unethical attitudes and breaches of regulations.



For further information on management in this field, see the “Anti-Corruption” section of this document.

⁴ Considering the business in which Barilla operates (the food industry), the Group is less exposed to corruption risk than other sectors. However, as Barilla is a multi-national Group that operates, directly or indirectly, globally in several countries, the perception and assessment of this risk may differ from country to country.



ENVIRONMENTAL RISKS⁵

Barilla is committed to **reducing the environmental impact** of its products on the planet.

RISKS

Risks mainly related to the use and consumption of energy and water resources in Barilla factories, waste disposal processes and the use of non-renewable raw materials (such as plastics) in product packaging

POLICY

- Code of Ethics: provides guidance on Barilla's commitment to the Earth. At every stage of its actions, the Group is obliged to apply the "precautionary principle" and a preventive approach to the environment and its biodiversity
- HSE Corporate Policy

MANAGEMENT

- Integrated Safety, Environment & Energy Management System
- Assessing and monitoring the environmental impact of products throughout their life cycle (Life Cycle Assessment)
- Development of solutions aimed at circularity and waste reduction
- Use of product packaging designed for recycling
- Dedicated actions to address the risk of water stress in plants (under evaluation)

POSSIBLE IMPACTS

- Reputational impact
- Environmental alterations (direct and/or indirect, positive and/or negative) with possible consequences on local communities
- Monetary and/or prohibitory sanctions

ESG IMPACT

RESIDUAL RISK



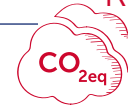
GOVERNANCE ECONOMIC

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SOCIAL

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ENVIRONMENTAL



RISKS RELATED TO CLIMATE CHANGE⁶

Barilla closely monitors its activities and works to **reduce its impact in terms of CO_{2eq}**.

RISKS

During 2023, Barilla further structured the specific analysis of climate risks (transitional and physical) in various scenarios:

- Acute/chronic risks related to the increased frequency of extreme weather phenomena, structural temperature increases and changing precipitation patterns that may impact the supply of raw materials/business continuity of plants/continuity of other key supplies,
- Transition risks related to regulation, technology, market reputation (some of which, if properly managed, can be turned into opportunities).

POLICY

MANAGEMENT

- Signing up to the Science-Based Targets (currently under review for the Decarbonisation Plan)
- Ad hoc physical climate risk assessment on major plants
- Modernisation and maintenance of facilities to prevent/mitigate the impact of business interruptions
- Evaluation of new procurement strategies for the most critical raw materials (e.g. durum wheat, basil)
- Actions to reduce the environmental footprint of its logistics operations (*)
- Crop insights through the analysis of forecast climate indicators
- Ad hoc initiatives to address climate change and sustainable agriculture at Group and Category level

POSSIBLE IMPACTS

- Price volatility
- Shutdown of operations
- Drought and severe crop damage

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC

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SOCIAL

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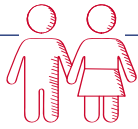
ENVIRONMENTAL



⁵ For further information on management in this field, see the "Environment" chapter of this document.

⁶ For further information on management in this field, see the "Environment" chapter of this document.

RISKS RELATED TO PERSONAL DATA PROTECTION⁷



Barilla believes that its **people** are the greatest value to be preserved, which is why it is committed to their safety, training and professional development.

RISKS

Risks mainly concern the protection of people's occupational health and safety, the attraction and retention of talent, the availability of workforce for the future (e.g. due to generational change) and the protection of diversity and inclusion.

POLICY

- "Zero Accidents" Plan
- Specific policies and procedures to ensure the safety of its employees
- Human resources management policies and procedures
- Career development plans
- Code of Ethics
- United Nations Code of Business Conduct against LGBTQ+ Discrimination

MANAGEMENT

- ISO 45001-certified production facilities
- International mobility support and travel warnings
- OHS training
- Monitoring satisfaction levels and promoting employer branding initiatives
- Encouraging remote working ("Work@Barilla" project)
- Global D&I Board
- Specific D&I initiatives

POSSIBLE IMPACTS

- Loss of key resources
- Ability to attract talent
- Health and safety disputes with employees
- Reputational loss or damage

ESG IMPACT



RISKS RELATED TO VIOLATION OF HUMAN RIGHTS⁸



Barilla is committed to **enforcing respect for the inalienable rights of every person** in the conduct of its business and throughout the supply chain.

RISKS

Risks related to violation of human rights

POLICY

- Code of Ethics: sets out Group values and principles on the basis of the UN Universal Declaration of Human Rights, the International Labour Conventions and Recommendations issued by the International Labour Organisation (ILO), the Earth Charter drawn up by the Earth Council and the principles set out in the Global Compact proposed by the UN

MANAGEMENT

- Barilla plans to implement a more structured audit process to verify and monitor suppliers' performance against 'social' sustainability principles, especially in countries deemed at higher risk of human rights violations

POSSIBLE IMPACTS

- Violation of human rights
- Monetary and/or prohibitory sanctions
- Reputational loss or damage

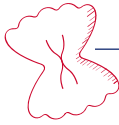
ESG IMPACT



⁷ For further information on management in this field, see the "People & Communities" chapter of this document.

⁸ For further information on management in this field, see the "People & Communities" and "Supply chains with potential critical issues" chapters of this document.

RISKS RELATED TO PRODUCTS – QUALITY & FOOD SAFETY⁹



Barilla is committed to continuously improving its control mechanisms to **prevent product quality and safety risks**.

RISKS

Risks arising from possible non-conformity of products, mainly related to changes in relevant regulations or causes attributable to employees, suppliers or co-packers.

The main risks that have emerged concern contamination by mineral oils, pesticides and furans

POLICY

- Monitoring plan for finished products and main raw materials used
- Roadmap for pesticide reduction in pesto
- Task force for pesticide reduction in durum wheat

MANAGEMENT

- Global Quality, Food Safety & Tech Regulatory function with the specific task of identifying and assessing the impact of product quality and safety risks, taking into account existing and emerging risks
- Specific Risk Assessment activities
- Training courses in the supply chain to avoid infestations
- Programming new analyses to minimise the possible presence of furans in certain products (e.g. Wasa and ragu)

POSSIBLE IMPACTS

- Consumer health and safety
- Consumer satisfaction
- Reputational loss or damage
- Monetary and/or prohibitory sanctions

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC

-

SOCIAL



ENVIRONMENTAL

-

RISKS RELATED TO PRODUCTS – NUTRITION¹⁰



Barilla carefully **monitors** that the **nutritional profile** of products is **in line with the Group's "Genuine Products" strategic pillar**, as well as changes and **new trends** in consumer preferences.

RISKS

Risks stemming mainly from changing consumer preferences and new food trends (e.g. people's increased interest in the quality and nutritional characteristics of products and ingredients)

POLICY

Nutritional Guidelines: periodically reviewed by the Barilla Health and Wellbeing Advisory Board (group of external experts), to promote individual well-being through a healthy diet and lifestyle

MANAGEMENT

- Comprehensive and transparent nutritional information
- Setting goals to improve nutritional profile
- Process monitoring through specific KPIs, in line with the Nutritional Guidelines

POSSIBLE IMPACTS

- Consumer health and safety
- Consumer satisfaction
- Reputational loss or damage

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC

-

SOCIAL



ENVIRONMENTAL

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⁹ For further information on management in this field, see the "Quality & Safety" chapter of this document.

¹⁰ For further information on management in this field, see the "Nutrition" chapter of this document.

RISKS RELATED TO SUPPLIER MANAGEMENT¹¹



Barilla is constantly striving to promote **sustainable and respectful farming and animal husbandry practices**, by working with the entire supply chain.

RISKS

Risks mainly related to: i) unavailability/price volatility of high quality raw materials; ii) development of supply chains that do not comply with Barilla's sustainability requirements; iii) increased exposure to business interruptions due to "non-physical damage" (e.g. cyber threats); iv) interruption of storage and/or transport processes due to cyber security incidents occurring at logistics suppliers; v) dependence on critical suppliers and factors that may affect their business continuity

POLICY

- Supplier scouting, assessment, qualification and monitoring procedures
- Code of Sustainable Agriculture
- Carta del Mulino
- Harrys Charter
- Carta del Basilico
- Cultivation Specifications on sustainable cultivation practices and pesticide use
- Cyber Security Plan for plants

MANAGEMENT

- Periodic supply chain audits
- Fraud risk assessment campaigns to identify the most critical product risk categories and to implement prevention plans
- Procurement strategies for the most critical supplies, both products and packaging
- Improvement of the production and supply chain traceability system and transparency on agricultural practices, through the use of technological tools for farmers to keep track of their products (ongoing)
- Training and awareness-raising on cyber security
- Security by Design: definition of contractual responsibilities with partners, in-house team of engineers and cyber security experts

POSSIBLE IMPACTS

- Unavailability of critical supplies
- Lack of transparency on agricultural practices
- Shutdown of operations
- Reputational loss or damage

ESG IMPACT

RESIDUAL RISK



GOVERNANCE ECONOMIC



SOCIAL



ENVIRONMENTAL



In recent years, supply chain management has been affected by multiple consecutive events. The main effects include shortages of raw materials and packaging due to demand shocks related to the pandemic and the subsequent Russian-Ukrainian and Israeli-Palestinian conflicts; increased shipping tariffs and trade disruptions caused by border blockades and closures, as well as shortages of transporters and logistics operators; and rising energy costs in the context of the energy crisis. To prevent and mitigate possible logistics and production disruptions, the Group maintained stocks of raw materials and packaging, resorted to alternative transport methods, increased its production capacity to cope with possible peaks in demand, and paid special attention to one-off supplies and dependencies.

When properly identified, assessed and managed, the risks detected can become a competitive advantage and can thus be considered real opportunities for development, growth and improvement. With this in mind, and with the continuous evolution of Enterprise Risk Management models, Barilla has plans to integrate its framework with the aim of addressing not only risks but also opportunities, focusing specifically on ESG issues.



¹¹ For further information on management in this field, see the "Supply Chains" chapter of this document.

FISCAL RESPONSIBILITY

The Tax Strategy document, formally approved by the Board of Directors, provides for the implementation of objectives related to the Company's tax management. The strategy is based on key principles such as a **focus on non-corporate values and the ability to transform stability and prior certainty of the correct taxation regime into improved business performance**. The content of the strategy is shared with the directors and employees.

The strategy also defines the Company's assumed tax risk appetite, based on the proactive pursuit of precautionary certainty and the "more likely than not" principle, based on the desire to prevent the initiation of tax disputes that are unnecessary or which, based on a prognostic assessment, could have an unfavourable outcome.

The development and continuous implementation of the strategy at Barilla are ensured by appropriate policies and procedures, suitable organisational solutions and structures, communication tools, and consistent and proportionate means, in accordance with the defined risk appetite.

To ensure tax management aligned with its risk appetite, the Group decided to adopt a Tax Control Framework (TCF), which contributes to risk control and inefficiency management.

The principles set out in the Tax Strategy relate to the following areas:

RISKS AND REPUTATION: control and management of risks, including to protect the reputation of the company and brands.

VIRTUOUS CORPORATE CULTURE: promotion at all levels of the company of the importance of transparency, honesty, fairness and compliance.

EFFICIENCY: efficient management of the tax cost related to business activities, optimising the tax variable in substantial and formal compliance with the laws, principles and purposes of the tax system.

COMPLIANCE: ensuring the integrity of tax compliance and the correct assessment of taxes, within the timeframe and associated requirements.

GOOD FAITH AND TRANSPARENCY IN RELATIONS WITH TAX AUTHORITIES: establishing relations with tax authorities based on good faith and transparency, including through constant dialogue, to be recognised as a reliable counterparty.

LEVERAGING INTERNAL RESOURCES: continuous development of sensitivity to tax issues of the people involved and in the management of associated risks.

In compliance with the above, Barilla is committed to pursuing prior certainty on tax positions and to preventing the initiation of unnecessary tax disputes. In addition, in line with the Strategy, Barilla is committed to disseminating and increasing the importance and relevance of tax issues within the Company, ensuring that the various corporate functions acquire an awareness of the need for constant interaction.

The **Tax Control Framework (TCF)** is the tool to achieve **prevention and mitigation of the consequences of tax risks**. To this end, the TCF is understood as the set of tools, organisational structures, standards and corporate rules aimed at enabling, through an effective process of identification, measurement, management and monitoring of the main tax risks, business conduct such as to minimise the risk of operating in breach of tax regulations, ensuring an approach of transparency and mutual co-operation in relations with the tax authorities. This tool is designed to intercept risks arising from changes affecting the company, regulatory changes and practices affecting the tax variable, including by taking into account established case law.

Where it is deemed that tax obligations, based on objective assessment by management, are subject to interpretation or, in any case, have margins of uncertainty, the Company seeks evidence through external, third-party and independent advice or confirmation to ensure that, having assessed the likelihood of the various scenarios, any dispute over the chosen position is resolved in its favour, consistent with the "more likely than not" principle and the objectives of efficiency and compliance, which govern the approach to the tax variable.

Tax Risk Management is the process of making the TCF 'effective', i.e. ensuring the proper management and control of tax risk. The process is broken down into sub-processes that ensure its continuous improvement and adaptability to major changes in the company's structure and business model (adaptability to the internal context) or changes in tax legislation (adaptability to the external context). Within the **internal control and tax risk management system**, roles and responsibilities have been assigned according to three levels of control:

- **level 1 control ("line control")**: individual operational lines that, as they perform their everyday duties, implement "line controls", as set out in the corporate policies and procedures;

- **level 2 control**: entrusted to the Tax Risk Management function, different from the line functions in compliance with the criterion of separation of duties, responsible for monitoring activities ("Tax Assessment"), to verify the effectiveness and efficiency of controls to guard against tax risks;
- **level 3 control**: entrusted to Group Internal Audit, aimed at assessing the functionality of the overall tax risk management and control system, as well as identifying anomalous trends, violations of procedures and regulations, in line with the activities carried out by this function on the Company's overall internal control and risk management system.

Barilla also has a **TCF Committee** with a proactive advisory and supervisory role concerning TCF activities and processes.

The Group maintains collaborative relations with the Tax Authorities, based on respect for the principles of good faith, legality and transparency, confirming the virtuous way of doing business that has always characterised Barilla and is applied to all its stakeholders. The consolidation of this relationship has allowed and will continue to allow for an adequate level of certainty on dealing with tax issues appropriately, through constant, transparent and preventive dialogue.

For further information, please see the 2023 Financial Statements.

12 The Tax Risk Management function draws up annual summary reports with the results of its activities, which are submitted to the CEO by the TCF Committee. After taking note of the results and making his own assessments of the adequacy of the TCF as a whole, the CEO shares these reports with the Board of Directors to fulfil its duties, including under the Tax Strategy.

APPENDIX



NOTE ON METHODOLOGY

The Sustainability Report is the Barilla Group's main tool for reporting on its environmental and social performance. Published on an annual basis since 2008, the report offers a complete picture of Barilla's commitment, the results achieved and the pathway set for future years.

Produced voluntarily, the Report is drafted in accordance with the GRI standards, the non-financial reporting standard set by the Global Reporting Initiative (GRI)¹. The GRI Standards are currently the most widely used and well-known non-financial reporting standards globally. The scope and quality of reporting reflect the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. Reporting is also based on the fundamental principle of materiality, i.e. it reflects the issues with respect to which Barilla generates or could generate the most significant impacts on the economy, environment and people, including human rights.

In this sense, in recent years, Barilla has focused on constantly strengthening and structuring its materiality analysis process. For further details on the methodology used, the procedure adopted and the results obtained, see the "Materiality Analysis" section.

The figures and information shown are for the financial year 1st January – 31st December 2023², in line with the period of the Consolidated Financial Statements, unless otherwise indicated. Where available, comparative data referring to the previous two financial years have been reported in order to present the Group's performance trend over a longer period. To provide a timely representation of performance, preference was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators, resorting to estimates only in limited cases, mentioned in each.

The reporting scope corresponds to that of the Consolidated Financial Statements for the year ended 31st December 2023.

1. Specifically, for the purposes of this report, the GRI Universal Standard version 2021 – for disclosures of a general nature, the GRI 13 Agriculture, Aquaculture and Fishing Sectors 2022 and the GRI-G4 Food Processing Disclosure (it should be noted that the GRI sector standard for food and beverages, presented in the updated list of the 40 sectors for which GRI is developing a work programme for the development of sector standards, is not yet available in its updated version) – for the specific disclosures associated with the identified material topics – as well as the GRI Topic Standards versions 2016 and later – for certain specific disclosures associated with the identified material topics not included in the sector standards.

Production figures refer to Group companies operating in Italy, Canada, France, Sweden, Germany, Greece, Turkey, the UK, Russia, the USA and Mexico. Data relating to the distribution and marketing of products include, in addition to the above, Austria, Belgium, Croatia, Denmark, Norway, the Netherlands, Poland, Slovenia, Spain, Switzerland, the United Arab Emirates, Brazil, Australia, China, Romania, Japan and Singapore.

In terms of staff figures, it should be noted that these do not include the employees of the companies in Mexico and Pasta Evangelists. The number of accidents, occupational diseases and the related safety indicators have been revised to include offices abroad and the salesforce in the scope of reference, in line with staff data. Information on the percentage and number of employees covered by an occupational health and safety system does not include non-employees. Finally, the data on parental leave and the average number of training hours at Group level do not include employees of group companies in Brazil, Poland, Mexico and the UK. Any further limitations are indicated within the document. Furthermore, it should be noted that the emission factors utilized for the reporting year and the preceding year have been revised. As a result, emissions for 2022 have shown a decrease.

For further information on this Report, please send a request to: mediarelations@barilla.com.

Finally, it should be noted that this Report also considers the disclosures required by Norway's Transparency Act (LOV-2021-06-18-99) – in force since 1st June 2022 – which requires companies with certain characteristics to ensure respect for human rights and decent working conditions. The related disclosures can be identified within the Report in the "Supply Chains" and "Risk Management" chapters.

2. In January 2023, an agreement was signed with the US company B&G Food, Inc. to acquire the "Back to Nature" business. This business, which will be included in the reporting scope as of the next Report, includes the brand of the same name founded in 1960, distributed mainly in America, which offers a portfolio of plant-based, non-GMO products, mainly in the categories of biscuits, crackers, nuts and granola. The Group has therefore bolstered its long-term strategy to build a strong multi-brand bakery platform in the US, where it is already the market leader in the crispbread category with the Wasa brand.

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
GOVERNANCE	Governance, Business Ethics & Integrity	Incidents of corruption, bribery and conflicts of interest with possible negative impacts (reputational and economic) on the stakeholders involved (e.g. suppliers, customers, partners, etc.).	Negative – Potential	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Promotion of a culture based on communication, ethics, transparency and protection of possible whistleblowers, with positive impacts in terms of increasing the trust of employees and collaborators, as well as greater freedom of expression of employees and collaborators, including through whistleblowing reports.	Positive – Actual	
		Effectiveness of governance in disseminating corporate values and ethical principles, with positive impacts in terms of increasing the trust of internal and external stakeholders.	Positive – Actual	
		Collusion with potential competitors, abuse of market dominance or exclusion of potential competitors with possible negative impacts on market logic.	Negative – Potential	
		Management of employee personal data processing activities in compliance with the requirements of the applicable legislation, with positive impacts in terms of privacy protection.	Positive – Potential	
WHOLESOME PRODUCTS	Products	Contamination of food with harmful bacteria (e.g. salmonella, listeria, viruses and parasites), with possible negative impacts on consumer health.	Negative – Potential	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Enabling physical and economic access to safe, nutritious and acceptable food within a given culture, with positive impacts on food security.	Positive – Actual	
	Innovation	Products that can respond to emerging trends in the food sector, with positive impacts in terms of meeting the needs of customers and end users.	Positive – Actual	- Suppliers - Production - Retailer - Consumer
	Packaging	Researching the best types of product packaging that guarantee maximum quality and safety with the lowest possible environmental impact.	Positive – Potential	- Suppliers - Production - Retailer - Consumer

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
SUSTAINABLE SUPPLY CHAINS	Raw materials	Continuity of supply chain relationships, including by means of increased supplier satisfaction, with positive impacts in terms of the ability to generate and secure timely cash flows; as well as increased welfare of local communities through the inclusion of locally based suppliers in their supply chain.	Positive – Actual	• Suppliers • Consumer
		Traceability in terms of identifying the origin of products and raw materials, the stakeholders involved and the supply chain as a whole, with positive impacts in terms of customer and end-user satisfaction, as well as facilitating the location and possible recall of non-compliant products.	Positive – Actual	
	Animal welfare	Promotion of practices and policies to ensure the protection and welfare of animal species by all suppliers of raw materials of animal origin, with positive impacts in terms of awareness, information and training on these issues for these suppliers and all employees involved in supply chain management.	Positive – Actual	• Suppliers • Consumer
	Traceability and transparency	Business practices aimed at ensuring easy and reliable access to product information and complaint handling, with positive impacts in terms of improving the customer experience.	Positive – Actual	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer • Consumer
		Business practices aimed at ensuring adequate quality of product information, with positive impacts in terms of informed and conscious choices by customers.	Positive – Actual	
		Increased involvement of consumers and end users, including by means of transparent and open dialogues on social media, with positive impacts in terms of ensuring stakeholders' freedom of expression.	Positive – Actual	
	Marketing and labelling	Improper marketing strategies/practices, with possible negative impacts in terms of loss of customer/consumer confidence.	Negative – Potential	• Retailer • Consumer

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
CLIMATE CHANGE	Climate change	Strengthening resilience and adaptation to climate change risks by taking appropriate measures to prevent or minimise the impacts generated by our supply chain and production activities and by contributing, in conjunction with other stakeholders, to the development of project proposals to be translated into climate change adaptation actions and initiatives.	Positive – Actual	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Promoting energy efficiency, self-production of energy from renewable sources, the study of alternatives to the use of fossil fuels, resulting in improved energy performance and reduction of negative environmental impacts, such as generation of emissions into the atmosphere and contribution to climate change.	Positive – Actual	
	Consumption	Ensuring proper water resource management in the premises and throughout the network, promoting practices to ensure efficient use of water, containing consumption, limiting waste and ensuring constant attention to water-stressed areas. Resulting in a reduction of negative environmental impacts.	Positive – Actual	- Suppliers - Transport from supplier to production site - Production - Distribution from production site to retailer - Retailer - Consumer
		Continuous monitoring and control of water by engaging in continuous reduction of the discharge of harmful substances (nitrates, phosphates, pesticides etc.).	Positive – Actual	
	Biodiversity	Protecting the health of people and the environment by minimising the release and use of persistent organic pollutants (POPs), pesticides, nitrogen compounds, phosphorus, etc.	Positive – Potential	- Suppliers - Production
		Protecting fauna and flora species in the productive environment and promoting actions for the protection of biodiversity.	Positive – Potential	
	Circularity	Researching, integrating and fostering the principles of the circular economy in the business model, promoting practices aimed at the proper management of natural resources (e.g. reduction/simplification of packaging materials and launching experiments in recovery chains) and leveraging of waste, with benefits in terms of minimising its depletion.	Positive – Potential	- Suppliers - Production - Retailer - Consumer
		Researching, integrating and fostering circular economy principles in the business model, promoting practices aimed at proper waste management with benefits in terms of minimising waste production and commitment at the start of the recovery/recycling process.	Positive – Potential	

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
PEOPLE & COMMUNITIES	Education	Dissemination of sustainable and balanced lifestyles and appropriate eating habits (with extra attention paid to the youngest children), with positive impacts in terms of food education and information.	Positive – Potential	
	Community support	Employment generation and/or adoption of further practices aimed at supporting the community and local area (e.g. ensuring income, housing, food, water and sanitation, environmental and social protection, etc.), with positive impacts in terms of value creation for the local area and inclusion Economic.	Positive – Potential	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer • Consumer
		Exploitation of natural resources, impoverishment of land and/or lack of/insufficient listening to the needs/requests of local communities, with possible negative impacts in terms of their quality of life and the socio-economic development of their local areas.	Negative – Potential	
	Human rights	Dissemination of a corporate culture aimed at secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance and respect for working hours and overtime, with positive impacts in terms of workforce satisfaction in the value chain.	Positive – Potential	
		Occupational accidents, injuries and diseases, with possible negative impacts in terms of health and safety of the workforce in the value chain.	Negative – Potential	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer
		Protecting labour practices in the value chain (e.g. forced or compulsory labour, child labour) – with a focus on sugar and cocoa supply chains, as well as migrant and temporary workers – with possible positive impacts in terms of safeguarding human rights within the value chain, as well as people's psychological and physical health and child development.	Positive – Potential	

CORRELATION TABLE MATERIAL THEMES & ASSOCIATED IMPACTS (inside-out perspective)

Macro-category	Material topics	Inside-out impacts	Impact type	Scope / value chain
PEOPLE & COMMUNITIES	Human rights	Gender and pay equality for work of equal value, employment and inclusion of people with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with possible positive impacts on the motivation and satisfaction of the workforce in the value chain	Positive – Potential	
	Human resources	Secure employment, adequate wages, active dialogue, freedom of association, workers' rights to information, consultation and participation, work-life balance (including smart working) and adherence to working hours and any overtime, with positive impacts on workforce motivation, well-being and satisfaction.	Positive – Actual	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer
	Health and safety	Occupational accidents, injuries and diseases, with possible negative impacts in terms of health and safety of the workforce.	Negative – Potential	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer
	Diversity and inclusion	Gender and pay equality for work of equal value, employment and inclusion of people with disabilities, equal access to training, valuing diversity and taking measures against violence and harassment in the workplace, with positive impacts on the motivation, well-being and satisfaction of the workforce. Forced or child labour, with negative impacts in terms of violating the human rights of employees and co-workers	Positive – Actual Negative – Potential	• Suppliers • Transport from supplier to production site • Production • Distribution from production site to retailer • Retailer

GRI INDEX



Statement of use		Barilla Group reporting in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023				
GRI 1 used		GRI 1: Foundation 2021				
Relevant Sector Standards		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022				
GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-1 Organizational details	About Us > Group profile				
	2-2 Entities included in the organization’s sustainability reporting	Appendix > Note on methodology				
	2-3 Reporting period, frequency and contact point	Appendix > Note on methodology				
	2-4 Restatements of information	Appendix > Note on methodology No significant restatements were made of the information reported in previous years.				
	2-5 External assurance	This Report is not subject to external assurance				
	2-6 Activities, value chain and other business relationships	About Us > Group profile About Us > Our brands Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare Appendix > Note on methodology The Group’s organisational structure identifies Barilla Iniziative S.p.A. and Barilla International Ltd as operating sub-holdings, focusing through their subsidiaries on to the production and marketing in Italy and abroad of pasta, sauces and genuine bakery products, as well as the companies IKRG LLC and IKRG LLC OC1, intended for the development and management of the Restaurants project.				

*(G4 Sector Disclosures Food processing)

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-7 Employees	About Us > Group profile People and communities > Barilla People The information relating to employees with non-guaranteed hours is only available for Italy.	Requirement b) III	Information not available	Currently, there is no process in place to track the number of employees with non-guaranteed hours at the Group's sites abroad. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	2-8 Workers who are not employees	People and communities > Barilla People The information is only available for Italy.	Requirements a), b) and c)	Information not available/ incomplete	Currently, there is no process in place to track the number of non-employee workers at the Group's sites abroad. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	2-9 Governance structure and composition	Governance > Corporate Governance	Requirement c) IV and VII	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	
	2-10 Nomination and selection of the highest governance body	Governance > Corporate Governance There are no other criteria for nomination and selection other than those mentioned in the section above.				
	2-11 Chair of the highest governance body	Governance > Corporate Governance				
	2-12 Role of the highest governance body in overseeing the management of impacts	Our way of doing business > Materiality analysis Governance > Sustainability Governance				
	2-13 Delegation of responsibility for managing impacts	Governance > Sustainability Governance				
	2-14 Role of the highest governance body in sustainability reporting	Our way of doing business > Materiality analysis Governance > Sustainability Governance				
	2-15 Conflicts of interest	Governance > Code of Ethics				
	2-16 Communication of critical concerns	The most critical matters and/or the most significant violations are always communicated to the Board of Directors either merely for their information or to request approval, when required by law or by the Company's bylaws.	Requirements a), b)	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Governance > Sustainability Governance				
	2-18 Evaluation of the performance of the highest governance body	In 2023, no assessment of BoD performance was conducted.	Requirements b), c)	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	
	2-19 Remuneration policies	Governance > Corporate Governance	Requirement a) II, III, IV and V	Confidentiality obligations	For reasons of confidentiality, this information has been omitted.	
	2-20 Process to determine remuneration	Governance > Corporate Governance				
	2-21 Annual total compensation ratio	Governance > Remuneration policies	Requirements a), b) and c)	Confidentiality obligations	The obligation is due to a change in top management and the resulting internal re-organisation. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	2-22 Statement on sustainable development strategy	Intro > The joy of food for a better life > Gianluca Di Tondo, CEO				
	2-23 Policy commitments	Governance > Code of Ethics				
	2-24 Embedding policy commitments	Governance > Code of Ethics				
	2-25 Processes to remediate negative impacts	Governance > Code of Ethics Governance > Risk management Our way of doing business > Stakeholders				
	2-26 Mechanisms for seeking advice and raising concerns	Governance > Code of Ethics Governance > Anti-corruption				
	2-27 Compliance with laws and regulations	No significant financial penalties were imposed in 2023.				
	2-28 Membership associations	Our way of doing business > Stakeholders				
	2-29 Approach to stakeholder engagement	Our way of doing business > Stakeholders				

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	100% of Barilla employees in Italy are covered by collective bargaining agreements. The information is only available for Italy. The Group undertakes to integrate this disclosure over the next few years.	Requirements a), b)	Information not available	Currently, there is no process in place to track the number of employees covered by collective bargaining agreements at the Group's sites abroad. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	
	3-1 Process to determine material topics	Our way of doing business > Materiality analysis				
	3-2 List of material topics	Our way of doing business > Materiality analysis				
MATERIAL TOPIC – ANIMAL WELFARE						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Animal welfare				13.11.1
	301-1 Materials used by weight or volume	Sustainable supply chains > Animal welfare				
			Requirement 13.11.2	Information not available	There is currently no process to set the percentage of the production volume broken down by origin between organisation sites certified according to third-party animal health and welfare standards. Barilla undertakes to explore this issue in order to provide information over the next few financial years.	13.11.2 Report the percentage of production volume from sites of the organization certified to third-party animal health and welfare standards, and list these standards.
			Requirement 13.11.3	Not relevant	The information required concerns organisations in the aquaculture sector.	13.11.3 Report the survival percentage of farmed aquatic animals and the main causes of mortality.

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – ANIMAL WELFARE						
GRI 3 – Material Topics 2021	G4 FP9* Percentage and total of animals raised and/ or processed, by species and breed type	Sustainable supply chains > Animal welfare				
	G4 FP10 Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Sustainable supply chains > Animal welfare				
	G4 FP12 Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	Sustainable supply chains > Animal welfare				
MATERIAL TOPIC – CLIMATE ACTION						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Climate change > Climate change				13.1.1
	305-1 Direct (Scope 1) GHG emissions	Climate change > Climate change				13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	Climate change > Climate change				13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	<i>The Group has set itself an objective of a 26% reduction in overall Scope 3 greenhouse gas emissions by 2030, per tonne of finished product (compared to 2017). For further details, go to https://sciencebasedtargets.org/companiestaking-action.</i>	<i>Requirement 13.1.4</i>	<i>Information not available/ incomplete</i>	<i>The calculation methodology for scope 3 emissions is currently being refined. Barilla undertakes to provide information on it over the next few financial years.</i>	13.1.4
	305-4 GHG emissions intensity	Climate change > Climate change				13.1.5
	305-5 Reduction of GHG emissions	Climate change > Climate change				13.1.6

*G4 Sector Disclosures Food processing

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – CLIMATE ACTION						
GRI 3 – Material Topics 2021	305-6 Emissions of ozone-depleting substances (ODS)		Requirement 13.1.7	Information not available/ incomplete	There is currently no process in place to assess emissions of ozone-depleting substan- ces (ODS). Barilla undertakes to explore this issue in order to evaluate the possibility of providing information over the next few financial years.	13.1.7
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	-	Requirement 13.1.8	Information not available/ incomplete	There is currently no process in place to assess nitrogen oxides (NO _x), sulphur oxides (SO _x) and other significant air emissions. Barilla undertakes to explore this issue in order to evaluate the possibility of providing information over the next few financial years.	13.1.8
	3-3 Management of material topics	Appendix > Note on methodology Climate change > Climate change				13.2.1
	201-2 Financial implications and other risks and opportunities due to climate change	Climate change > Climate change				13.2.2
MATERIAL TOPIC – CIRCULARITY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Packaging				13.8.1
	301-1 Materials used by weight or volume	Wholesome Products > Packaging				-
	301-2 Recycled input materials used	Wholesome Products > Packaging				
	301-3 Reclaimed products and their packaging materials	Wholesome Products > Packaging				
	306-1 Waste generation and significant waste-related impacts	Climate change > Production				13.8.2
	306-2 Management of significant waste-related impacts	Climate change > Production				13.8.3

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – CIRCULARITY						
GRI 3 – Material Topics 2021	306-3 Waste generated	Climate change > Production				13.8.4
	306-4 Waste diverted from disposal	Climate change > Production				13.8.5
	306-5 Waste directed to disposal	Climate change > Production				13.8.6
MATERIAL TOPIC – PACKAGING						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Packaging				13.8.1
	301-1 Materials used by weight or volume	Wholesome Products > Packaging				-
	301-2 Recycled input materials used	Wholesome Products > Packaging				-
	301-3 Reclaimed products and their packaging materials	Wholesome Products > Packaging				-
MATERIAL TOPIC – CONSUMPTION						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Climate change > Production				-
	302-1 Energy consumption within the organization	Climate change > Production				-
	302-3 Energy intensity	Climate change > Production				-
	302-4 Reduction of energy consumption	Climate change > Production				-
	3-3 Management of material topics	Climate change > Production				13.7.1
	303-1 Interactions with water as a shared resource	Climate change > Production				13.7.2
	303-2 Management of water discharge-related impacts	Climate change > Production				13.7.3
	303-3 Water withdrawal	Climate change > Production				13.7.4
	303-4 Water discharge	Climate change > Production				13.7.5
	303-5 Water consumption	Climate change > Production				13.7.6

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – DIVERSITY & INCLUSION						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Appendix > Note on methodology People and communities > Barilla People Governance > Corporate Governance For further details, see the Group’s Code of Ethics, available on the website				13.15.1
	405-1 Diversity of governance bodies and employees	People and communities > Barilla People Governance > Corporate Governance				13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	Since 2020, the Group has achieved gender pay parity, according to the principle of “Equal pay”. For further details, go to https:// www.barillagroup.com/it/impegno/diversita- inclusione/parita-di-genere/ .				13.15.3
	406-1 Incidents of discrimination and corrective actions taken	Over the year, the Barilla Group recorded no incidents of discrimination.				13.15.4
	-	Since 2020, the Group has achieved gender pay parity, according to the principle of “Equal pay”. For further details, go to https:// www.barillagroup.com/it/impegno/diversita- inclusione/parita-di-genere/ .				13.15.5 Describe any differences in employment terms and approach to compensation based on workers’ nationality or migrant status, by location of operations.
MATERIAL TOPIC – HEALTH & SAFETY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology People and communities > Health and safety				13.19.1
	403-1 Occupational health and safety management system	People and communities – Health and safety				13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	People and communities – Health and safety				13.19.3
	403-3 Occupational health services	People and communities – Health and safety				13.19.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – HEALTH & SAFETY						
GRI 3 – Material Topics 2021	403-4 Worker participation, consultation, and communication on occupational health and safety	People and communities – Health and safety				13.19.5
	403-5 Worker training on occupational health and safety	People and communities – Health and safety				13.19.6
	403-6 Promotion of worker health	People and communities – Health and safety				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People and communities – Health and safety				13.19.8
	403-8 Workers covered by an occupational health and safety management system	People and communities > Health and safety Hours worked were considered to calculate incident rates.				13.19.9
	403-9 Work-related injuries	People and communities > Healt and safety For the purpose of calculating accident rates, worked hours are taken into account.				13.19.10
	403-10 Work-related ill health	People and communities – Health and safety				13.19.11
MATERIAL TOPIC – HUMAN RIGHTS						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials				13.16.1
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainable supply chains > Raw materials The number of suppliers deemed to be at significant risk of incidents of forced or compulsory labour is 31 (8 cocoa producers, 1 cane sugar supplier and 22 promotional suppliers)				13.16.2
	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials				13.17.1
	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainable supply chains > Raw materials The number of suppliers deemed to be at significant risk of incidents of child labour is 31 (8 cocoa producers, 1 cane sugar supplier and 22 suppliers of promotional activities).				13.17.2

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – EDUCATION						
GRI 3 – Material Topics 2021	G4 FP4 Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need	Wholesome Products > Nutrition education				
MATERIAL TOPIC – GOVERNANCE, BUSINESS ETHICS & INTEGRITY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Governance > Anti-competitive behaviour				13.25.1
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Over the year, the Barilla Group recorded no legal action related to anti-competitive behaviour, anti-trust and monopoly practices.				13.25.2
	3-3 Management of material topics	Appendix > Note on methodology Governance > Anti-corruption				13.26.1
	205-1 Operations assessed for risks related to corruption	Governance > Anti-corruption				13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	Governance > Anti-corruption				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	Over the year, the Barilla Group recorded no incidents of corruption.				13.26.4
	207-1 Approach to tax	Governance > Fiscal responsibility				-
	207-2 Tax governance, control, and risk management	Governance > Fiscal responsibility				-
	207-3 Stakeholder engagement and management of concerns related to tax	Governance > Fiscal responsibility				-
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data.	In 2023, the Barilla Group received no formal complaints.				-

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – MARKETING & LABELLING						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Food quality and safety				-
	417-1 Requirements for product and service information and labeling	Wholesome Products > Food quality and safety				-
	417-2 Incidents of non-compliance concerning product and service information and labeling	Over the year, the Barilla Group recorded no incidents of non-compliance concerning Genuine Product and service information and labelling.				-
	417-3 Incidents of non-compliance concerning marketing communications	Over the year, the Barilla Group recorded no incidents of non-compliance concerning marketing communications.				-
	G4 FP8 Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	Wholesome Products > Food quality and safety				-
MATERIAL TOPIC – RAW MATERIALS						
GRI 3 – Material Topics 2021	G4 FP1 Percentage of purchased volume from suppliers compliant with company’s sourcing policy	Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				-
	G4 FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	Wholesome Products > Packaging				-
MATERIAL TOPIC – PRODUCTS						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Joy of food > Nutrition Wholesome Products > Food quality and safety				13.10.1
	Appendix > Note on methodology Joy of food > Nutrition Wholesome Products > Food quality and safety	Wholesome Products > Food quality and safety				13.10.2

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – PRODUCTS						
GRI 3 – Material Topics 2021	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Wholesome Products > Food quality and safety				13.10.3
	-	-	Requirement 13.10.5			13.10.5 Report the number of recalls issued for food safety reasons and the total volume of products recalled.
	G4 FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars	Wholesome Products > Nutrition				-
	G4 FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Wholesome Products > Nutrition				-
MATERIAL TOPIC – HUMAN RESOURCES						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology People and communities > Barilla People People and communities > Training and talent development People and communities > Community relations				13.20.1
	401-1 New employee hires and employee turnover	People and communities > Training and talent development				13.10.2
	401-3 Parental leave	People and communities > Barilla People				13.10.3
	404-1 Average hours of training per year per employee	People and communities > Training and talent development				10.10.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – HUMAN RESOURCES						
GRI 3 – Material Topics 2021	404-2 Programs for upgrading employee skills and transition assistance programs	People and communities > Training and talent development				
	G4 FP3 Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country	People and communities > Community relations				
MATERIAL TOPIC – COMMUNITY SUPPORT						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Wholesome Products > Nutrition Wholesome Products > Food quality and safety				13.9.1
	-	The total weight of "food loss" is 90,000 (65% in the "bakery products" category; 30% for the "pasta" category and 5% for the "sauces" category). "Food loss" has been identified within the production lines and reported in the data collection system of the Pro.mo. (Production Monitoring) plants.				13.9.2 Report the total weight of food loss in metric tons and the food loss percentage, by the organization's main products or product category, and describe the methodology used for this calculation.
	3-3 Management of material topics	Appendix > Note on methodology Community > Community relations				13.12.1
	413-2 Operations with significant actual and potential negative impacts on local communities	As can be seen from Barilla's numerous activities every year, support and development of local communities are objectives of primary importance: as evidence of this commitment, it should be remembered that over the years the Group has always strived to limit the risk of generating actual or potential negative impacts on the community.				13.12.3
	3-3 Management of material topics	Appendix > Note on methodology People and communities > Community relations Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				13.22.1
	203-1 Infrastructure investments and services supported	People and communities > Community relations				13.22.3

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – COMMUNITY SUPPORT						
GRI 3 – Material Topics 2021	203-2 Significant indirect economic impacts	As an international Group, Barilla owns 30 production complexes (which include one or more production sites), 15 in Italy and 15 abroad, generating a positive impact in terms of employment				13.22.4
MATERIAL TOPIC – TRACEABILITY & TRANSPARENCY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				13.23.1
	-	Barilla has implemented a structured traceability system for its Wholesome Products, making it possible to reach the administrative site of its direct suppliers.				13.23.2 Describe the level of tra- ceability in place for each product sourced, for example, whether the product can be traced to the national, regional, or local level, or a specific point of origin (e.g., farms, hatcheries, and feed mill levels).
	-	Sustainable supply chains > Raw materials Barilla is committed, including by means of its Codes and sets of Ten Commandments, to purchasing from suppliers certified according to internationally recognized standards.				13.23.3 Report the percentage of sourced volume certified to international- ly recognized standards that trace the path of products through the supply chain, by product and list these standards.
	-	Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				13.23.4 Describe improvement projects to get suppliers certified to international- ly recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
MATERIAL TOPIC – TRACEABILITY & TRANSPARENCY						
GRI 3 – Material Topics 2021	301-1 Materials used by weight or volume	Sustainable supply chains > Raw materials				-
	204-1 Proportion of spending on local suppliers	Sustainable supply chains > Raw materials Sustainable supply chains > Animal welfare				-
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable supply chains > Raw materials Governance > Risk management				-
MATERIAL TOPIC – BIODIVERSITY						
GRI 3 – Material Topics 2021	3-3 Management of material topics	Appendix > Note on methodology Sustainable supply chains > Raw materials				13.3.1
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-	Requirement 13.3.2	Information not available/ incomplete	Currently, there is no process in place to track such a request. Barilla undertakes to explore the issue and to provide information on it over the next few financial years.	13.3.2
	304-2 Significant impacts of activities, products and services on biodiversity	Appendix > Note on methodology	-	-	-	13.3.3
	304-3 Habitats protected or restored	-	Requirement 13.3.4	Information not available/ incomplete	Currently, there is no process in place to track such a request. Barilla undertakes to explore the issue and to provide information on it over the next few financial years.	13.3.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
TOPICS IN RELEVANT GRI SECTOR STANDARDS ESTABLISHED AS NON-MATERIAL						
NATURAL ECOSYSTEM CONVERSION						
GRI 13 – Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.4.1
	-	-	-	Not applicable	-	13.4.2
	-	-	-	Not applicable	-	13.4.3
	-	-	-	Not applicable	-	13.4.4
	-	-	-	Not applicable	-	13.4.5
SOIL HEALTH						
GRI 13 – Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.5.1
		-	-	Not applicable	-	
PESTICIDES USE						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.6.1
		-	-	Not applicable	-	13.6.2
LAND AND RESOURCE RIGHTS						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.13.1
		-	-	Not applicable	-	13.13.2
		-	-	Not applicable		13.13.3
RIGHTS OF INDIGENOUS PEOPLES						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.14.1
	411-1 Incidents of violations involving rights of indigenous peoples	-	-	Not applicable	-	13.14.2
		-	-	Not applicable		13.14.3
		-		Not applicable		13.14.4

GRI Standard/ Other source*	Disclosure	Location	Omission			GRI Sector Standard reference no.
			Requirements	Reasons for Omission	Explanation	
TOPICS IN RELEVANT GRI SECTOR STANDARDS ESTABLISHED AS NON-MATERIAL						
LIVING INCOME AND LIVING WAGE						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.21.1
		-	-	Not applicable	-	13.21.2
		-	-	Not applicable		13.21.3
PUBLIC POLICY						
GRI 13 - Agriculture, Aquaculture and Fishing Sectors 2022	3-3 Management of material topics	-	-	Not applicable	-	13.24.1
	415-1 Political contributions	-	-	Not applicable	-	13.24.2



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