

THE JOY OF FOOD FOR A BETTER LIFE

SUSTAINABILITY REPORT

Barilla
The Italian Food Company. Since 1877.

THE JOY OF FOOD FOR A BETTER LIFE

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

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

The Sustainability Report is the tool used to share the path undertaken by Barilla for a better today and tomorrow.

It includes the key results that have been achieved and the roadmap for coming years, consistently with the United Nations' Sustainable Development Goals, part of the 2030 Agenda.

The results presented in this Report were achieved thanks to all Barilla people, their passion and dedication.

The information and data contained in the report relate to Barilla Group for the period from 1st January to 31st December 2021, unless otherwise indicated.

SUSTAINABILITY REPORT 2021

Barilla
The Italian Food Company. Since 1877.

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THE JOY OF FOOD FOR A BETTER LIFE

GUIDO, LUCA AND PAOLO BARILLA,
Chairman and Vice-Chairmen

We are going through a long period of dramatic events that make the future even more unpredictable.

Despite such challenges, we at Barilla have not ceased to believe that we exist for a reason: to ensure high-quality food that tastes good. And it is only thanks to our people's strength, expertise, and dedication that we have been able to continue offering our products to millions of consumers.

We see "making products" as a way for us to renew our commitment to people and the planet we live on. It involves understanding our true essence and sharing it with people; it is the philosophy reflected in our new: **"The joy of food for a better life"**.

We envision and desire a future in which our products provide opportunities for joy, excitement, and sharing – high-quality products that taste good, are based on simplicity, and are made with selected ingredients.

Having the chance to offer people an opportunity to be happy every day is a privilege for us, and the quality that we strive for in everything we do is a real choice for the future so we can build it together.

Guido Barilla Luca Barilla Paolo Barilla



INTERVIEW TO CLAUDIO COLZANI CEO

WHAT WAS 2021 LIKE, AND WHAT WERE BARILLA'S MAIN ACHIEVEMENTS?

The last few years have been filled with many changes that had a tremendous impact on our business and lifestyles. Nevertheless, we have been able to adapt and react without losing sight of who we are and staying true to what we stand for.

First and foremost, we have continuously ensured the utmost safety and support for Barilla people. This was made possible also thanks to our ERGs (*Employee Resource Groups*), which played a key role in supporting colleagues worldwide.

Moreover, we have laid solid foundations for recovery and continued to invest in our brands, focusing on the needs of our partners along the supply chain.

We have never stopped looking to the future. We have broadened our expertise by creating the Business Acceleration Team (BAT), an innovation centre that will allow us to boost our competitiveness in today's increasingly digital world. We have expanded our presence in the pasta segment and improved our ability to monitor new consumption patterns by acquiring Catelli in Canada and Pasta Evangelists in the United Kingdom.

Ultimately, as we continued our journey toward sustainable development, we felt it necessary to redefine our Purpose to keep pace with the evolving world and concentrate on what we want to offer: the joy of food for a better life. We want to bring joy to consumers through the products we offer, as well as fine food and conviviality, so that we can help improve not only the lives of those who choose our products but also the world we live in.

WHAT ARE BARILLA'S PRIORITIES FOR THE FUTURE?

As 2021 drew to a close and 2022 began, with the tragic war in Ukraine, we have had to face greater challenges: from the decreasing availability and rising costs of strategic raw materials to the increase in energy prices.

We have some very clear goals in mind: to ensure production continuity while constantly innovating and evolving in line with the strategic priorities that we have set for ourselves.

In this way, we aim to strengthen our commitment so that we can offer quality products that satisfy consumer demand while contributing to a better life.

Over the next few months, as part of this journey, we will be setting clear and measurable goals for sustainable development. We will carry on investing in our supply chains by introducing the principles of regenerative agriculture, hence reducing our environmental impact by minimising CO_{2eq} emissions and water consumption and making recyclable packaging to use less and less plastic.

DI QUESTA CASA
NEL 1877
PIETRO BARILLA
APRIVA IL SUO NEGOZIO DI PANE E PASTA
DANDO INIZIO
AD UNA ATTIVITÀ IMPRENDITORIALE
OGGI PRESENTE IN TUTTO IL MONDO

88



ABOUT US

PROFILE OF THE GROUP

It is thanks to a path characterised by passion, quality, and attention to people's needs that a small bread and pasta shop, that opened in Parma in 1877, over time became the "Barilla" we know today: a world leader in the market for pasta, ready-made sauces, baked goods, and crispbread.

Based on this commitment, we found a way of doing business in full respect of people and the planet; this is why, on its 145th anniversary, Barilla has confirmed this commitment by introducing a new Purpose.

"The joy of food for a better life". An undertaking to offer people not just foodstuffs, but the joy that tasty food, made skilfully with selected ingredients, can bring them.

**over 2,134,000 tonnes
of products sold**

Barilla is present in over 100 countries with its brands and 30 production sites, which, every year, together produce more than 2,134,000 tonnes of products.

"The progress we have made year after year make us proud of who we are today"

BARILLA PEOPLE



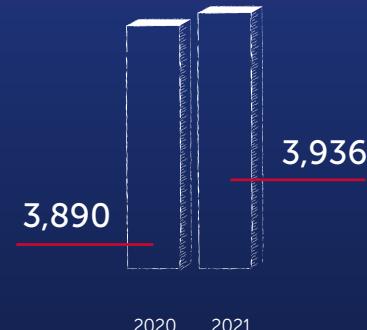
BUSINESS AREA

(TURNOVER)

BAKERY
PRODUCTS
43.6%

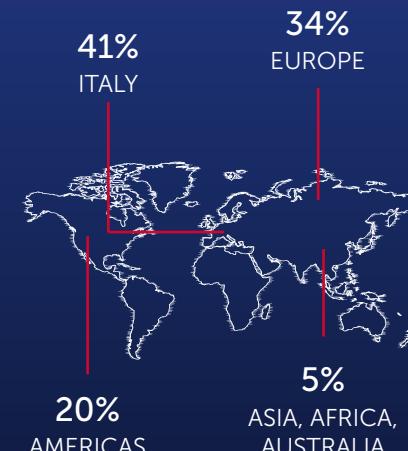


TURNOVER
(MILLION EURO)



**268 Million
in investments**

GEOGRAPHICAL AREA
(TURNOVER)



BARILLA IN THE WORLD

8,727
BARILLA PEOPLE

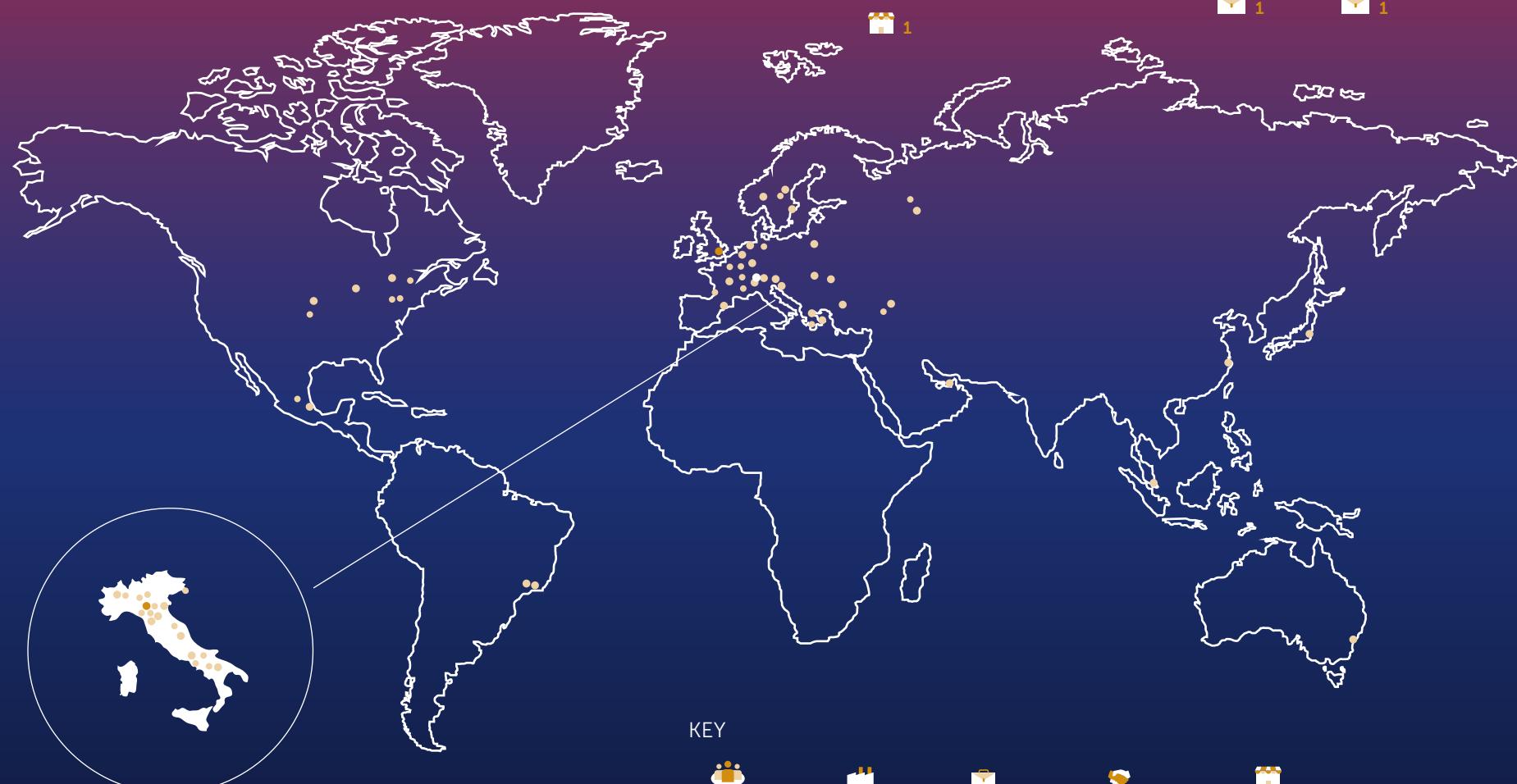
20
BRANDS

30
PRODUCTION
DISTRICTS

*that envisages one or more sites

15 IN ITALY
15 ABROAD

UNITED STATES	CANADA	MEXICO	BRAZIL	EUROPE	UK	ITALY	TURKEY	UNITED ARAB EMIRATES	RUSSIA	SINGAPORE	JAPAN
1	1	1	1	15	1	1	1	1	1	1	1
2	1	1	1	9	1	2	1	1	1	1	1
1				15		1	1	1	1	1	1



ABOUT US

ITALY

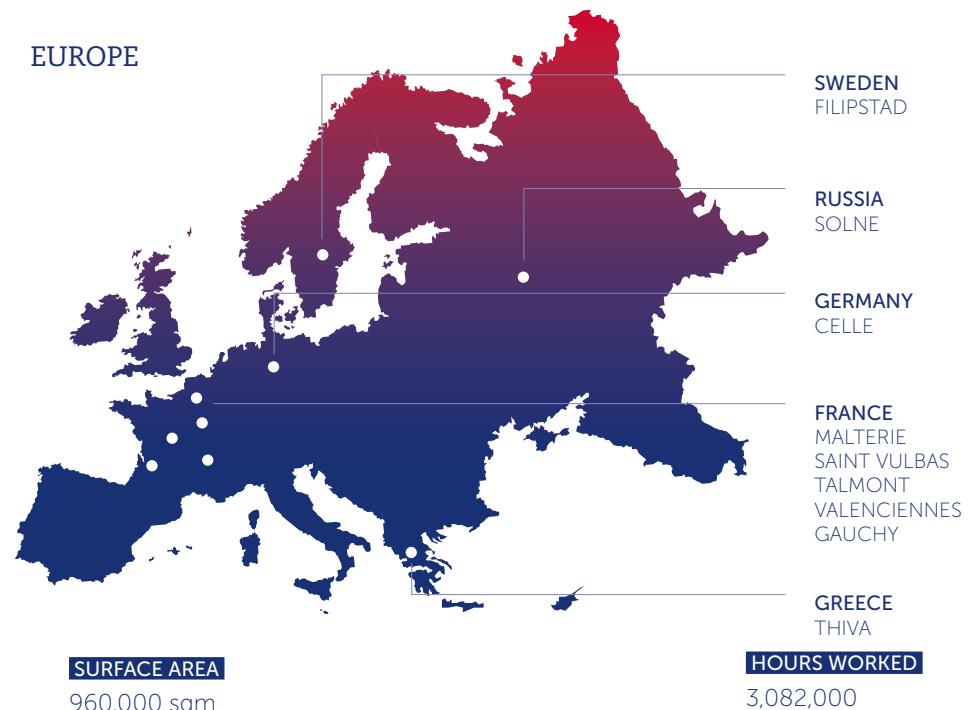


SURFACE AREA
2,994,000 sqm

HOURS WORKED
4,584,000

SUSTAINABILITY REPORT 2021

EUROPE



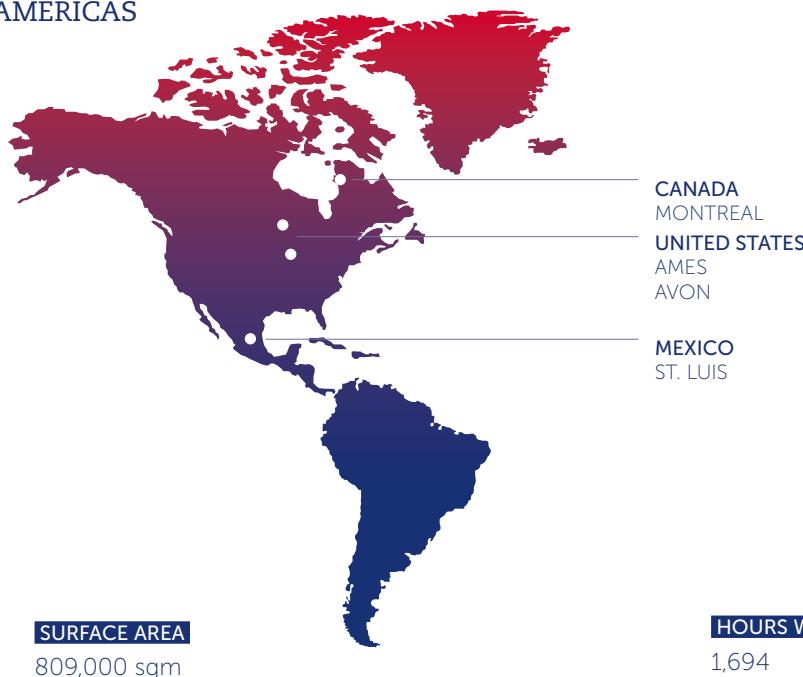
SURFACE AREA
960,000 sqm

HOURS WORKED
3,082,000

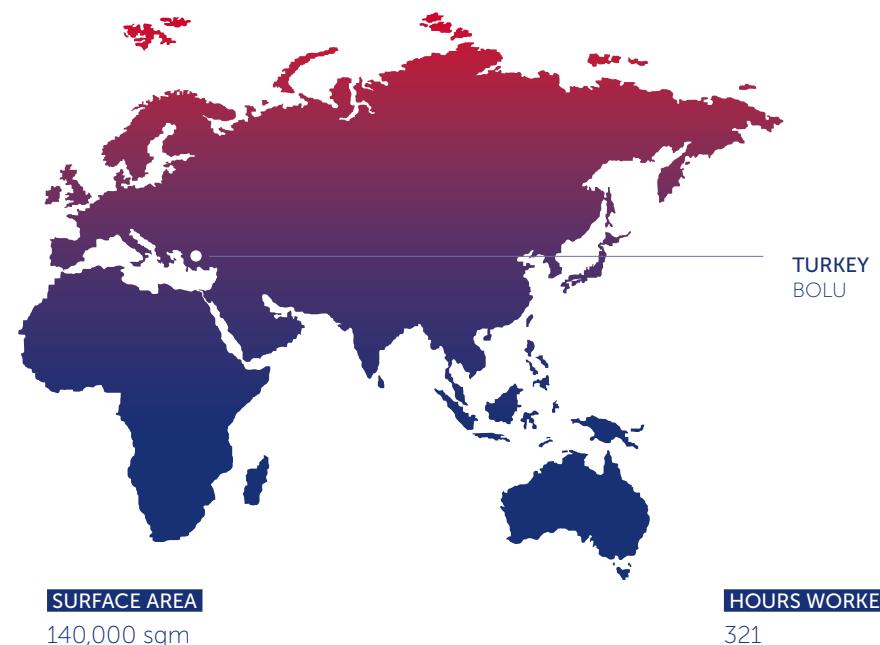
PRODUCT BRANDS	EMPLOYEES	PRODUCTION
	2,985	1,147,000 t
GREENHOUSE GAS EMISSIONS		
Barilla	Scope 1	194,021 t CO _{2eq}
Voiello	Scope 2	51,583 t CO _{2eq}
Mulino Bianco	CO _{2eq} emissions per tonne of finished product	0.21 t
WATER CONSUMPTION		
Pavesi	Water withdrawals	2,012,161 m ³
Gran Cereale	Water withdrawals per tonne of finished product	1.75 m ³ /t
Pan di Stelle		
Wasa		

PRODUCT BRANDS	EMPLOYEES	PRODUCTION
	2,070	322,000 t
GREENHOUSE GAS EMISSIONS		
Barilla	Scope 1	24,950 t CO _{2eq}
Mulino Bianco	Scope 2	19,865 t CO _{2eq}
Harrys	CO _{2eq} emissions per tonne of finished product	0.14 t
Misko		
Wasa		
WATER CONSUMPTION		
	Water withdrawals	334,070 m ³
	Water withdrawals per tonne of finished product	1.04 m ³ /t

AMERICAS

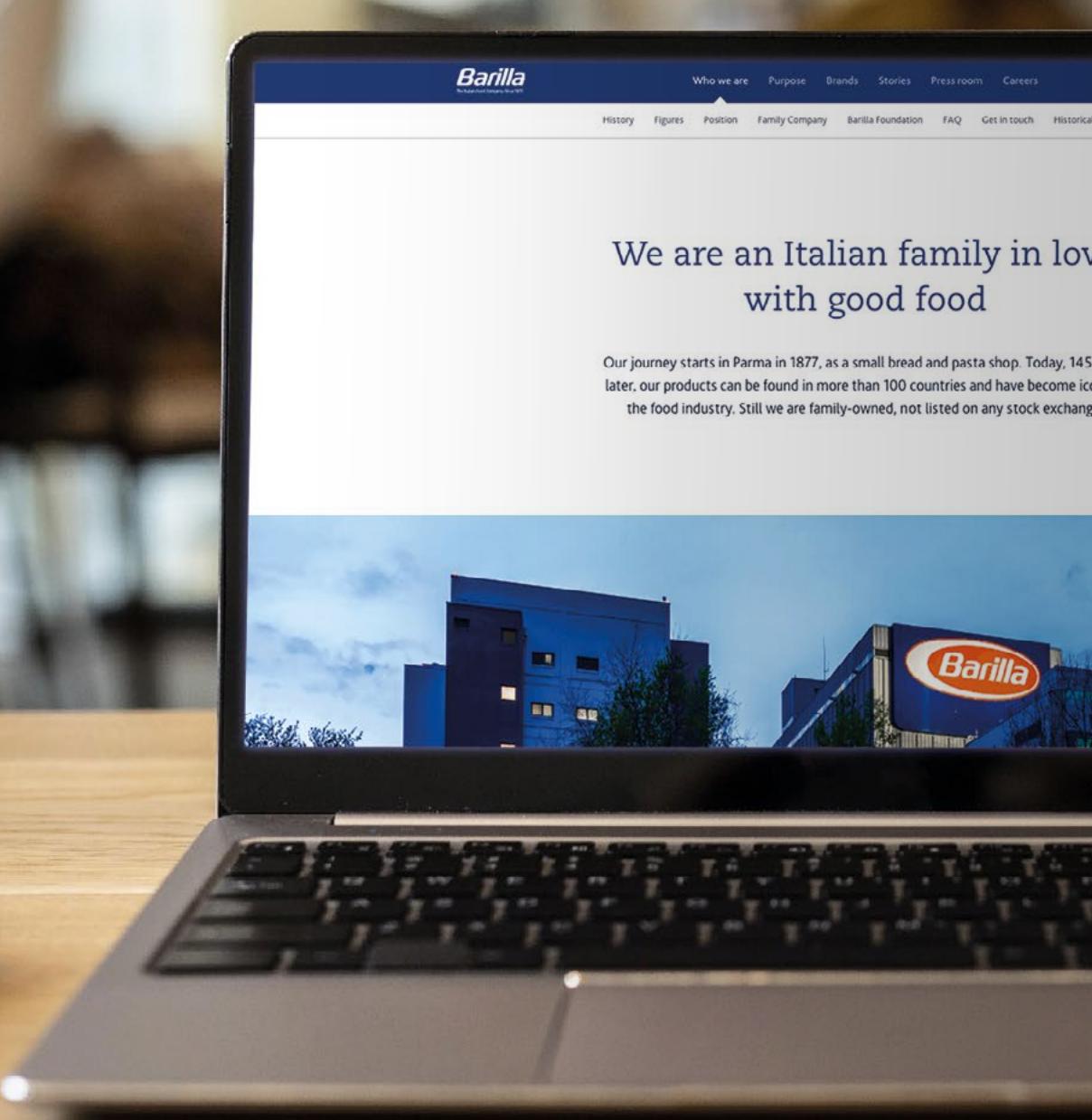


ASIA, AFRICA AND AUSTRALIA



PRODUCT BRANDS	EMPLOYEES	PRODUCTION
	819	363,000 t
GREENHOUSE GAS EMISSIONS		
Barilla	Scope 1	40,219 t CO _{2eq}
Vesta	Scope 2	53,494 t CO _{2eq}
Yemina	CO _{2eq} emissions per tonne of finished product	0.26 t
Catelli		
Splendor		
Lancia		
WATER CONSUMPTION		
	Water withdrawals	329,395 m ³
	Water withdrawals per tonne of finished product	0.91 m ³ /t

PRODUCT BRANDS	EMPLOYEES	PRODUCTION
	104	93,000 t
GREENHOUSE GAS EMISSIONS		
Barilla	Scope 1	7,468 t CO _{2eq}
Filiz	Scope 2	12,441 t CO _{2eq}
	CO _{2eq} emissions per tonne of finished product	0.21 t
WATER CONSUMPTION		
	Water withdrawals	62,963 m ³
	Water withdrawals per tonne of finished product	0.68 m ³ /t



At the beginning of October 2021, the Group's new website was launched, a completely renewed digital environment that recounts Barilla's excellence through its history, brands, products and continuous commitment to people and the planet. The new site was created to welcome visitors and facilitate them in finding interesting and relevant content about the company.

On the homepage, the **Stories**, short narratives highlighting the latest projects of the Group and its brands, made in all over the world, in various areas including: innovation, sustainability, commitment to the community and enhancement of diversity and inclusion.

Whoever enters our website enters **our home...**

The Stories, the beating heart of the new site, are told with an empathic, warm tone of voice, and thanks to the presence of our people in the narration.

Find out more about our stories on <https://www.barillagroup.com/en/stories/>

The sections: **About us, Commitment, Results, Press Room** and **Careers** complete the site. The latter has a prominent place in the new site and, in addition to including the main information on how the selection process takes place, it also contains the "Meet our people" section, which gives voice to the testimonies of the Barilla people who tell their work and the environment that the company has managed to create over the years.



BRANDS

All **our brands** are
made with love





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



The ancient **Voiello** brand was founded in 1879 in Torre Annunziata (Naples), a major center of pasta production since the 16th century. Made with 100% Italian Aureo wheat, Voiello symbolizes Neapolitan pasta culture in its rough molding, and in its unique shapes, inspired by tradition. Voiello has formed part of Barilla since 1973.



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



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



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



Tolerant is the brand of plant-based foods, naturally rich in protein, designed to make a difference for people in search of a healthier lifestyle and those with food intolerances or dietary restrictions. Tolerant is a line of pasta based on legumes subjected to minimal transformation processes, made with a single organic ingredient.



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



Catelli, a leader in the Canadian market with over 100 years of history, was acquired in 2021 together with the **Lancia®** and **Splendor®** brands and the plant in Montreal, Quebec. A family-run company, aimed at bringing inspired by the Italian lifestyle and the Mediterranean diet to the world.



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



Pan di Stelle was founded in 1983 as one of the Mulino Bianco biscuits for breakfast. When the snack and cake were launched in 2007, it began its journey as a separate brand, which has now become a much-loved household name.



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



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



Founded in Sweden in 1919, **Wasa** is the world's largest producer of crispbreads. With a wide range of rye and wheat-based products, Wasa currently sells its products in over 40 countries. Wasa joined Barilla in 1999.



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



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



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



FIRST is a brand specializing in retail services.

THE NEW LOGO

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



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

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

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

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

THE BARILLA SHOP (BOTTEGA BARILLA)

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

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

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

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

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



VALUES

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

PIETRO BARILLA

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

Passion

Putting heart and soul into the excellence of our products



Courage

Overcoming challenges to move forward



Intellectual Curiosity

Listening humbly to find innovative solutions



Trust

Working together towards a common future



Integrity

Being transparent for the respect of people and the planet

HISTORICAL ARCHIVE

WHAT IF YOU HAD THE CHANCE TO LOOK BACK AT THE EVOLUTION OF AN ITALIAN COMPANY, WITH A 145-YEAR HISTORY, INFLUENCED BY THE WORK OF FOUR GENERATIONS WHO, WITH COURAGE, PASSION AND TRUST, HAVE PUT A LOT OF EFFORT INTO MAKING THEIR DREAM COME TRUE?

The **Historical Archive** was created in 1987 thanks to Pietro Barilla to celebrate the company's history.

It now contains more than 60,000 materials including pictures, sound recordings, videos, promotional and advertising material, packaging, awards, and a specialised library. The Archive also collaborates with schools and research institutions in exhibitions, publications, and TV productions.

On 30 November 1999, the Italian **Ministry for Cultural Heritage and Activities** declared the **Barilla Historical Archive** "of considerable historical interest" as it "reflects the developments in the food industry in Parma and the evolution of custom in Italy".

The Archive website includes three sections that are enhanced with new stories posted every month:

- **BARILLA KALEIDOSCOPE**: a journey through accounts, anecdotes, interesting facts and all the details about the advertising history of the Barilla Group. The collections include commercials, the first ever being that of the famous Barilla Train, which launched the campaign "Where there is Barilla, there is home", and the unforgettable "Carosello" ads with film cuts, at times documentary-like, shot by Valerio Zurlini between 1969 and 1970. Furthermore, there are works by important artists and directors ranging from the skits of Walter Chiari, Dario Fo and Giorgio Albertazzi, to the extraordinary songs of Mina; from the most recent and well-known Rigatoni by Federico Fellini to the first Voiello campaign with the very young Marisa Laurito. Find out more: <https://www.archivistoricobarilla.com/esplora/focus/caleidoscope/>

- **"HE WHO SEEKS SHALL FIND!"** - Small adventures in the archive: this collection, full of precious pieces of history during a time in which Italy was constantly evolving, explores the long history of Barilla and of the brands owned by the Group, showcasing a variety of historical documents with the aim of retrieving past memories, from the first Barilla brand in 1910 to the first Adolfo Busi calendar in 1925, from the Murano vases of the Barilla shops in 1929 to the Barilla "Carosello" ads in 1956. Find out more: <https://www.archivistoricobarilla.com/esplora/focus/chi-cerca-trova-piccole-avventure-in-archivio/>

- **"EVVIVA LE SORPRESINE!"**: "Long live little surprises!": from the 1980s, thanks to the inventiveness of Graziella Carbone, little surprises appeared inside snacks: small boxes containing collectable educational games. The story of these little surprises is narrated by the creator herself in a series of episodes available on the Historical Archive website. Find out more: <https://www.archivistoricobarilla.com/esplora/focus/evviva-le-sorpresine/>



A wide-angle photograph of a golden wheat field. The field is filled with ripe, yellowish-brown wheat stalks. In the background, several rolling hills are visible under a bright blue sky. A few wispy white clouds are scattered across the upper portion of the sky.

OUR WAY OF DOING BUSINESS

FUTURE OF FOOD

What we eat today can change our tomorrow. Because good food is a joy for the present and a choice for a better future

The international scenario that companies still face today is characterised by **hard challenges** having an **impact on the present now and about to affect the future**.

Among the challenges of the international community, many are linked to the agro-food chain and consumption patterns, thus bringing the topic of food products at the centre of any discussions on sustainable development.

The **United Nations 2030** Agenda and the **Climate Conferences** are a point of reference for a radical rethinking of systems from a less impactful perspective, for people and for the planet hosting us. Furthermore, Europe is firmly promoting a plan for sustainable development, through **Green Deal** and the **Farm to Fork Strategy**.

As a leading company in the agro-food sector at a global level, Barilla is responsible for contributing to this challenging path and, for this reason it has renewed its commitment to the society and the planet on the occasion of its 145th anniversary of business activity.

A new Purpose containing the "why" of our way of doing business in just a few words is at the basis of this commitment: "**The joy of food for a better life**".

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

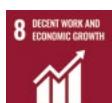
In order to implement this path, Barilla began defining the new **ESG Agenda** in 2022, which will contain clear and measurable goals in order to guide the Company's business through the upcoming years.

We will continue to focus on an essential aspect: the **well-being of people** who choose our products every day; we will offer them better and better taste and quality. We will strengthen **sustainable agriculture projects** and further deepen **regenerative agriculture**. In line with global commitments, we will define a long-term plan to continue to **reduce impacts of CO_{2eq} emissions** at our production sites and along supply chains. We will continue to produce **packages designed for recycling** and we will explore any new solutions allowing us to have less and less impact.

Eventually, we will maintain our commitment to **support communities**, thus allowing access to food for a growing number of people and promoting the inclusion and development of territories.



OUR RESULTS

SDGs	Results achieved
	<ul style="list-style-type: none"> • 2,700+ tons of products donated to people in need
	<ul style="list-style-type: none"> • Since 2010, 488 product reformulations, of which 13 in 2021, reducing fat, saturated fat, salt and/or sugar content or increasing fibre • 55 new products to broaden our offer and to meet any consumers' needs • Since 2016, a Zero-Palm Oil company
	<ul style="list-style-type: none"> • Over 7,500 Barilla people have been involved in the project si.mediterraneo • Approximately 20,000 children involved in activities dedicated to food education, physical exercise and healthy lifestyles • About 300 children have had access to education, thanks to the school built in the Ivory Coast
	<ul style="list-style-type: none"> • The unjustified pay gap for all Barilla people has been eliminated • 40% of Barilla executives and managers are women
	<ul style="list-style-type: none"> • 64% of the purchased electricity comes from renewable sources with GO certificates
	<ul style="list-style-type: none"> • Over 123,000 hours of training provided to Barilla people and an investment of 3 million to help their professional growth • Catalyst Award: external recognition intended for the commitment to create inclusive workplaces • 16 Employee Resource Group (ERG): interest groups created by employees, centred around specific types of diversity
	<ul style="list-style-type: none"> • Over Euro 10.7 million intended for expenses and investments aimed at reducing the environmental impact of plants • About 10,000 fewer trucks on the roads, thanks to projects aimed at encouraging rail transport

SDGs	Results achieved
	<ul style="list-style-type: none"> • Over Euro 12 million donated to communities, through donations, donation of health materials and support for research • AgriBosco is here: an area of 23 hectares where sustainable agriculture coexists with nature, thanks to the collaboration with Legambiente and Azzeroco2
	<ul style="list-style-type: none"> • Approximately 10,000 companies involved in sustainable farming projects concerning the main raw materials • 70% of raw materials purchased from sustainable supply chains • Manifesto del Grano Duro (Durum Wheat Manifesto): a set of commitments for a better and more responsible durum wheat supply chain • 2 Charters for the sustainable cultivation of common wheat: Mulino Bianco Charter and Harrys Charter • Basil Charter to define sustainable basil farming practices • 100% of eggs from free-range hens
	<ul style="list-style-type: none"> • CO_{2eq} emissions per tonne of finished product reduced by 31% (from 2010) • 4 brands with total CO_{2eq} compensation: Wasa, Gran Cereale, Harrys and Mulino Bianco • Water consumption reduced by 18% in plants per tonne of finished product (from 2010) • 100% paper and cardboard from responsibly managed forests • 99.7% of the packaging of products are designed and intended to be recyclable • over 93% of the waste was sent to recycling and energy recovery
	<ul style="list-style-type: none"> • Zero test of raw materials and products on animals • Support for the protection of biodiversity thanks to Mulino Charter and Basil Charter
	<ul style="list-style-type: none"> • The achieved results were possible thanks to dialogue and constant discussion with the stakeholders in the supply chain, with the academic, scientific, non-profit world and with institutions, at national and international level

MATERIALITY ANALYSIS

The Barilla Sustainability Report, in alignment with what is defined by GRI Standards, is based on a structured materiality analysis ("significance") which allows to define any sustainability aspects to be reported.

On the occasion of the publication of the Report herein, Barilla initiated a process of updating its materiality analysis, or rather the **sustainability issues** deemed to be **most relevant** (so-called "**material issues**")¹.

The upgrade path included three main phases:

- the identification, in line with the Group's strategic priorities and with the United Nations Sustainable Development Goals, of all potential material issues for Barilla through the analysis of existing corporate documentation, the analysis of the most significant socio-environmental trends in the sector and the analysis of benchmarking. Specifically, the analysis of benchmarking was performed through the examination of a panel of competing and comparable companies, operating both in Italy and abroad, deemed significant by the Group and for which the main aspects in the ESG field were investigated, starting with the relevant documentation made public;
- creation of an online survey, administered to a sample of internal and external stakeholders, aimed at investigating any main ESG priorities through a process of assessing potential material issues;
- re-elaboration and analysis of the results obtained and their subsequent sharing with the Sustainability Board, aimed at finalising and validating the materiality matrix.

The **17 material issues**, validated for this reporting cycle, are reported in the matrix below.



A brief description of each material issue is provided below with an indication of the potentially applicable **Sustainable Development Goals** (SDGs) and their significance along the whole **value chain**.

¹. Material issues are those issues that may have a significant impact on the economic, social and environmental performance of the Barilla Group and/or that may affect the assessments and decisions of its stakeholders.

Value chain

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

Value chain

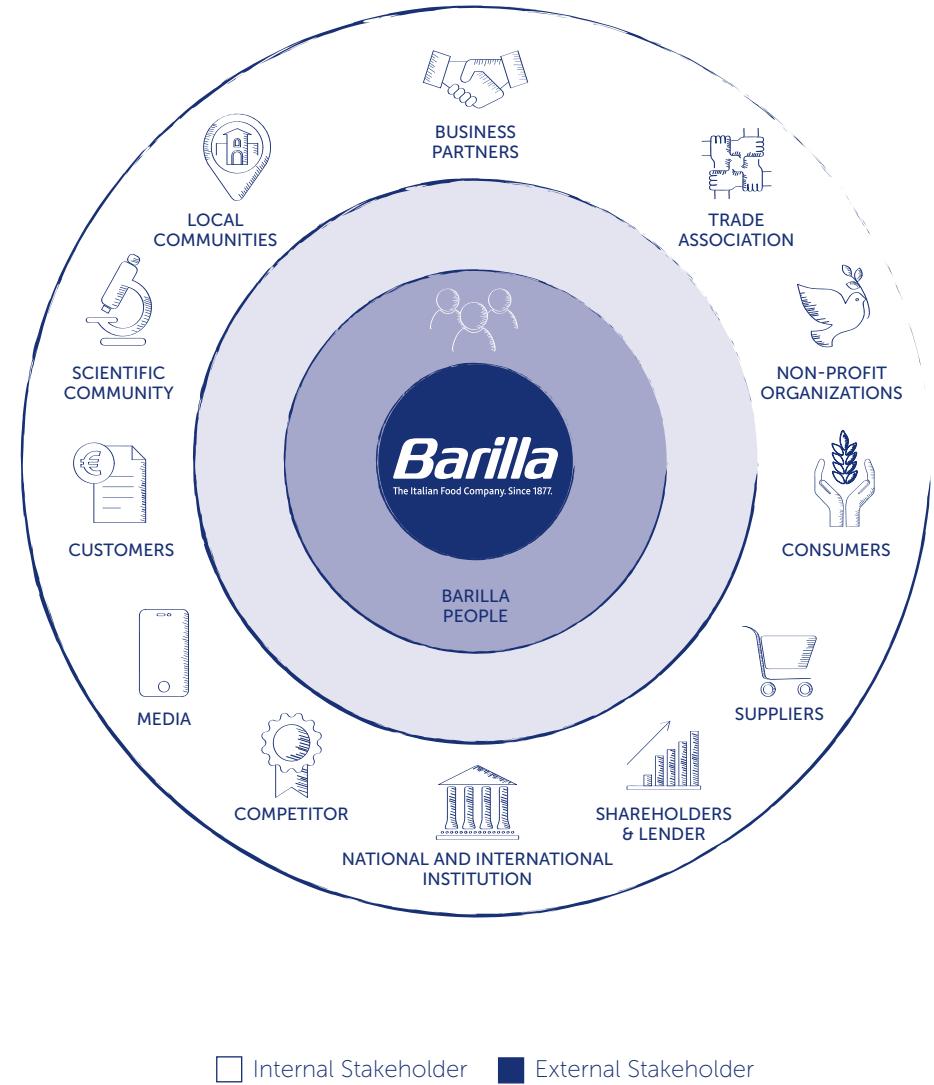
Scope	Material topic	Description						
ENVIRONMENT	Climate change 	Guaranteeing the efficient management of the entire production and supply chain with the aim of limiting the environmental impact, with particular reference to greenhouse gas emissions.						
	Circularity 	Researching and ensuring the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

STAKEHOLDER ENGAGEMENT

From the **involvement** and constant **dialogue** of its **stakeholders** to the creation of long-term **value**, **an essential bond**

Maintaining a solid and lasting relationship with all its stakeholders, based on active involvement and constant dialogue, is a priority for Barilla.

A relationship that, over the years, has become an essential part for the creation of shared value through the adoption of specific projects aimed at monitoring stakeholders' expectations and needs and, consequently, at improving the path pursued by the Company.



THE CONSUMER GOODS FORUM

The Consumer Goods Forum (CGF) is an organisation that brings together producers and retailers of consumer goods globally, intended to promote positive change in the sector, thanks to the collaboration between the stakeholders involved. Its membership includes around 400 retailers, producers, service providers and other stakeholders from over 70 countries, representing around 10 million workers, plus another 90 million if we include the entire supply chain.

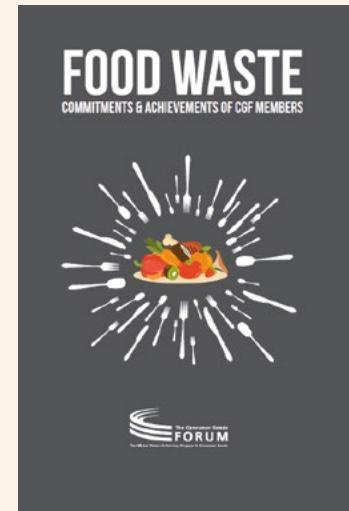
The network is led by a Management Board that includes the CEOs of over 58 producers and retailers, including the CEO, Claudio Colzani. This organisation creates action coalitions focused on sustainable practices, by providing practical support for implementation and by equipping its members with any skills and tools that are necessary to drive positive change on a large scale.



FOOD WASTE CASE STUDY BOOKLET

In 2021 the Consumer Goods Forum (CGF) published the latest edition of the "**Food Waste Case Study Booklet**", a collection of stories from CGF members, by highlighting actions aimed at reducing food waste and at creating more sustainable supply chains.

The 17 contributing members of the "Food Waste Case Study Booklet" are: Ahold Delhaize, A.S. Watson, Barilla, Bel Groupe, General Mills, ICA Gruppen, Jerónimo Martins, The Kellogg Company, METRO AG, Migros, Nestlé, Sainsbury's, SOK, Tesco, Unilever, Walmart and Woolworths.



OTHER COLLABORATIONS

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

- **AIM** - European Brands Association
- **CAOBISCO** - Chocolate, Biscuits and Confectionery of Europe
- **CENTROMARCA** - Associazione Italiana dell'Industria di Marca (Italian Brand Industry Association)
- **CONFINDUSTRIA** (Territorial component) - General Confederation of Italian Industry
- **ECR** - Efficient Consumer Response
- **IBC** - Industrie beni consumo (Consumer Goods Industries)
- **ILSI** - International Institute for Life Sciences
- **IPO** - International Pasta Organization
- **ITALMOPA** - Associazione Mugnai d'Italia (Italian Millers Association)
- **NPA** - US National Pasta Association
- **SEMOULIERS** - Union des Associations des Semouliers de l'UE (Union of Associations of Semolina Producers of the EU Countries)
- **UNAFPA** - Union of Organizations of Manufacturers of Pasta Products of the EU
- **UNIONE ITALIANA FOOD** - an association resulting from the merger between AIDEPY and AIIPA
- **UPA** - Associated Advertising Users
- **NFI** - Nutrition Foundation of Italy
- **SITOX** - Italian Society of Toxicology

METRO FOR ONE DROP

METRO announced in June 2018 its collaboration with the **One Drop** foundation aimed at addressing the issue of water scarcity in one of the countries most affected by the global water crisis, India.

The three-year partnership is part of the **Water Initiative** project conceived by Metro and spread to 18 Metro countries thanks to the financial support of 15 suppliers, including Barilla. This initiative includes an annual 2-week campaign in wholesalers METRO in Europe and Asia where, in recognition of World Water Day, a percentage of the sales of selected products are used to finance projects in India.



500,000 PEOPLE
THAT WILL BENEFIT
OF THIS INITIATIVE

5
BEHAVIORS
KEY TARGETED

6 MILLION
DOLLARS IN
INVESTMENTS

BARILLA WINS THE FIRST EDITION OF CARREFOUR EUROPEAN FOOD TRANSITION AWARD

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



2017 - 2018

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

2019 - 2020

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

2021

Barilla **Spaghetti n.5** was nominated best European product in the "**Salty Grocery**" category at the European Food Transition Awards Barilla receiving the Sirius Food Transition Award.

2022 & beyond

Barilla is actively supporting Carrefour in finding a common way for a 360 ° plan based on the values of the **food transition** to be implemented in all countries with a modular approach.



BARILLA FOUNDATION

For **over 10 years** Barilla Foundation has been promoting sustainable behaviours and **healthy dietary choices** to bring about concrete **change in society**

Through the years, Barilla Foundation has brought into being **multi-disciplinary research, debates, and international events** that have engaged and raised the awareness of opinion makers, scientists, and institutions, becoming a global point of reference for the **change towards healthier lifestyles**.

Today it has decided to translate scientific studies and research into **brief useful and interesting content** ("food facts") that can get people's attention and spread the idea that a healthier future that respects the planet's balance also depends on the small daily choices we make at the table, at the restaurant, or when we do our shopping.

In this new path, **comedians** and food influencers will be the **stars of entertaining short videos** that will take their audience on a discovery of the **relationship between food, people and the planet**, emphasising - in a not terribly serious manner - that small every actions are all it takes for a change that will allow us to be healthy and at one with the environment.

As well as this new popularisation project, the Foundation renews its commitment in the field of education by providing contents and tools for schools of all levels, and in the field of science through **European LIFE and Erasmus Plus projects**.

THE RESEARCH PROJECTS PROMOTED BY BARILLA FOUNDATION

The projects financed by Europe offer Barilla Foundation, and a multitude of other international partners, the possibility to translate its studies and scientific research into concrete action:



- **SU-EATABLE LIFE** is a three-year initiative that, since 2018, has aimed to engage EU citizens in the adoption of a **healthy diet that respects the environment**, reducing polluting emissions and the use of water. The experimental stage of the project that was deployed in corporate and university canteens in Italy and the United Kingdom has involved over **6,500 users** and 17 partners, **saving approximately 1.7 kg of CO_{2eq} and 1,670 litres of water per capita per day**, compared to the average daily impact of a European citizen. www.sueatablelife.eu
- **SKILLED** is a three-year **Erasmus+** project launched in 2020, that involves **35 high school teachers** and over **250 young girls and boys**, originating from Italy, Greece, Lithuania, and Spain, with the aim of building a set of certified skills for teaching food and environmental sustainability in Europe. www.skilled4food.education
- **CLIMATE SMART CHEFS** is the new European project led by Barilla Foundation intending to contribute to the implementation of the **EU Climate Policy** and of the **Farm to Fork Strategy** by actively engaging European chefs as promoters of **low-emission, nutritious, and simple diets**. It also intends to promote wide-ranging debate on food as a key tool for the mitigation of climate change. www.climatesmartchefs.eu

2009

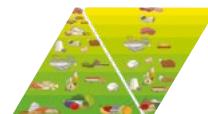
Barilla Center for Food & Nutrition
is founded as a research group

2014

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

**2010**

The "Double Pyramid" model is developed

**2017**

Birth of the European Su-Eatable Life project

2016

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

**2018**

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

2019

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

**2021**

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

**2022**

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

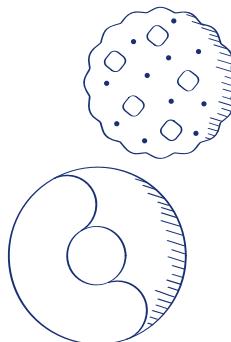


Fondazione Barilla
il tuo cibo, la tua terra





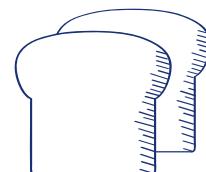
PRODUCTS



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



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



MORE WHOLEGRAIN
AND PULSE FLOURS
PRODUCTS

7,300+
BARILLA PEOPLE
INVOLVED IN INTERNAL
FOOD EDUCATION PROJECTS

11,000
CHILDREN AND YOUNG
PEOPLE INVOLVED IN FOOD
EDUCATION ACTIVITIES



55 NEW
PRODUCTS
WITH A BETTER
NUTRITIONAL PROFILE:

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

● SAUCES WITH
NO ADDED
SUGAR



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

NUTRITION

"OUR COMMITMENT STARTS WITH THE PRODUCTS' RECIPES, WHICH WE ARE CONTINUOUSLY IMPROVING TO OFFER TASTIER, SAFE PRODUCTS THAT ARE NUTRITIONALLY BALANCED"

Barilla constantly strives to **reformulate existing recipes**, to ensure that the products' nutritional profiles comply with high standards, and to **create new products** that can meet the various nutritional and food-related needs of people, drawing its inspiration from the Mediterranean food model.

To guide this path, the Company has drawn up the **Barilla Nutrition-
al Guidelines**: a set of standards and rules to support the process that pertains to the continuous improvement of its products.

The Nutritional Guidelines are updated every three years, thanks to the skills of the **Health and Wellbeing Advisory Board** and based on the international recommendations for a balanced nutrition, which include the **Dietary Guidelines for Americans** (DGA), **the National Recommended Energy and Nutrient Intake Levels** (LARN), and the recommendations of the **World Health Organisation** (WHO).

HEALTH AND WELLBEING ADVISORY BOARD

Barilla relies on the support of the **Health and Wellbeing Advisory Board** (HWAB), composed of international experts on nutrition and in various fields of medicine. The Board informs the Group on the latest scientific evidence on nutrition, health, and well-being.



The application of the Nutritional Guidelines and the effectiveness of programmes to improve the nutritional profile of products are monitored by the **Barilla Nutrition Index** – an indicator to classify its product portfolio into three categories:



THE 3 PRODUCT CATEGORIES

- **Joy for You**
tasty and satisfying products that are also very rich in energy, which it is recommended to consume in moderation
- **Better for You**
products reformulated based on the Nutritional Guidelines and new products with one or more improved nutrients compared to the category average
- **Good for you**
products fully compliant with the requirements established by the Guidelines

Every product is given a score starting from 0 (for products classified as Joy for You) up to a maximum of 1.25 (for products in the Good for You category). The Barilla Nutrition Index is obtained by multiplying the products' sales volumes by the score assigned to the family they belong to.

PERFORMANCE OF THE BARILLA NUTRITION INDEX		
2021	2020	2019
93%	93.8%	93.6%
PRODUCTS* COMPLYING WITH THE BARILLA NUTRITIONAL GUIDELINES		
2021	2020	2019
85.5%	86.7%	86%

* % product volume complying with the Guidelines

REFORMULATION OF EXISTING PRODUCTS

Barilla is busy with **reformulating existing products** with the aim of improving their nutritional profile.

The reformulation activities aim to reduce the content of **sugars, salt, fat**, and **saturated fat** and increase the **fibre** component. Thanks to the efforts expended in 2010, 488 products have been reformulated to date, of which 13 in 2021.

MAIN REFORMULATION ACTIVITIES IN 2021

- the removal of added sugar from Harrys Extra Moelleux Complet Sans Sucres ajoutés, Pan Bauletto Bianco and Cuor di Lino (soft breads) and the reduction of sugar quantities in Gran Cereale Digestive (biscuits)
- the reduction of salt in Sugo pomodoro e ricotta [Tomato and ricotta sauce] and Sugo pomodoro e tonno [Tomato and tuna sauce]
- the increase in fibre content in Gocciole Wild and Gran Cereale Digestive (biscuits) and Filiz Integrale: Fusilli, Penne Rigate and Spaghetti (pasta)
- the reduction of saturated fats in Baiocchi and Harrys 100% mie brioche (baked goods)

REFORMULATIONS TO IMPROVE THE NUTRITIONAL PROFILE

2021	2020	2019
13	26	35



WHOLEGRAIN PRODUCTS

Over the years, the interest of the scientific community has grown in relation to **wholegrains** which can provide a mix of vitamins, minerals and additional fibers compared to refined flour, helping to find the right balance.

The first wholegrain Barilla products were introduced in the 90s, in the pasta category and baked goods, but it is the most recent hulling techniques that have allowed better products to be obtained. Over the years, the **offer of wholegrain products has been gradually expanded into the various categories**.

The Barilla brand has created new shapes of **wholegrain pasta**, guaranteeing both goodness and perfect consistency thanks to the delicate grinding method that preserves all the goodness of the grain.

WHOLEGRAIN PASTA



NEW PRODUCTS

WHOLEGRAIN BREADS AND SNACKS

The category of **breads** and **snacks** also includes several products (including Buongrano, Wholegrain plumcake, Wholegrain Cornetti, Wholegrain Loaf, Wholegrain Pan Bauletto), deriving from the selection of the most suitable wholegrain wheat or buckwheat flour.

WHOLEGRAIN BISCUITS AND RUSKS

WHOLEGRAIN SNACKS

WHOLEGRAIN BREAD AND BREADSTICKS



Once more in 2021, the Group invested by increasing its product range to meet people's needs.

The main new items introduced consisted in:

- offering **14 new products made with wholemeal flour and rich in fibre**, specifically **3 soft breads** (Harrys 100% Mie Sans Sucres Ajoutés Complet; Harrys Pavé BIO Quinoa & Tournesol; Harrys Pavé BIO Courge & Chia), **3 types of crackers** (Fiori d'acqua Integrali; Sgranocchi Integrali; Gran Pavesi Sfoglie di Mais), **2 savoury snacks** (Wasa mini Din Stund; Wasa Sandwich Pizza), and **4 whole grain pasta formats** for the Mexican market (Barilla Mexico Whole Grain Code no. 1, Fusilli, Spaghetti no. 3, Penne Rigate). Moreover, we would like to draw attention to **2 single-portion biscuits** (Gran Cereale Classico single portion, Gran Cereale Cioccolato single portion) identified among the new products through the launch of the single-portion packaging. Lastly, we launched **3 new fibre-rich biscuits** (Cecille; Lentille; Gocciole Coconut) and **6 new products that are a source of fibre**: a wholegrain croissant (Cornetto integrale Nocciola), 1 soft bread (Gran Cuore Di Pane), 2 types of flat bread (Gran Piadelle, Piadelle Toast), and 2 sweet snacks (Pavesini Double, Ringo BiscoCioc alla Nocciola);
- extending the range of products **without added sugar**, specifically **3 new Vero Gusto red sauces** (Pomodoro, Datterini e Basilico Genovese DOP [Tomato, Datterini tomatoes and Genoese Basil PDO; Olive Taggiasche e Origano di Sicilia [Taggiasche Olives and Sicilian Oregano], Peperoni e Peperoncino di Calabria [Peppers and Calabrian Chili]) and **1 new type of soft wholegrain bread** (Harrys 100% mie Sans Sucres Ajoutés Complet);
- providing products with a **better lipid profile**, launching on the market **1 new breakfast product** (Pancake Mulino Bianco) with at least 75% less saturated fats (and 30% sugar) compared to its category;
- prioritising consumers who follow a **gluten-free diet**, with the launch of **2 new pasta formats** on the Greek market (Misko Spaghetti Gluten Free and Misko Penne Gluten Free), and consumers

in search of **organically grown** products, with the launch of **2 BIO baked** goods on the French market (Harrys Pavé BIO Quinoa & Tournesol, Harrys Pavé BIO Courge & Chia);

- **increasing variety in the diet and in the ingredients** (e.g., several types of grains, pulses, nuts), launching on the market **2 baked goods** that contain nuts or seeds (Wasa mini Din Stund; Harrys Pavé BIO Courge & Chia), **1 soft bread** that contains rye flour and quinoa and sunflower seeds (Harrys Pavé BIO Quinoa & Tournesol), **2 biscuits** made from pulse flour (Cecille, Lentille), **1 sauce** (Pesto Rustico Basilico & Olive), and **3 different pasta formats** made from 5 grains for the Russian market (5 Cereals Fusilli, Penne Rigate, Spaghetti);
- helping consumers **consume the right portions** and take in the right amount of calories, by launching **4 new single-portion products** with fewer than 150 calories (Cecille, Lentille, Baiocchi Choco, Ringo BiscoCioc alla Nocciola).

NEW PRODUCTS TO MEET NUTRITIONAL NEEDS

2021	2020	2019
55 ¹	34	22 ²

1. Does not include the 2 single-portion biscuits (Gran Cereale Classico single portion and Gran Cereale Cioccolato single portion), as it is the packaging and not the product per se that is new, and the 3 snack kits that concern new products created to meet the need for handy and easy to carry, but not nutritional, products.

2. In 2019, for people following a gluten-free diet, Barilla also introduced new shapes of legume pasta (pasta made with 100% legume flour, naturally gluten-free).

Lastly, to meet the need for **handy and easy to carry** products, we created **3 snack kits** consisting of a small snack and a smoothie made with 100% fruit without added sugar (Kit Merenda Baiocchi con Vellutata 100% Frutta Gusto Pera [Pear]; Kit Merenda Pangocioli con Vellutata 100% Frutta Gusto Mela Fragola Banana [Apple Strawberry Banana]; Kit Merenda Plumcake con Vellutata 100% Frutta Gusto Pesca [Peach]).

NEW BARILLA BRONZE DIE

"New Barilla Bronze Die, based on the special Rough Extrusion process as well as 100% Italian durum wheat of the highest quality"

Barilla has launched a new pasta format on the market; known as "New Barilla Bronze Die", it recreates the special rough extrusion process using the traditional bronze-drawing method, thus maintaining strong links with the past. The 100% Italian durum wheat semolina used is mixed to achieve the best possible results in terms of protein content, which guarantees full-bodied consistency and, in terms of protein quality, the pasta's elasticity.

The 100% recyclable packaging is made of FSC, PEFC and SFI-certified forestry virgin cardboard. The design was elegantly renewed, with a bright red colour and with the historic logo on the front of the packaging, to certify the product's quality and the skills acquired by Barilla as Master Pasta Makers since 1877.



CECILLE AND LENTILLE

Cecille and Lentille are the new shortbread biscuits in the Mulino Bianco range that introduce a new flavour for breakfast, with goodness enclosed in a unique taste **thanks to the pulse flour used**.

Among the ingredients Cecille are made with: chickpea flour, cocoa and orange peel, whereas among the ingredients Lentille use red lentil flour and chopped almonds.

Pulses and their flour are distinguished by **important nutritional characteristics**. The proteins of vegetable origin contribute to the protein requirement, in replacement of animal origin ones, with a consequent reduction in green-house gas emissions, less impact on soils and less water requirements.

Pulses also play an **important role in a more sustainable agricultural system**: they are particularly suitable for correct crop rotation, one of the pillars of more efficient agriculture, as stated in the *Carta del Mulino*. They are plants that can live in poor soils, improving their fertility and ensuring enhanced biodiversity.



PULSE AND CHOCOLATE CRUNCHY GRAN CEREALE

A new shortbread is introduced into the Gran Cereale product range, made with 100% wholegrain cereals flour and rich in fiber.

The basis of the new recipe consists of **chickpea flakes, corn, lentil and chocolate**.

A product with a broad variety of ingredients, such as maize and oat, important to improve biodiversity.

The grains and their flours used to-day lead to a success not only for the nutritional and sustainability characteristics but above all, for the new taste that they can bring to many products, from pasta to desserts, thanks to the increasing use of pulse flours.



SCACCHIERI

"Scacchieri are born from the surprising meeting of double caramel shortcrust pastry and chocolate. A biscuit with a unique flavour and fragrance"

In 2022, Mulino Bianco launched "Scacchieri", a new line of biscuits. The main ingredients include: **common wheat flour**, deriving entirely from sustainable agriculture, grown in line with the principles of the "Carta del Mulino" (The Charter of Mulino).

Chocolate, purchased in support of the Cocoa Horizons projects to improve the life of cocoa growers and their families.

Wholemeal spelt flour comes from Italy and the EU.

Fresh eggs, laid by free-range hens and peeled within four days.



QUALITY AND FOOD SAFETY

"For us, product quality and the safety of people are essential requirements."

The **quality of products** and the **safety of the people** who consume them are **essential requirements** for Barilla, which it meets by thoroughly monitoring all stages of the production chain: from raw materials to distribution to the sales points.

To reach this goal, 85 managers of the *Quality and Food Safety* department endeavour every day to implement and **improve the quality and food safety management system**, monitoring all stages of the production and supply chain with preventive and control actions. The adoption of this system is a true commitment of the Group to consumers, to **guarantee products that are tasty and safe**, in all Countries where operates.

The food safety quality and management system makes it possible to identify and prevent possible risks, both those that are already known and emerging ones, related to the products, to the raw materials, to the packaging materials, and to the production environment.

The analysis of food safety risks is based on a methodology known as **Risk Assessment**, which offers the Company tools and guidelines for the identification, analysis, and **assessment** of the **entire food production and supply chain**, and for the consequent definition of the measures necessary for their prevention and management. For example, in the production establishments, Barilla adopts the **HACCP** (*Hazard Analysis Critical Control Points*) **methodology** for

the management of risks that are known and regulated by the law, deriving from chemical, biological, microbiological, and physical contaminants. This methodology makes it possible to identify and monitor the critical production process control points (CCP) that are of fundamental importance when it comes to guaranteeing the safety of food products. Specifically, currently the company has adopted a HACCP model in line with the requirements of the **FSSC 22000 v5.1 certification** scheme.

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

In addition, Barilla has created an internal **Thermal Process Authority** unit responsible for defining key parameters, such as the time and temperature to be adopted during the production process in order to make products requiring the use of this thermal process safe and tasty.

FOOD SAFETY SYSTEM CERTIFICATION 22000

The **FSSC 22000 certification** is one of the tools used by Barilla to ensure that its quality and food safety management system operates properly and to identify any areas for improvement. FSSC 22000 is a solid certification system, based on ISO standards, conceived for the Food Industry, and recognised internationally. Developed by an independent non-profit body, the *Foundation of Food Safety Certification*, it is recognised by the GFSI (Global Food Safety Initiative) and represents the most complete food safety management certification scheme that applies to the entire food production and supply chain.

In addition to managing known risks, the Barilla Quality & Food Safety and Analytical Food Science Units identify and monitor potential emerging risks, i.e. those risks that have not yet been regulated by the law and are currently being studied by the scientific community, in order to implement preventive measures for their mitigation well in advance.

OVER **3,000 MONITORING TESTS** EVERY YEAR ON THE MAIN EMERGING RISKS IN THE FOOD SECTOR



CEREAL CHEMISTRY SPECIAL ISSUE ON GRAIN-BASED FOOD SAFETY 2021

In spring 2021, *Cereal Chemistry*, a prestigious and recognised scientific journal in the field of food science, published a special issue on *Grain-Based Food Safety*. Barilla Analytical Food Science actively took part in the *Guest Editors Team* to finalise the concept, coordinate the researchers/authors involved, revise, and draft the document in question.

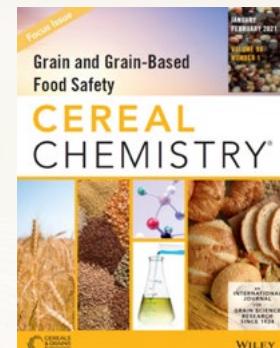
There are many potential hazards related to cereals and the food-stuffs made from them, such as chemical and microbiological agents that can cause acute and chronic effects. Some of these hazards have been studied extensively and the related risks are managed with the use of regulations and good agricultural or processing practices. Others, such as pathogen bacteria in flour, are considered to be emerging risks, because the factors that influence their occurrence are subject to in-depth evaluations by research groups and institutions, without mentioning the strict characterization of the methods which is an expression that can only generate concern.



This special issue* presents the research on many factors relating to the identification and characterisation of the hazards, to the evaluation of exposure to and management of the risks related to consumption; it also contains 16 articles/insights, of which we can mention:

- pesticide residue in grain-based food: Effects on health, grain quality, and chemical properties of biomacromolecules;
- pathogens control on wheat and wheat flour;
- developing guidance templates and terminology to support multiple traceability objectives in the grain supply chain;
- effects of growing environment, genotype, and commercial fertilization levels on free asparagine concentration in Western Canadian wheat;
- fate of glyphosate in wheat during milling and bread production;
- vacuum steam treatment of soft wheat: Quality and reduction of *Escherichia coli* and *Salmonella Enteritidis*;
- ozone as decontaminating agent for ground corn containing deoxynivalenol, zearalenone, and ochratoxin A;
- in vitro estrogenic activity of cereal-based products: Reliability and relevance considerations.

For more information, please click on the following link:
<https://onlinelibrary.wiley.com/toc/19433638/2021/98/1>



* Authors: Sheryl Tittlemier (Canadian Grain Commission), Andreia Bianchini (University of Nebraska), Terry Koerner (Health Authority Canada), Michele Suman (Barilla Analytical Food Science), Les Cope (University of Sydney).

THE RAW MATERIALS

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

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

Barilla is aware of the fact that raw materials present different risks to quality and food safety; that is why they are **thoroughly assessed** and specific **monitoring plans** are laid down for each ingredient. The plans are implemented on a daily basis by the **Quality Control** laboratories within the production plants or by qualified external laboratories.

Furthermore, the **Analytical Food Science** unit promotes the **constant research and development of innovative testing methods and techniques**, aiming to **prevent** the **risk** of emerging contaminants, fraud, and food adulteration.

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

At the mills, durum wheat is subject to a rigorous food safety plan; for example, each individual durum wheat grain is checked by an optical selection system that guarantees that it meets the reference standard, while further tests are carried out on various risk factors and especially in search of traces of food contaminants.

Since late 2019, European food companies have had to deal with a complex situation in relation to the presence of ethylene oxide in the food production and supply chains. Despite the contaminant not being detectable, in 2021 Barilla decided to voluntarily recall a soft bread distributed in the food services channels in France. This action was taken for full compliance with the authorities' precautionary guidelines.



THE MITIGATION OF MYCOTOXINS DURING THE PROCESSING OF FOODSTUFFS: SHARED EXPERIENCES IN EUROPE AND SOUTH EAST ASIA



International Life Sciences Institute

It is estimated that, around the world, the presence of mycotoxins results in billions of dollars in economic losses, as well as entailing severe toxicological risks for humans and animals.

The preventive measures aiming to contain this issue include **de-contamination and mitigation actions** that can be implemented through the processing of foodstuffs. Over the past decades, various proposals have been tested and described, also in scientific articles; however, there is an increasing need for suggestions and guidelines that are clear and easy to implement in practice.

In 2020-2021, the "**Process-Related Compounds and Natural Toxins**" task force of ILSI Europe, with the coordination and presence of the **Barilla Analytical Food Science Department**, has envisaged a fruitful collaboration with ILSI SEA (South East Asia) in Singapore to share experiences and strategies for the mitigation of mycotoxins during the processing of foodstuffs.

This activity has led to the creation of a specific session in the context of the most recent **World Mycotoxin Forum Conference 2020** in Bangkok and to the drafting of a scientific article published in 2021 in the **Journal of the Science & Technology of Cereals and Oils Food**.

In light of the diverse and complementary experiences in Europe and South East Asia, the publication provides a detailed picture of the following aspects:

- comparing the effects of foodstuff processing and the identification of the available testing tools to measure their impact;
- updating the toxicological evaluation of mycotoxins related to processing;
- searching for synergies with regard to the regulatory frameworks;
- taking into account prospects and implications for large and small/medium enterprises in the context of the "from the field to the table" approach;
- identifying the residual gaps and the challenges faced by South East Asian producers aiming to mitigate mycotoxins.

Europe and South East Asia can find **synergies** and **complementarities** going from processing to testing, from the assessment of the risk to reduction strategies, from gap analysis to a communication roadmap. The interested parties, both in Europe and in South East Asia, must therefore find a common way of facilitating and harmonising the **regulation** of the **food supply chain**, in order to guarantee food safety and, at the same time, facilitate trade in both geographical areas, taking into account the various landscapes, agricultural systems, as well as the varying preferences of consumers inside the countries in question.

MULTI-CLASS SCREENING METHOD FOR THE DETECTION OF MYCOTOXINS, PESTICIDES, AND VETERINARY DRUGS IN FOODSTUFFS

Barilla Research Labs has developed a new "multi-class liquid chromatography paired with hybrid high-resolution mass spectrometry - LC-HRMS" protocol, in collaboration with the Experimental Zooprophylactic Institute of Umbria and the Marches.



This protocol can replace the dozens of "single-class" methods that are currently being used, as it is deemed to be a lot more suitable for **improving the effectiveness and efficacy** of current residue screening systems.

In fact, the evolution of mass spectrometry techniques is transitioning from a *multi-analyte* to a *multi-class* approach.

Barilla Research Labs has optimised this multi-class LC-HRMS screening procedure in **two food matrices** (meat and wheat flour). The complexity of application can be understood if we take into account that this procedure entails the detection of hundreds of substances in ppb (parts per billion) in food matrices with approximately 5,000-20,000 endogenous components.

Specifically, 303 molecules (9 mycotoxins, 122 pesticides, and 173 veterinary drugs) have been successfully validated at their legal **Screening Target Concentrations** level. In addition, another 236 molecules, for a total of 539, can be detected simultaneously in a 30-minute process.

For more information, please click on the following link:
<https://analyticalsciencejournals.onlinelibrary.wiley.com/doi/abs/10.1002/jms.4618>

THE PRODUCTION PROCESSES

Barilla guarantees the **quality** and **food safety** of its products. To this end, the Company adopts the **Good Manufacturing Practices**, guidelines that include more than **1,700 requirements** relating to the **hygiene/health standards** with which the production environments, premises, and systems must comply to produce food that is both tasty and safe.

To guarantee the quality and food safety of the products, more than **1,500 inspections** were performed in 2021, carried out by internal Company experts, which make it possible to identify potential areas of action and improvement. These inspections were supplemented by over **100 audits specifically** referring to food safety carried out by qualified professionals from outside the Company, tasked by an independent accredited certification supervisory body.

At the production sites, the people are constantly trained: in 2021, over 3,000 people received training on various topics, such as **Food Safety, HACCP, Food Defense, Fight against insect infestations in foodstuffs**, etc.

Moreover, the company constantly organises sessions for evaluating the quality of the finished products, in order to ascertain that the production complies with the preset standards.

Lastly, in 2021, the company invested **7.2 million euros on improving production plants and lines** for enhanced quality and food safety.

THE SALES POINTS

The following **Good Distribution Practices** have been defined so as to protect product quality up to the point of sale: **247 requirements for the storage and transport of products**, as well as the service quality standards that logistics partners must comply with. Distributors are periodically involved in training sessions dedicated to food quality and safety issues throughout the supply chain.

During the year, the **Quality and Food Safety department carried out analyses on 13,000 packages** at the points of sale, to check their quality.

PREVENTION OF FOOD FRAUD

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

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

In 2021, to protect the origin claim affixed to the packaging of baked goods for the Italian market, **Barilla, in collaboration with Eurofins Global Control GmbH Germany, developed a cutting-edge testing method that can identify fresh milk originating from a very specific area of Italy**, which is the origin of the supplies used for the aforementioned products.

Specifically, this method makes it possible to detect the presence of specific isotopes in the finished product that can be associated with a specific geographical origin of the fresh milk. This relation is possible thanks to the development of a database that takes into account the four different seasons and the various geographical areas of Italy. The work has led to the introduction of innovative analytical controls, thus enhancing the protection of the milk's traceability to prevent the risk of origin-related fraud.

ENZYMATIC IMPROVERS IN FLOURS USING LC-MS DETECTION OF MARKER PEPTIDES

Enzymatic improvers are enzymes obtained from microbial or fungal cultures, added as technical adjuvants to flour. Many types of enzymatic improvers are present on the market, such as amylases, lipases, proteases, xylanases, glucose oxidases, and others, each with a different function. They can be added to "lower" quality flours, while not declared, with the goal of obtaining elevated technological characteristics of the final dough in baked goods. Analytical methods are needed to protect the quality of Barilla raw materials from the possible accidental or undeclared addition of such agents by suppliers. A study, in collaboration between Barilla and the University of Parma, envisaged the use of specific marker peptides, obtained through enzymatic digestion, to detect the presence of enzymatic improvers using a liquid chromatography/mass spectrometry (LC-MS) technique. Promising results were obtained for some enzymes acting on the carbohydrate fraction (glucoamylase, glucose oxidase, xylanase).

For more information, please click on the following link:
<https://pubs.acs.org/doi/10.1021/jasms.9b00109>



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

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



The origin of the raw materials is one of the main selection criteria that over 85% of Italian consumers apply when choosing products and pasta, in particular. Europe is the largest producer and consumer of durum wheat in the world. The Italian industry uses both locally produced and imported wheat to guarantee pasta with excellent organoleptical and technological parameters.

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

- improve the competitive advantage of Barilla pasta brands;
- guarantee compliance with the most updated legislation;
- limit possible fraud.

Samples that are representative of the various global geographical areas were taken (a total of over 170 samples divided over 3 annual wheat seasons) that formed the base for the development, and subsequent approval, of a methodology for validating geographical origin based on combined $87/86\text{Sr}$ isotope ratio information and multi-element analysis. This methodology makes it possible to differentiate the various geographical areas in which durum wheat originates: it is possible to discriminate (regardless of the harvest season) among Italian, European and non-European samples.

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

For more information, please visit the following link:
<https://www.sciencedirect.com/science/article/abs/pii/S0308814620302235>

TRAINING

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

With reference to internal communication, in 2021 over **4,000 Barilla people**, from offices and establishments, received training on various topics (e.g., Food Safety, HACCP, Food Defense, Good Manufacturing Practices, Fight against insect infestations in foodstuffs, etc.) thanks to a **training plan** that was implemented both remotely and face-to-face.

Moreover, a new interesting initiative was introduced, the **Quality Partner**, a **chatbot** on WhatsApp which Barilla employees can use to contribute their opinion on the quality of products. This tool makes it possible to **send reports** to the Quality & Food Safety team from home, from the office, or from the sales point; these reports are handled immediately.



RESPONSIBLE MARKETING

Consumers who wish to have **clear, transparent and exhaustive nutritional information** on Barilla products or **suggestions for their balanced consumption**, can find them directly on the **product packaging**, on the Group's **website** or through brand activities.

To provide even more information regarding the Group's products, Barilla, Mulino Bianco and Harrys have created virtual tours on their websites to accompany consumers through the **entire product chain**.

Furthermore, Barilla, aware of the influence that advertising and marketing activities can exert on consumers, in collaboration with UNICEF, has defined the **Principles of Responsible Marketing**, i.e. a set of principles aimed at regulating all marketing, sales and communication activities, business and external relations. These principles provide that all marketing communications must **respect the centrality of the person, provide clear and transparent information and promote the adoption of healthy lifestyles**.

In addition to the Principles of Responsible Marketing, Barilla has also prepared complete and structured guidelines relating to **influencer marketing**, aimed at raising awareness of all company functions involved in communication and digital marketing activities.

Finally, Barilla, taking into consideration the contribution of consumers, has set up listening channels, such as the telephone number, the website and the social channels. Thanks to these it is possible to collect comments on products and receive specific reports or requests for information.

TRAINING FOR THE PREVENTION OF INSECT INFESTATIONS OF FOODSTUFFS

During the year, Barilla continued training and awareness-raising activities aimed at preventing food infestations.

BRAZIL

A total of 147 sales point were visited in 2021 to ascertain their cleanliness, organisation, and the possible presence of infestations both in Barilla products and in the products of the competitors. The managers of the sales points, who usually follow the inspections, were trained on quality culture topics and, in particular, on the cleaning and disinfection operations to be implemented when needed.

At the time of the Covid-19 emergency, Barilla launched a web page containing good practices in relation to cleaning premises and storing products during distribution.

Thanks to all the preventive actions taken, Barilla recorded a decrease of 15% in consumer complaints concerning infestations compared to 2020.

TURKEY AND ASIA

The focus on the fight against infestations continued in Turkey and Asia through training and partnerships with distributors and dealers. The sales point is a key contact point for the management of infestations. Compared to 2020, Barilla recorded a progressive decrease by 19% of complaints in Turkey, an excellent feedback as to the effectiveness of the measures implemented.

ITALY

Two pertinent projects were implemented in 2021 in Italy.

The first project related to the Marcianise establishment, where the company experimented with a new method of controlling the species Lasioderma Serricorne with the use of antagonist insects, with the aim of eliminating chemical products for the control of pests, while making it possible to reach remote areas and structures that are hard to clean.

The second project concerned a new use for "sight traps", a pilot test that Barilla carried out in the automatic warehouse of Parma. These smart traps, equipped with a sticky panel, pheromones to capture insects, webcam, and Wi-Fi connection, make it possible to remotely monitor the situation on a daily basis, through a targeted control, providing a report on the presence of insects as a result. This is a very useful tool for obtaining data from locations that are not usually accessed, such as high areas of the automatic warehouse.

EUROPE

The fight against infestations in North Europe was conducted, during 2021, by putting in place specific training sessions for establishments and warehouses, in order to reduce the risk of infestation by parasites. This training formed the basis for a new approach in the management of suppliers and for working more effectively with them. The good work done was highlighted by a consolidated decrease of complaints by 16% compared to 2020.

In the same period, a pilot project for the fights against infestations was launched in Greece, in partnership with a large dealer. Visits and shared training sessions increased and consolidated awareness of the techniques for fighting against infestations along the distribution chain.

FOOD EDUCATION

Barilla endeavours to develop **educational and informative activities** for the new generations and for its employees, by promoting healthy lifestyles, balanced eating habits, and a responsible consumption model.

“Promoting the well-being of future generations by means of an education pathway that brings together motor and food education”



GIOCAMPUS

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

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



GIOCAMPUS IS STRUCTURED IN THREE STAGES:

○ **Giocampus School**

This involves 60 hours of motor education per year and 20 hours of food education for all primary school classes

○ **Giocampus Summer**

A daily summer camp intended for children aged 5-13, involved in various sports, in expressive workshops, and manual activities

○ **Giocampus Snow**

It makes it possible for children to ski and practise winter sports, such as ice skating, experiencing autonomy and socialisation away from home

One of the essential characteristics of all activities that are carried out at Giocampus is their scientific accuracy. In fact, **all pathways, games and materials** for children have been **studied** extensively and are constantly **supervised** by a wide **scientific community** composed of paediatricians, nutritionists (Taste Masters), and experts in physical education (Movement Masters).

Lastly, Giocampus complies with the Milan Protocol, with which it shares a goal: promoting the well-being of future generations, teaching children and teenagers how to follow a balanced diet and practise sports with awareness, so that the values of a healthy and balanced lifestyle are spread throughout the community.

HOW ARE OUR CHILDREN DOING?

The **Giocampus Scientific Committee** has tried to answer the question "**How are the motor skills of the children attending Parma primary schools?**" by carrying out a specific **motor tests** campaign in all schools that have become members of the Giocampus School project. The test results were published in March 2022 in the news relating to Giocampus.

Around **11,000 children** were involved in **10 different tests**. The figures at the start and at the end of the school year were recorded for each test.

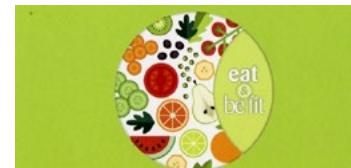
The data show that the work done throughout the school year in the gym or outdoors (the data for May 2021 were, in the majority of cases, collected outside and not in the gym, due to the anti-Covid health measures) led, for example, to an increase in the ability of children in the first year of elementary school to perform a somersault (75% to 93% positive results) and to maintain their balance on just one leg (from 81.31% in October 2020 to 94.91% in May 2021); it also helped children in the second year to increase the percentage of positive results in the performance of backwards somersault (going from 57.63% to 73%).

If, on the one hand, all tests show an increase in percentages between the start and end values, which in some cases doubled or even tripled, on the other hand the comparison between the initial tests of October 2020 and those of October 2021 provides evidence that the inactivity due to the Covid-19 restrictions had a very negative effect on the motor skills of school children.

Ensure that children can once more move around and play freely, that families can once more become the first allies of schools in laying down virtuous food pathways that help children align with healthy lifestyles: these are the goals that the Giocampus Educational Alliance has set, with the intention of being an ideal and reliable partner for both schools and families, and, first and foremost, for the new generations.

Si.MEDITERRANEO

Sustainability that starts at the (corporate) table



Si.Mediterraneo is a project began in 2011 from the collaboration between the **Department of Clinical and Experimental Medicine of the Federico II University of Naples** and the **Barilla Health and Wellbeing Advisory Board**.

The project aims to boost **nutritional culture and increase the awareness of Barilla people** with regard to the benefits of the Mediterranean Diet, as well as shining a spotlight on the existing relationship between a good diet and sustainability, through nutritional education and information activities in line with the **principles of the Double Pyramid** promoted by the **Barilla Foundation**.

Barilla proposes to its employees **corporate menus** that are **sustainable** from an **environmental** point of view and **balanced** from a **nutritional** point of view. In fact, the menus show Barilla employees not just the calorific value of the foodstuffs they are consuming, but also the environmental impact associated with their choice.

Specifically, the **menu** is based on the **Mediterranean Diet**, which stands out due to its high content in fruit, vegetables, pulses, wholegrain cereals, fish, and nuts and its low content in animal fat. Several studies and extensive scientific research, in fact, agree that the Mediterranean Diet is one of the best food-related lifestyles for the well-being of people, a balanced and healthy diet that guarantees the required variety of foodstuffs and nutrition sources in the right proportions.

As of 2020, 7,300 employees in 15 countries were involved in the project, with excellent results.

VIVI SMART

"Eating, moving, living better"



The "ViviSmart" project was born in 2017 from the desire of **Barilla**, **Coop Italy**, **Danone**, with their respective **foundations**, and from the collaboration of major companies in the food industry, consumer cooperatives, **non-profit foundations**, and **scientific research** (so-called "**aBCD** Alliance" of Barilla, Coop, and Danone).

Through a **learn-while-playing pathway**, ViviSmart aims to disseminate the **culture of the right diet** and of **healthy lifestyles** in **school children and their parents**. This is why the project is implemented in primary schools and in selected sales points.

People therefore have the opportunity to, on the one hand, learn about choosing food knowing its nutritional properties, and, on the other hand, learn about the benefits of constant physical activity, following a few simple rules.

In phase one (2017-2019), the Project was tested with face-to-face activities in primary schools and sales points at local level in four pilot cities: Milan, Parma, Genoa, and Bari.

In phase two (2020-2021), the third edition of ViviSmart evolved into a new multi-channel digital version, perfect for disseminating, in a more innovative and engaging manner, the healthy habits of the Mediterranean diet.

In 2020-2021, the initiative recorded 3,698 participants (1,435 teachers and 2,263 families) and reached approximately 30,000 children.

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





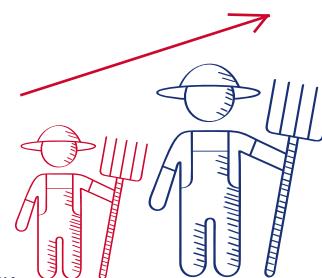
SUPPLY CHAINS

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

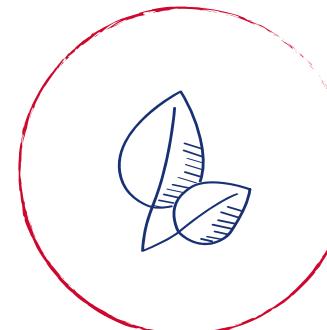


70% OF THE
RAW MATERIALS
ORIGINATE FROM SUPPLY
CHAINS MANAGED
RESPONSIBLY

10,000+
FARMS INVOLVED
IN SUSTAINABLE AGRICULTURE PROJECTS



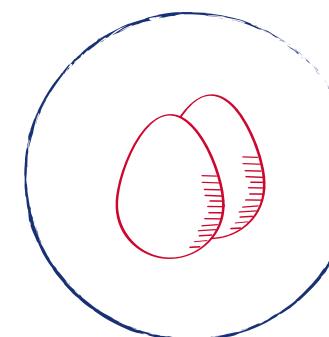
80%
OF THE VOLUMES
PRODUCED ARE COVERED
BY LIFE CYCLE ASSESSMENT (LCA)



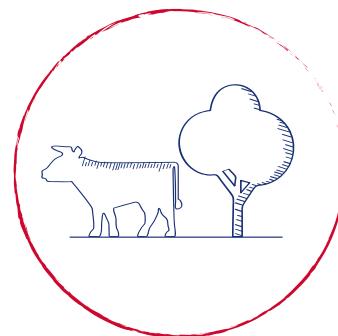
72 ENVIRONMENTAL
PRODUCT DECLARATIONS
(EPD) PUBLISHED



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



100% OF EGGS
FROM CAGE-FREE HENS



BBFAW AWARD
FOR THE LEADERSHIP IN ANIMAL
WELFARE CARING

RAW MATERIALS

THE BARILLA SUSTAINABLE AGRICULTURE CODE

Suppliers have always been **essential partners**, with whom Barilla establishes **direct, long-term relationships** that are **founded on transparency** and from whom it requires compliance with the ethical and quality principles, and principles pertaining to the protection of the environment and of human rights.

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

THE SUSTAINABLE AGRICULTURE CODE 5 PRINCIPLES

- improve the efficiency and competitiveness of the agricultural system
- act with integrity, applying the Barilla Code of Ethics



- believe in listening and collaborating for continuous improvement
- research food quality and safety
- reduce the impact on the environment

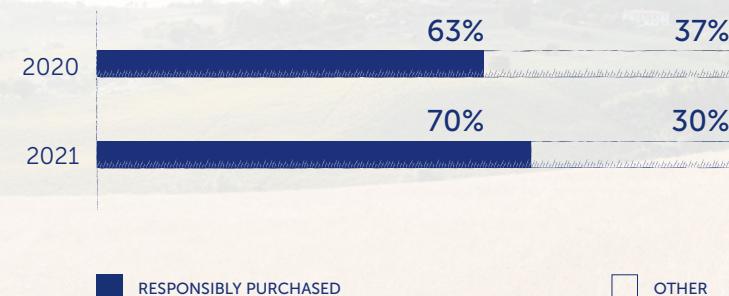


THE SUSTAINABLE AGRICULTURE PROJECT

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

The total of strategic raw materials purchased in accordance with these principles increased during the year from 63% to 70%.

SHARE OF RESPONSIBLY PURCHASED STRATEGIC RAW MATERIALS IN 2021 VS. 2020



RESPONSIBLY PURCHASED RAW MATERIALS

		Total tonnes purchased	Tonnes selected from responsibly managed production and supply chains	Share of purchases selected from responsibly managed chains out of the total	
t		t		%	
2021	2020	2021	2020	2021	2020

STRATEGIC RAW MATERIALS

Durum wheat	1,079,726	1,168,174	685,628	608,949	64%	52%
Durum wheat semolina	383,681	436,982	222,590	291,157	58%	67%
Common wheat	82,458	81,826	81,033	73,357	98%	90%
Common wheat flour	322,989	332,000	294,704	260,607	91%	78%
Rye	41,332	50,979	4,350	800	11%	2%
Rye flour	23,228	25,888	11,300	10,475	49%	40%
Tomatoes	63,891	79,975	63,395	79,721	99%	100%
Sunflower oil	42,471	42,744	40,709	42,744	96%	100%
Rapeseed oil	7,901	7,132	7,119	7,132	90%	94%
Beet sugar	55,721	58,303	55,721	57,571	100%	99%
Eggs	22,445	23,171	22,435	23,171	100%	100%
Basil	7,427	6,623	7,427	6,456	100%	97%

RAW MATERIALS FROM SUPPLY CHAINS WITH ENVIRONMENTAL AND SOCIAL ISSUES

Cane sugar	2,060	1,539	2,060	1,539	100%	100%
Cocoa	13,682	13,710	13,682	13,636	100%	99%
Beef	782	988	716	907	92%	92%
Pork	1,952	2,057	1,943	2,044	100%	99%
Chicken	8	16	0	0	0%	0%
Wild-caught fish	21	64	21	64	100%	100%

OTHER RAW MATERIALS OF ANIMAL ORIGIN

Butter	7,219	7,810	0	0	0%	0%
Fresh milk	3,323	3,576	3,027	3,001	91%	84%
Dairy products	7,728	8,184	348	1,720	5%	21%
Total	2,170,045	2,351,741	1,518,208	1,485,051	70%	63%

THE ENVIRONMENTAL IMPACT OF PRODUCTS

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

The percentage of products whose environmental impact is analysed increases every year and **today covers 80% of production volumes**. Furthermore, **approximately 95% of the Group's product portfolio belongs to the base of the Environmental Pyramid** (products with a low environmental impact).

80% OF VOLUMES PRODUCED COVERED BY THE LCA ANALYSIS

To obtain safe and high-quality products, while reducing CO_{2eq} emissions, Barilla endeavours to research and promote more efficient and sustainable agricultural practices for all its strategic production and supply chains. In line with this commitment, the Group evaluates and constantly updates the environmental performance of all main strategic raw materials it uses.

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

72 EPDs PUBLISHED, COVERING 70% OF VOLUMES PRODUCED

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

The results are published on the website <https://www.environdec.com/>

ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2021

	Carbon Footprint kt CO ₂ eq
Durum wheat	651
Semolina	247
Common wheat	32
Common wheat flour	141
Rye	14
Rye flour	9
Sugar beet	38
Sunflower oil	101
Rapeseed oil	21
Tomatoes	23
Eggs	96
Basil	1
Cane sugar	<1
Cocoa	7
Beef	19
Pork	6
Wild-caught fish	<1
Chicken	<1
Butter	40
Fresh milk	4
Dairy products	75
Total impact	1,526

LIFE MAGIS

In 2021, Barilla participated in **LIFE MAGIS - Made Green in Italy Scheme** is a project co-financed by the European Union's LIFE Programme, in which Barilla took part, to support the dissemination of the "Made Green in Italy" scheme, promoted by the (It.) Ministry of Technological Transition to recognise Italian products with the best environmental performance, and of the Product Environmental Footprint. The LIFE MAGIS partners are research bodies and universities, sector associations, consortia, and cooperatives. The agri-food, windows and doors, and the leather sector are represented in the project.

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



GOALS

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

ACTIONS

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

RESULTS

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

STRATEGIC SELECTED RAW

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

DURUM WHEAT

The main ingredient for all Barilla Group pasta brands is **quality durum wheat** originating from **Italy, Greece, Turkey, North America, France, Spain, Slovakia, Austria, Kazakhstan, Canada, Mexico, Australia and Russia**. Where possible, Barilla prioritises local procurement chains, as well as establishing collaboration relationships with its suppliers that aim to disseminate more efficient, innovative, and sustainable agricultural practices, with the intent of improving the socioeconomic conditions of the entire agri-food production and supply chain.

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

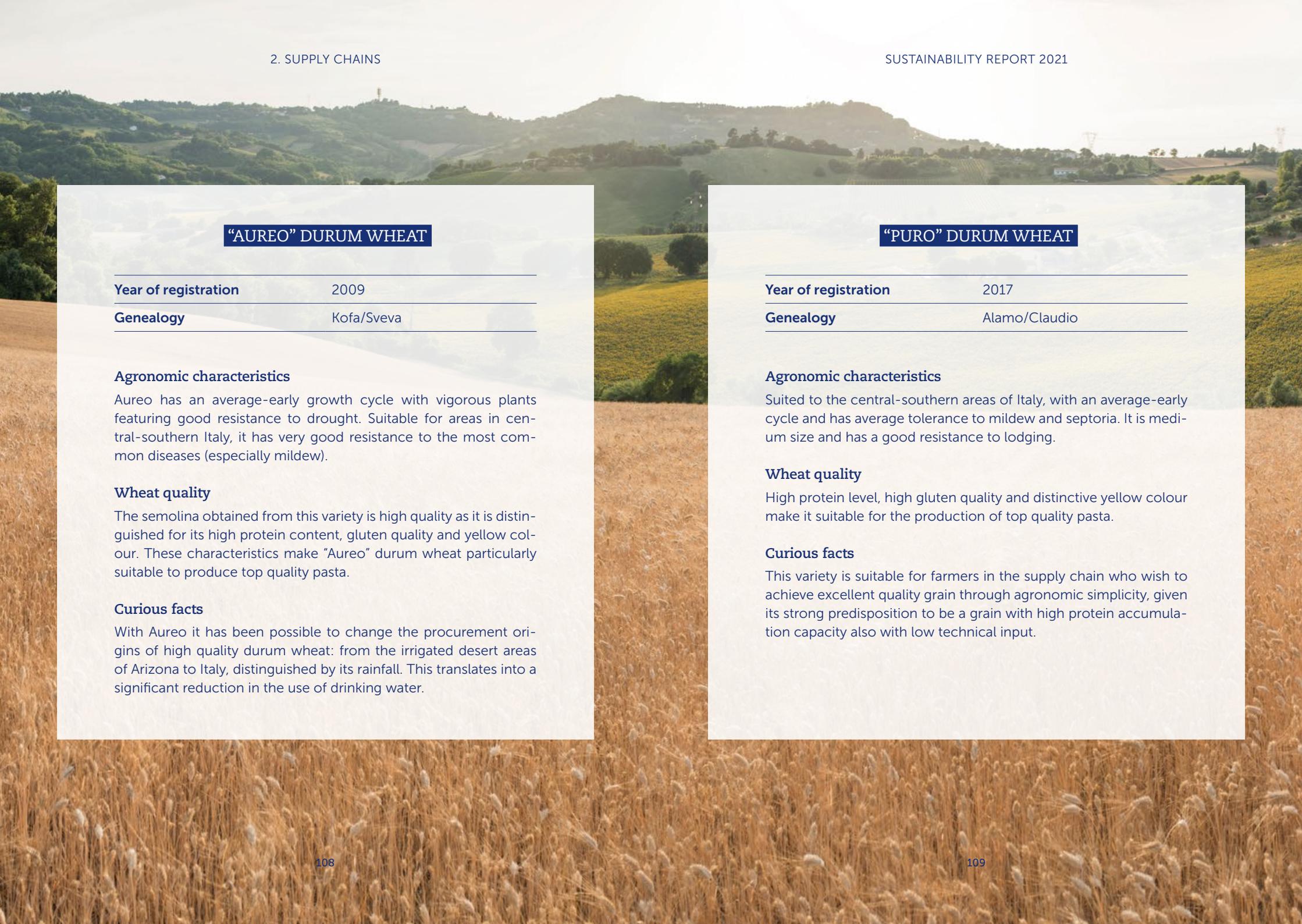
The following wheat varieties are currently being used in farming contracts: **Aureo, Svevo, Puro, Pigreco**.

DURUM WHEAT PURCHASES										
	Total tonnes purchased		Tonnes purchased from the local market				Tonnes purchased under farming contracts			
	t		t		%		t		t	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Italy	697,540	718,375	587,345	593,291	84%	83%	473,082	456,850	68%	64%
Greece	52,141	72,133	52,141	72,133	100%	100%	22,000	24,677	42%	34%
Turkey	131,507	152,387	131,507	152,387	100%	100%	18,858	9,225	14%	6%
North America	204,708	225,279	204,780	225,279	100%	100%	0	0	0%	0
Total	1,085,896	1,168,174	975,773	1,043,090	90%	89%	513,940	490,752	47%	42%

DURUM WHEAT SEMOLINA PURCHASES						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
Italy	107,275	163,448	104,736	160,962	98%	98%
North America	113,295	129,808	113,295	129,808	100%	100%
Mexico	76,757	81,449	76,757	81,449	100%	100%
Russia	68,775	62,277	68,775	62,277	100%	100%
Total	366,102	436,982	363,563	434,496	99%	99%

90% OF WHEAT IS PURCHASED FROM THE LOCAL MARKET

47% OF PURCHASES ARE MADE THROUGH FARMING CONTRACTS



“AUREO” DURUM WHEAT

Year of registration	2009
Genealogy	Kofa/Sveva

Agronomic characteristics

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

Wheat quality

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

Curious facts

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



“PURO” DURUM WHEAT

Year of registration	2017
Genealogy	Alamo/Claudio

Agronomic characteristics

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

Wheat quality

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

Curious facts

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

“SVEVO” DURUM WHEAT

Year of registration	1996
Genealogy	Cimmyt/Zenit Line

Agronomic characteristics

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

Wheat quality

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

Curious facts

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

“PIGRECO” DURUM WHEAT

Year of registration	2013
Genealogy	S53 x V702

Agronomic characteristics

Suitable for crop areas in north-central Italy, with average cycle and productivity, it has good tolerance against the main fungus diseases such as rust and a high production potential. It is medium-tall in size and has a good resistance to lodging.

Wheat quality

Overall good, especially for the gluten quality and the protein content that make it possible to obtain semolina that guarantees top quality pasta making.

Curious facts

Its intrinsic characteristics make it the ideal variety for the pasta-making supply chain: it squares the supply chain circle, from seed to table.

ITALY

Barilla continues to implement projects to improve the quality of the wheat and enhance the local supply chain, by **designing tools to support farmers** and **defining multi-year farming contracts**. In this context, in 2020 Barilla drafted the **Durum Wheat Manifesto**, in which it develops a new concept of both the products and the supply chain, with the aim of improving the quality of resources, of local communities, of the territory, and of the environment.

The main projects implemented by Barilla through the years include:

- **collaboration with HORTA¹** in 2009, through which Barilla developed two new tools for improving and supporting agronomic practices:

HANDBOOK FOR THE SUSTAINABLE CULTIVATION OF BARILLA DURUM WHEAT: a set of 10 rules and tips for the diffusion of more efficient and sustainable agricultural practices;

GRANODURO.NET® Platform: a tool that makes it possible to provide farmers with useful information or alerts for the farming of fields through the study of goal parameters, such as weather conditions.

PURCHASES OF DURUM WHEAT FROM ITALIAN FARMERS WHO USE GRANODURO.NET®

	Number of farm holdings that use granoduro.net®		Tonnes of wheat grown with the support of granoduro.net®	
	2021	2020	2021	2020
Northern Italy	1,694	1,889	164,554	136,574
Central Italy	2,190	1,565	161,831	150,887
Southern Italy	1,931	1,944	140,592	102,938
Total	5,815	5,398	466,977	390,399

¹ A spin-off of Università Cattolica del Sacro Cuore, Hort@ was founded in Piacenza in 2008 as a company providing services in the field of plant production. It offers solutions aiming to increase the competitiveness and sustainability of agricultural and agri-food undertakings.

- **adoption of the AgroSat tool²** in 2018, i.e. a platform born from the collaboration with **CNR-IBE** (National Research Council - Institute for Bio-Economy). Also in collaboration with the CNR and dedicated to all operators in the wheat supply chain, in 2021 GranoScan³ was born, the Barilla Artificial Intelligence Application for the recognition in the field of the main adversities of wheat.

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

Thanks to the initiatives implemented throughout, the Group was able to purchase **over 466,000 tonnes of durum wheat grown in a more sustainable way**.

THE MoU FOR ITALIAN DURUM WHEAT

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

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



² AgroSat is an innovative and completely free tool able to support farmers in managing fertilisation through precision farming techniques.

³ GranoScan was born from the desire to create a tool ever closer to the farmer which, starting from a simple photo taken from a smartphone or tablet, can be of support in identifying the main adversities of wheat and therefore help in the determination of interventions.

GREECE

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

In 2021, total durum wheat purchased through the use of Farming Contracts amounted to **22,000 tons**. In addition, the use of **granoduro.net®** continued: 460 farmers sowed 3,561 hectares of land according to Barilla's new standards for a harvest of more than **14,700 tons**.

TURKEY

Thanks to the collaboration with **Bahri Dağdaş International Agricultural Research Institute**, Barilla has published and distributed the **Sustainable Agriculture Manual**, as well as continuing its work with the Namik Kemal Institute. In particular, the collaboration with the latter aimed at implementing projects that can create a sustainable production and supply chain.

In 2021, **18,858 tonnes of durum wheat** were purchased under **Farming Contracts**, while 1,445 tons were purchased from 40 farmers taking part in the granoduro.net® platform.

NORTH AMERICA

In 2021 Barilla continued its collaboration with **research bodies** and **local partners**. These activities made it possible to improve the **agronomic knowledge** of local producers and to develop technologies for more sustainable agriculture.

In particular Barilla continued the following two most important collaborations:

- together with the **University of North Dakota, Agrifood and SeCan**, it published the **Agronomic Guide** addressed to durum wheat producers in the United States and Canada. This Guide contains a **handbook for innovative farming techniques for growing durum wheat**;

- together with the **University of Arizona**, it conducted a study on the management of nitrogen and water and of the related yield. The studio aimed to identify the factors with the greatest impact and the tools for optimising the use of water and nitrogen.

Lastly, in the state of **Montana**, Barilla promoted the use of the **Agrible** digital platform, which provides information in real time on crops and on more efficient and sustainable farming practices.

RUSSIA

The wheat supply chain in Russia is still in development; Barilla therefore launched a project to identify the most efficient **durum wheat** type in terms of **yield** and **environmental sustainability**.

EUROPE

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

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

It also took part in PLOUTOS: a global project to increase the sustainability of the European agri-food chains; purpose of project is to create opportunities for change capable of rebalancing the value chain in the agri-food sector, outlining systems more sustainable production from an environmental, social and economic point of view and through careful risk analysis in agriculture.

COMMON WHEAT AND COMMON WHEAT FLOUR

Common wheat and its **flour** are mainly grown in Italy and France and are the main ingredient for **baked goods**.

In order to promote the sustainable development of the common wheat production and supply chain, Barilla has drafted **The Mulino Charter** and **The Harrys Charter**, to be signed by all producers with which it has relationships. Today, an average of approximately **66% of common wheat and 60% of common wheat flour are purchased on the local market**.



COMMON WHEAT						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
Italy	81,033	80,356	52,766	35,400	65%	44%
Sweden	1,425	1,471	1,425	1,471	100%	100%
Total	82,458	81,826	54,191	36,871	66%	45%

COMMON WHEAT FLOUR PURCHASES						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
Italy	177,479	181,720	48,309	67,556	27%	37%
France	113,199	120,122	113,199	120,122	100%	100%
Germany	9,247	8,024	9,247	8,024	100%	100%
Sweden	11,701	11,234	11,701	11,234	100%	100%
Russia	11,363	10,414	11,363	10,414	100%	100%
Total	322,989	331,515	193,819	217,351	60%	66%

PURCHASES OF COMMON WHEAT AND COMMON WHEAT FLOUR FROM FARMERS WHO HAVE JOINED THE "MULINO CHARTER"

	Number of farm holdings that use the "Mulino Charter"	Tonnes of common wheat grown according to the "Mulino Charter"
Italy	1,432	140,600
France	962	155,400
Other	297	74,000
Total	2,691	370,000

PURCHASES OF COMMON WHEAT FROM FARMERS IN ITALY WHO HAVE SIGNED UP TO THE "HARRYS CHARTER"

	Number of farm holdings that use the "Harrys Charter"	Tonnes of common wheat grown according to the "Harrys Charter"
France	738	118,944

THE MULINO CHARTER

The **The Mulino Charter** was drawn up in 2018 with the objective of supporting the spread of sustainable agricultural practices along the common wheat flour supply chain in Italy and France. Developed in collaboration with *WWF Italy*, the *University of Bologna* and *Tuscia University*, it contains **10 rules designed to guarantee the ever-increasing quality of the products, support the work of farmers' communities and limit the impact on the Planet, by safeguarding biodiversity** (3% of wheat fields are in fact dedicated to flowers), reducing the use of chemicals and protecting pollinating insects.

Mulino Bianco has several partners who have signed up to the Carta del Mulino over time: today there are over **2,691 farmers** plus dozens of Italian mills, a Barilla-owned Mill, hundreds of storage centres scattered throughout the country and overseas, which equals to over **370,000 tonnes of common wheat used to produce the flours**. Thanks to this project, dozens of biscuits bear the logo "flour from sustainable agriculture" and it will be extended to all Mulino Bianco products in 2022.



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HARRYS CHARTER

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

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

Harrys has gradually increased the number of **farms involved**, reaching **738**, which equals about 118,944 tonnes of purchased common wheat flour.



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RYE AND RYE FLOUR

Especially for the production or crispbread, Barilla uses **rye** flour, a product that has the advantage of **not requiring high use of water and fertilisers** to grow. In addition, **sustainable agronomic practices** have been consolidated through the years, both from an environmental point of view and in terms of yield.

RYE					
Total tonnes purchased		Tonnes purchased from the local market			
t		t		%	
2021	2020	2021	2020	2021	2020
Sweden	41,332	50,979	41,332	50,979	100%
Total	41,332	50,979	41,332	50,979	100%

RYE FLOUR					
Total tonnes purchased		Tonnes purchased from the local market			
t		t		%	
2021	2020	2021	2020	2021	2020
Sweden	431	475	431	475	100%
Germany	22,117	24,462	22,117	24,462	100%
Italy	484	469	0	0	0%
France	284	259	0	0	0%
Russia	4	297	4	297	100%
Total	23,320	25,962	22,552	25,234	97%

REGENERATIVE AGRICULTURE

Regenerative agriculture is one of the most effective methods for exploiting the **plants' ability to capture carbon from the atmosphere**.

WASA has launched a pilot project to **support rye growers** in the adoption of these techniques which consist for example of: minimum tillage, crop rotation, green manure, cover crops, organic fertilization. The project, in collaboration with **Indigo** and **Svensk Kolinlagring**, involved **12 farmers in Germany and Sweden** and will last three years. At the end of the project, the increase in organic matter in the soil will be measured, indicating how much that soil has "regenerated", and the amount of reduced emissions, during the process, compared to a traditional cultivation system.

TOMATOES

The majority of the **tomatoes** purchased by Barilla for the production of sauces originate from **Italy (79%)**, while the remainder is purchased from **American (20.7%)** and Chinese producers (0.3% used only for products sold in China), prioritising local markets.

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

In Italy and in the United States, the tomatoes are most commonly harvested mechanically.

BASIL

Barilla only uses Italian **basil** for the preparation of **Pesto alla Genovese** and of all its Pesto and sauces, as well as tomato-based sauces. The use of basil originating from Italy makes it possible to use a product that is always fresh, reducing the time between its harvest and processing.

The **Basil Charter** was born in 2021: **a set of principles for growing basil sustainably that covers 100% of purchases:**

- the **procurement of basil originating from sustainable agriculture**: each farmer of the basil production and supply chain is subject annually to specific checks and must comply with the sustainability criteria of the ISCC PLUS certification system;
- the **protection of biodiversity**: it is possible to increase the soil's fertility and contain the presence of parasites by continuously rotating crops and biodiversity areas;
- the **empowerment of farming communities**: the bonds that have been established with farmers go back a long time. This enables Barilla to be sure of the quality of the raw materials purchased and farmers to plan their work with greater security.

TOMATOES

		Total tonnes purchased						Tonnes purchased from the local market					
		t		t		%		t		t		%	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Italy		50,298	57,216	50,298	57,216	100%	100%						
China		212	254	212	254	100%	100%						
North America		13,381	22,505	13,381	22,505	100%	100%						
Total		63,891	79,975	63,891	79,975	100%	100%						

BASIL

		Total tonnes purchased		Tonnes purchased from the local market			
		t		t		%	
		2021	2020	2021	2020	2021	2020
Italy		7,427	6,623	7,427	6,623	100%	100%

ISCC Plus certification

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



THE NEW PESTO - THE TASTE THAT EVERYONE LOVES

Unique creaminess, fresh basil, and Parmigiano Reggiano PDO are the three characteristics of the new Barilla pesto that form a perfect union with the values promoted by the Group: **quality, Made in Italy, and sustainability.**

To obtain the creaminess, Barilla has studied a specific methodology, i.e. the **Gentle Method**, which combines experience, care, and mastery in the processing of the ingredients.

The basil used by Barilla is chosen with care and originates from sustainable agriculture. Lastly, the last ingredient that makes Barilla pesto so popular with consumers is the parmesan, with its unmistakable taste and certified origin.

As well as the ingredients and the flavour, the pesto container's packaging is also new: the logo, the graphics, and the design have been reviewed, making it 100% recyclable.

VEGETABLE OILS

The vegetable oils used by Barilla are mainly **sunflower seed oil** and **rapeseed oil**. Barilla, jointly with the farmers, has for years implemented several initiatives to establish the best agricultural practices for sunflower cultivation, in accordance with the principles of the **Barilla Sustainable Agriculture Code**. To be Barilla suppliers, sunflower seed oil producers must be certified in accordance with the **CSQA or ISCC DTP 112 standard** (thus guaranteeing sustainable production in environmental, economic, and social terms). With regard to **rapeseed oil**, which is particularly common in France, Barilla has launched several projects in collaboration with the suppliers, to promote the sustainable agriculture principles laid down by the Group and asks that producers be certified in accordance with the **ISCC** or **2BVs standards**. In Italy, Barilla also uses **soybean oil**, purchased entirely from producers who meet the requirements of the CSQA DTP 112 standard.

Like many other food manufacturers, the Barilla Group has been heavily impacted by the shortage of sunflower oil due to the conflict in Ukraine. To cope with the shortage, sunflower oil was replaced with other vegetable oils (olive, extra virgin olive, soybean) with compatible characteristics for a selected range of products. Thanks to a major internal effort, labels were updated as required by European regulations and consumer information pages were created on group and brand websites, proactively communicating the choices made regarding oils.

VEGETABLE OILS

	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
Sunflower oil	42,470	42,744	7,180	4,481	17%	10%
Rapeseed oil	7,102	7,574	1,704	1,678	24%	22%
Total	49,572	50,318	8,884	6,159	21%	14%

SUPPLY CHAINS WITH POTENTIAL SOCIAL ISSUES

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

	2021	2020
Total number of suppliers deemed to be at potential risk of violating human rights	90	88
Average risk by sector and country based on international databases and Self-Assessment Questionnaires (SAQ)	4.75	5.41
Completed Self-Assessment Questionnaires (SAQ)	87%	99%
Purchases of gadgets and promotional material from suppliers with audited SA8000 certification	100%	100%

CANE SUGAR

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

COCOA

In 2015, Barilla, through the Pan di Stelle brand, launched a collaboration with **Barry Callebaut**, main cocoa supplier, and its foundation **Cocoa Horizons**.

By paying a bonus on purchases, Barilla supports the Foundation's projects, to improve the living conditions of cocoa growers in Ghana and in the Republic of Côte d'Ivoire. Subsequently, the Group also took part in the **Transparence Cacao** project of the supplier **Dipa Cemoi**. Today, **100% of cocoa and chocolate suppliers** support these initiatives (if not available, Rainforest or UTZ certifications are used).

THE NEW PAN DI STELLE ICE CREAM

Barilla, in collaboration with **Unilever⁴**, has launched the new **Pan di Stelle ice cream** in biscuit and cone versions. This partnership aims to launch a new era in the sector of ice cream.

Pan di Stelle, therefore, is no longer just the name of the iconic **cocoa biscuit** with the eleven stars, but has now also become an **ice cream**, in which the **unique and unmistakable flavour** of the biscuit has remained unchanged. In fact, the greatest challenge for Barilla and Algida was to reproduce in the flavour the great taste of the product from which they are inspired.

For the production of these ice creams, Barilla and Algida have only used **high-quality products**, such as milk and fresh cream, 100% Italian hazelnuts, free-range hen eggs, as well as, obviously, **sustainable cocoa** originating from certified and controlled production and supply chains.

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



ANIMAL WELFARE

THE GUIDELINES ON ANIMAL WELFARE

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

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

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

Animal welfare policies are an integral part of the corporate strategy and are managed and monitored by the **Sustainability Board** – a working group that is **formed by the Directors** of the most involved Global Units.

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

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

The Five Animal Freedoms include:

- freedom from hunger and thirst;
- freedom from discomfort;
- freedom from pain, injury and disease;
- freedom to express normal species-specific behaviour;
- freedom from fear and distress.

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

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

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

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

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

PROCUREMENT OF BARN EGGS

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

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

PROCUREMENT OF MEAT PRODUCTS

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

In 2021, the Guidelines cover **100% of the supplies of pork and beef** used for sauces and filled pasta produced in **Italy** and **97% of the total meat used globally**.

PROCUREMENT OF CHICKEN MEAT

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

Specifically, an ongoing project intends to guarantee the following:

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



PROCUREMENT OF FRESH MILK

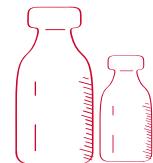
Fresh milk is a key ingredient for many Barilla products and **has always been purchased by the Group from local, traceable and controlled production chains**.

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

In 2021, the assessment was carried out in conformity with **Classy-Farm**, an **integrated system** that aims to **categorise farming based on risk**, recognised and approved by the Italian Ministry of Health.

This system provides a checklist that makes it possible to detect, collect, and process data relating to the following assessment areas:

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



In late 2021, **100% of the volumes of fresh milk purchased in Italy, which correspond to 91% of the volumes of fresh milk purchased by the Group globally**, originated from companies assessed using the **Classyfarm** system.

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

EGGS AND EGG PRODUCTS



Barilla uses **eggs and egg products for its baked goods and egg pasta formats**. Since 2012, the Group has started a process of conversion of the production chain, through the gradual abandonment of caged farming and favouring purchases from producers who raise hens in barns. Thanks to this commitment, all eggs purchased globally originate from barn poultry farms, and 98% of hens have access to enriched environments, such as perches and bedding.

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

EGGS AND EGG PRODUCTS								
	Total tonnes purchased		Tonnes purchased from the local market				Percentage of barn eggs	
	t		t		%		%	
	2021	2020	2021	2020	2021	2020	2021	2020
Italy	18,392	18,895	18,392	18,895	100%	100%	100%	100%
France	3,571	3,768	3,498	2,638	98%	70%	100%	100%
United States	10	17	10	17	100%	100%	100%	100%
Brazil	446	450	446	450	100%	100%	100%	100%
Greece	6	3	-	-	0%	0%	100%	100%
Turkey	20	29	-	-	0%	0%	100%	100%
Total	22,445	22,957	22,346	22,000	99%	95%	100%	100%

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

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

PORK AND BEEF

Pork and beef are ingredients used in Barilla ready-made meat sauces and filled pasta produced in Italy, where 97% of meat purchased worldwide is used.

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

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

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

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

Since 2020, Barilla implemented these farming standards throughout the supply chain.

BEEF						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
Italy	716 (91.6%)	907 (91.8%)	716 (91.6%)	907 (91.8%)	100%	100%
China	66 (8.4%)	81 (8.2%)	66 (8.4%)	81 (8.2%)	100%	100%
Total	782	988	782	988	100%	100%

PORK						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
Italy	1,943 (99.5%)	2,044 (99.4%)	1,943 (99.5%)	2,044 (99.4%)	100%	100%
China	9 (0.5%)	13 (0.6%)	9 (0.5%)	13 (0.6%)	100%	100%
Total	1,952	2,057	1,952	2,057	100%	100%

CHICKEN						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		%	
	2021	2020	2021	2020	2021	2020
China	8	16	8	16	100%	100%
Total	8	16	8	16	100%	100%

EXTERNAL ACKNOWLEDGEMENTS

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

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

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



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

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

THE BBFAW SURVEY

In 2018, Barilla completed the analysis of its meat production chain in order to identify possible areas of improvement in line with the parameters included in the *Business Benchmark on Farm Animal Welfare* (BBFAW). In 2019, this analysis led Barilla to lay down an improvement plan to be implemented in collaboration with farmers, an improvement in compliance with the principles of the BBFAW.

In 2021 Barilla carried out an annual survey which involves Italian meat suppliers, that 97% of the volumes used by the Group originate from, in order to check compliance with the parameters included in the *Business Benchmark on Farm Animal Welfare* (BBFAW), with the following results:

Pork

- the gestation cages for sows are used for the first four weeks of gestation; subsequently 100% of animals are transferred into collective boxes for the remaining period;
- all (100%) bred animals are not subject to tail-docking and have access to straw throughout the production cycle (increased from 86% in 2020);
- all (100%) pigs are transported from the farm to the slaughterhouse in under eight hours, including loading and unloading;
- all (100%) of products that contain pork originate from animals that are stunned before being slaughtered. First stunning is 100% effective, without the need for a second attempt, as of December 2021.

Cattle

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



- all (100%) products that contain beef originate from animals that are stunned before being slaughtered. In December 2021, first stunning was ineffective in 1% of cases; these animals then underwent a second stunning;
- 100% of the cattle bred along the supply chain are not subject to any kind of routine mutilation (horns, castration, tail) and do not have skin lesions, in line with that already observed in 2020;
- 39% of the cattle are bred with straw bedding in the barns;
- none of the animals showed lameness.

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

- **with regard to fresh milk:**
 - 91% of fresh milk purchased globally comes from Italy;
 - 4% of animals in the Italian fresh milk production and supply chain are lame;
 - all (100%) milk cows of the Italian fresh milk production and supply chain are not subject to tail-docking or to horn-tipping after the horns' appearance;
 - all (100%) milk cows of the Italian fresh milk production and supply chain are bred in loose houses and are not tied to the pen.
- **with regard to eggs:**
 - eggs produced in Italy and France represent 98% of global eggs and egg product;
 - in Italy and in France, 17% of cage-free egg farms still adopt mixed systems, in accordance with the specifications which were laid down and agreed with the CIWF during 2021.

During 2022, the results of the analysis performed will be checked again with the support of an independent third-party body and an improvement process for 2023 will be defined.

OTHER PRODUCTS OF ANIMAL ORIGIN

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

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

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



OTHER PRODUCTS OF ANIMAL ORIGIN						
	Total tonnes purchased		Tonnes purchased from the local market			
	t		t		% 2021 2020 2021 2020 2021 2020	
	2021	2020	2021	2020	2021	2020
Wild-caught fish	21	64	0	-	0%	0%
Butter	7,219	7,810	628	969	9%	12%
Fresh milk	3,324	3,576	3,324	3,576	100%	100%
Dairy products	7,728	8,184	4,009	3,051	52%	37%
Total	18,292	19,634	7,961	7,596	44%	38%

GLOBAL SUMMARY									
	Animal supply chains	Eggs and egg products	Cattle	Pork	Poultry	Fresh Milk	Butter and dairy products	Wild-caught fish	
Third party certification, including animal welfare regulations	14%	0%	92%*	99%**	0%	91%*	2%	100%***	
Enrichment	64%	100%	39%	99%	0%	91%	2%	N/A	
No tail-docking	29%	N/A	92%	99%	N/A	91%	2%	N/A	
Transportation less than eight hours	65%	100%	92%	99%	0%	91%	2%	100%	

* Classyfarm

** KIWA DT40

*** MSC



INNOVATION

Every year Barilla commits to further improve animal welfare through innovative projects.

The following projects are active in 2021:

- **SAI platform:** Barilla is a member of the following SAI Platform working groups:
 - **Dairy Working Group:** it aims of reducing GHG emissions and deforestation and providing incentives for the adoption of regenerative agriculture practices in the milk-dairy production and supply chains.
 - **ERBS (European Roundtable for Beef Sustainability):** it works with the aim of laying down common animal welfare criteria, responsible use of antibiotics, livestock management, and regenerative agriculture in collaboration with the *Dairy Working Group*.
 - **Farming laying hens:** a study has been completed in collaboration with the University of Bologna, *Compassion in World*



Farming, and with the Italian egg supplier Eurovo, to implement better animal welfare standards that go beyond basic European legislation. With particular attention paid to the mixed systems in place, the project aims to facilitate the movements of the hens (e.g., by introducing ramps or removing potential obstacles, such as partitions within levels) and improving the chances of natural behaviours being expressed.

- **Pig farming:** a study was launched with the University of Turin and the Italian pork meat supplier OPAS, aiming to:
 - ascertain and validate the protocol developed for the assessment of animal welfare and the related indicators;
 - train and support OPAS personnel for the correct detection of the indices in farming;
 - process and analyse the data collected during the farming assessments;
 - issue a periodic cumulative report.



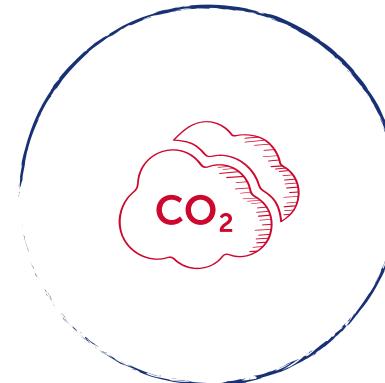
ENVIRONMENT

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

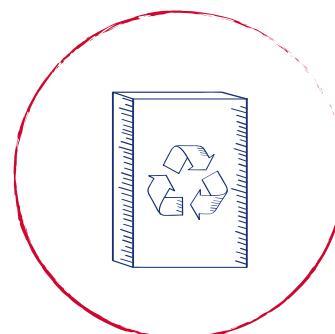
100%
OF THE PAPER AND
CARDBOARD
FROM RESPONSIBLY
MANAGED FORESTS

99.7% OF THE
PACKAGING
IS DESIGNED
TO BE RECYCLED

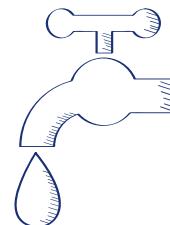
64% OF THE ELECTRICITY
PURCHASED FROM RENEWABLE
SOURCES WITH GO CERTIFICATES
(GUARANTEE OF ORIGIN)



-31%
GREENHOUSE
GAS EMISSIONS
PER TONNE
OF FINISHED PRODUCT
COMPARED TO 2010



-18% REDUCTION
IN WATER USED
PER TONNE OF FINISHED PRODUCT
COMPARED TO 2010



91% OF THE WASTE
PRODUCED WAS SENT TO
RECYCLING AND ENERGY
RECOVERY

PRODUCT PACKAGING

"WE HAVE ALWAYS PAID GREAT ATTENTION TO THE PACKAGING OF OUR PRODUCTS, BOTH DURING THE DESIGN OF NEW SOLUTIONS AND IN THE CONSTANT IMPROVEMENT OF ALREADY-DEVELOPED PACKAGING"

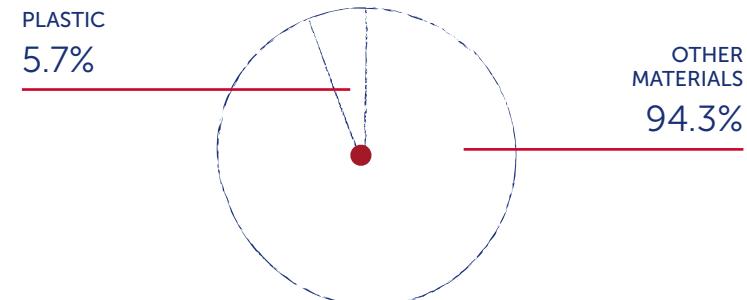
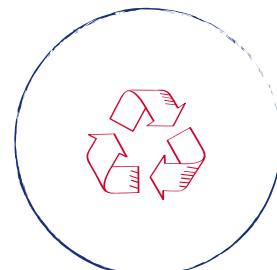
Product packaging plays a fundamental role at Barilla: it protects the product, guarantees its preservation over time, and allows it to be consumed in a place other than where it was produced.

We have defined the Principles of Sustainable Packaging to reduce the impact of packaging over time.

Updated in 2021, these principles envisage:

PRINCIPLES OF SUSTAINABLE PACKAGING

1. reduced quantities of packaging materials
2. the use of paper and cardboard originating from forests managed responsibly
3. the use of materials from renewable sources not in competition with the food chain
4. the promotion of reuse models
5. the use of packaging designed to be recycled
6. the use of recycled food-safe materials
7. the evaluation of packaging-related choices with the use of LCA



1997

DEFINED THE FIRST
BARILLA PRINCIPLES OF
SUSTAINABLE PACKAGING

The materials used for packaging are: **paper, cardboard, glass, metal** and **flexible film**, in the amounts listed below.
Currently, **99.7% of packaging is designed to be recyclable**.

RAW MATERIALS USED IN PACKAGING (t)		
	2021	2020
Flexible film	24,723	25,551
Glass	68,283	72,394
Paper and cardboard for packaging	151,368	145,894
Metal	3,242	3,496

	2021	2020
Packaging designed to be recycled placed on the market	99.7%	99.6%
Packaging with instructions on the correct recycling methods	99%	99%
Packaging produced with recycled materials	37.7%	38%

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

Specifically:

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

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



BARILLA BLUE BOX

“Plastic window, no more!”

Barilla has always paid great care both during the design of new solutions and in the constant improvement of packaging that has already been developed. For this purpose, the Group has, for several years, endeavoured to reduce the quantity of materials in its packaging, eliminating the **transparent plastic window** placed on the various boxes, thus preventing the introduction of superfluous plastic on the market, to the tune of approximately **126,000 kg per year***.

Furthermore, to minimise the environmental impact of the paper and cardboard production and supply chain, and to guarantee the maximum quality and food safety Barilla has chosen to use virgin fibre from supply chains managed responsibly, following the principles below: guarantee sustainable forestry, informed by the protection of the environment, respect for rights and cultural traditions, promotion of the economic sustainability of forestry activities.



* Elimination of the plastic transparent window in all countries where the Group operates, except for: Canada, Russia, and the USA (estimate calculated on boxes sold in 2020). Full range by 2025.

THE BARILLA READY PASTA
RECYCLING PROGRAMME



2021, Barilla continued to partner with **TerraCycle**, an innovative company committed to the recycling of materials creating the "**Ready Pasta Recycling Program**" which aims to provide customers with a free, simple, and sustainable solution for recycling their ready pasta packaging.

<https://www.terracycle.com/en-US/brigades/barilla>



PRODUCTION

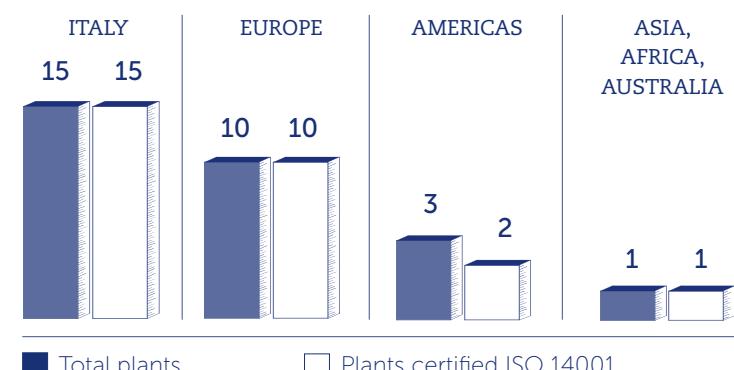
Barilla has formalised its commitment to continuously improving its environmental performance by **adopting management systems, policies, guidelines, and rules for the protection of the environment to be spread to all its facilities**.

The various facilities are subject to periodic audits put in place to monitor and ascertain the correct implementation of the management systems, and compliance with the policies and guidelines.

The **Group works constantly to improve the efficiency of its production systems with the goal of reducing the impact of its facilities in terms of CO_{2eq} emissions, water use, and waste production**. For this purpose, an Integrated Safety, Environmental and Energy Management System has been implemented over the years, in compliance with standards UNI EN ISO 45001, UNI EN ISO 14001, and UNI EN ISO 50001.

The Environmental Management System has been certified by an independent third-party body in accordance with the international standard ISO 14001, for 97% of the Group's facilities. Moreover, with particular reference to energy resources, Barilla has implemented a certified system for monitoring and controlling consumption, in accordance with standard ISO 50001, for 72% of production facilities.

PLANTS CERTIFIED ISO 14001:2018 WORLDWIDE



95% OF PRODUCTION VOLUMES MANUFACTURED IN ISO 14001:2018-CERTIFIED FACILITIES

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

Each year, the Group participates by filling in the *Climate Change*, *Forest* and *Water* questionnaires. Over the course of 2021 the Group's score (on a scale from a minimum of D- to a maximum of A) was: "B" in *Climate Change*; "B" for *Forest*, and "B" for *Water*. What is more, an "A" rating in the *Supplier Engagement* questionnaire was awarded, thus gaining the *Supplier Engagement Leader* qualification.

ENERGY AND EMISSIONS

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

Over **10.7 million euros were invested during 2021**, earmarked for expenditure and investments to safeguard and protect the environment; specifically, over 3 million euros were allocated for: process optimisation, improvements to the general production-serving systems, and solutions to increase energy efficiency¹. It is estimated that the actions above enable, on an annual basis, savings in energy used of over 22,720 GJ (of which 13,152 GJ of direct energy and 9,568 GJ of indirect energy) and over 3,107 t CO_{2eq} of emissions avoided (894 t CO_{2eq} of Scope 1 and 2,213 t CO_{2eq} of Scope 2)².

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

² Since these are energy efficiency projects, the CO_{2eq} saved following reductions in energy consumption of gas (Sm³) and electricity (Kwh) was calculated.

ANNUAL ENERGY USE BY SOURCE (GJ)		
	2021	2020
DIRECT USE	3,605,512	2,825,362
ENERGY FROM NON-RENEWABLE SOURCES		
Natural Gas	2,431,551	2,463,282
Fuel oil	14,644	7,391
Diesel	707	747
Petrol	-	-
Biomethane (certified) ³	7,200	-
SELF-PRODUCED ENERGY THROUGH COGENERATION		
Thermal Energy	624,970	200,729
Electricity	454,364	152,048
Cooling Power	70,189	-
ENERGY FROM RENEWABLE SOURCES		
Photovoltaic electricity	1,887	1,166
INDIRECT USE	2,285,839	2,942,348
Electricity	2,126,464	2,420,102
from non-renewable sources	826,736	1,109,687
from renewable sources (certified)	1,299,728	1,310,415
Thermal energy	147,320	510,096
from non-renewable sources	147,320	510,096
from renewable sources	-	-
Energy for cooling	12,055	12,150
from non-renewable sources	12,055	12,150
from renewable sources	-	-
ENERGY USED PER TONNE OF FINISHED PRODUCT (GJ/t)		
2021	2020	
3.17	3.03	

³ The biomethane used is not produced directly on site, but purchased through certificates attesting to the renewable source of the gas taken from the network.

In 2021, Barilla used a total of 5,891,352 GJ of energy (approximately 2% more than in 2020). Specifically, compared to the previous year, direct use increased by approximately 28%, while indirect use fell by approximately 22%.



OVER 10,7 MILLION EUROS INVESTED IN ENVIRONMENTAL PROTECTION

The main reason behind the transition from direct to indirect energy use is attributable to the installation of a new owned tri-generator for the district of Pedrignano, used to cover its energy requirements. Furthermore, the change in energy use in 2021, compared to that recorded in 2020, is to be read in conjunction with the changes in the reporting scope⁴.

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

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

During 2021, greenhouse emissions from direct (scope 1) and indirect (scope 2) use recorded a change upwards (+31%) and a decrease (-36%), respectively, when compared to 2020.

The installation of a new tri-generation plant owned by the Pedrignano site resulted in the transition from direct to indirect emissions, and, in particular, in an increase in scope 1 emissions and a consequent related decrease in scope 2 emissions.

The total emissions of CO_{2eq} per tonne of finished product have gradually decreased over the years, since 2010, reaching a reduction of 31%.

4. The 2021 reporting scope, compared to that of the previous year, takes into account the acquisition of the two Muggia and Catelli facilities.

GREENHOUSE GAS EMISSIONS BY SCOPE (t CO _{2eq})		
	2021	2020
SCOPE 1	263,282	201,052
Emissions from use of fossil fuels	166,681	168,211
Emission from use of biomethane (certified)	88	-
Emissions from owned co-generation plants	96,472	32,815
Emissions from photovoltaic systems	41	26
SCOPE 2	127,724	199,520
Indirect emissions due to electricity used	116,994	161,620
Indirect emissions due to thermal energy produced by external co-generators	10,599	37,768
Indirect emissions due to cooling energy produced by external co-generators	131	132
Total	391,006	400,572

GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT (t CO _{2eq})		
	2021	2020
	0.21	0.21

-31% GREENHOUSE
GAS EMISSIONS
PER TONNE OF FINISHED
PRODUCT SINCE 2010





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

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

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

Find out more at: www.wasaco2.com



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

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

Moreover, the concrete effort in favour of the environment and biodiversity translated into joining the **national Mosaico Verde (Green Mosaic) Campaign**, promoted by Legambiente and AzzeroCO2, to restore six wooded areas in Italy. Thanks to the initiative *I boschi di Gran Cereale* (The forests of Gran Cereale), actions are carried out to safeguard, protect and restore six existing areas that have been damaged by natural disasters, fire, hydrogeological instability and the presence of animal species, which are not adapted to the local conditions and thus weaken the forest (Val di Sella, Trento; Regional Park of Portofino, Genoa; National Park of the Foreste Casentinesi, Florence; Regional Park Valle del Treja, Rome; National Park of the Gargano, Foggia; National Park of the Pollino, Potenza), for a total surface area of 13 hectares and approximately 3,200 plants and shrubs.

Find out more at: www.grancereale.it





Harry's has undertaken projects aimed at the progressive reduction of energy consumption and the increased use of electricity from renewable resources (-26% in comparison to 2009); reduced water consumption at the facilities (-14% since 2009); increased recycled waste, reaching 93%.

In 2020 the remaining emission were offset, by adhering to two VCS-certified projects:

- Floresta da Portel to safeguard one of the planet's richest ecosystems that is threatened by deforestation. Furthermore, the project will contribute to creating work opportunities for the local communities;
- solar energy projects in India that play a fundamental role in the Country's transition to an economy that uses less coal. Also in this case, the projects will contribute towards the creation of more work opportunities at local level.

Find out more at: www.harrys.fr



Mulino Bianco is the Group's fourth brand by net CO_{2eq} emissions.

Following a commitment of more than 10 years to improve the production processes at the facilities, through supply chain projects, initiatives for improving energy efficiency and purchasing energy from renewable GO-certified hydroelectric sources, absolute emissions of CO_{2eq} were reduced by 57%.

In 2020 the brand began the process of offsetting remaining emissions by contributing to VCS certified projects. The compensation projects selected by the Mulino Bianco brand are:

- Bundled Wind Power Project, called "Aspari Wind" which aims to produce zero-emission electricity thanks to wind turbines installed in 7 areas in 3 Indian states;
- Saldanha Small Hydroelectric Project, called Rio Foresta D'Oeste, which consists of a small run-of-river hydroelectric plant located in the state of Rondonia, Brazil, with a production capacity of 5 MW.

Find out more at: www.mulinobianco.it

SCIENCE-BASED TARGETS (SBTi)



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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

The SBTi initiative stems from the collaboration of **Carbon Disclosure Project, United Nations Global Compact, World Resource Institute and WWF**, with the intent to guide companies in promoting best practices and in defining objectives for the prevention of the harmful effects of climate change. Currently, more than 2,800 companies around the world are taking part in the *Science-Based Targets* initiative, to reduce their emissions in line with climate science.

In 2019, Barilla submitted its own reduction objectives:

- **25% reduction of Scope 1 + 2 absolute greenhouse gas emissions** by 2030 (compared to 2017);
- **26% reduction of Scope 3 relative greenhouse gas emissions** by 2030, per tonne of finished product (compared to 2017).

During 2022, Barilla has envisaged the update of its SBT goal to be in line with a 1.5°C scenario.

WATER

Barilla pays attention to the use of water in the production processes and with a view to this, specific projects were developed to reduce water consumption, which made it possible to lower the water requirements per tonne of finished product by 18%, in comparison to 2010.

In order to ensure a more responsible use of water resources, water recycling and reuse practices have been introduced in production processes and in the general services associated with its offices and production facilities over the years. During 2021, over 50,661 Megalitres of water (approximately 2% of the total volume of abstracted water) were reused by the Group after entering the production process.

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

**-18% REDUCTION IN
WATER USED PER TONNE
OF FINISHED PRODUCT
COMPARED TO 2010**



WATER USAGE BY SUPPLY SOURCE (Megalitres)

	2021	2020
From wells	1,552	1,603
From public water supply system	1,146 ⁵	996
Other sources	-	-
Total	2,698	2,599

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

2021	2020
1.45 m ³	1.36 m ³

WATER DISCHARGED BY DESTINATION (Megalitres)

	2021	2020
Into surface water	375	428
Into the sewerage system	776	672
Other	-	1
Total	1,151 ⁶	1,101

WATER USE BY AREA (Megalitres)⁷

	2021	2020
Areas under water stress	465	89
Other areas	1,418	1,409
Total	1,083	1,498

5. 37% of the water withdrawn from the public water supply system is categorised as water subject to water stress (of which 20% deriving from underground water and 80% from surface water). In detail, the water withdrawn from the public water supply system, subject to water stress, relates to the following sites: Ascoli (9%), Celle (14%), Foggia (23%), Gauchy (1%), Marcianise (7%), Melfi (29%), Talmont (6%), Thèva (2%), Valenciennes (3%), Altamura (3%), Castelpianeo (2%), and Volos (1%).

6. 98% of which is categorised as "fresh water" discharge (<1,000 mg/l of total dissolved solids) and the remaining 2% of "other types of water" (>1,000 mg/l of total dissolved solids). Furthermore, the volume of water discharges in areas subject to water stress is equal to 293 Megalitres (99% of which is categorised as "fresh water" and the remaining 1% as "other types of water"). For its own water discharges, Barilla has adopted no treatment level (for 27%) and secondary level treatment (for 73%). Specifically, wastewater is mainly treated with a biological purifier, and is then neutralised maintaining the pH within the thresholds of reference, filtered in a percolation tower, and, lastly, is collected in a biological oxidation tank. Barilla facilities respect the discharging limits defined by local laws of reference and, in consideration of their sector, they do not discharge hazardous substances requiring specific treatments.

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

WASTE

Given the attention paid and importance assigned to the management and minimisation of waste, the Group has laid down policies and guidelines for the management of waste, disseminated in all operation sites by means of a manual that collects the main rules for the correct management of waste. Moreover, the Manager of reference at each facility identifies the legal measures concerning the management of hazardous and non-hazardous waste.

Waste amounting to 36,312 tonnes (approximately -3% compared to 2020⁸), was produced in 2021, mainly deriving from the production processes, while a smaller share originates from secondary activities or activities in support of production (e.g., maintenance, cleaning, etc.)⁹.

Barilla outsources the management of its waste; the suppliers are identified and chosen by ascertaining their technical and professional suitability. Furthermore, Barilla periodically monitors compliance with the legal requirements and the performance related to the waste management activity.

OVER 93% OF THE
WASTE PRODUCED
WAS SENT TO RECYCLING
AND ENERGY RECOVERY

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

8. In 2020, the waste produced amounted to 37,576 tonnes, of which 99% non-hazardous waste and 1% hazardous waste. Own waste was mainly earmarked for recycling (92%), followed by disposal (5%), and recovery (3%).

9. The waste originating from the production processes is mainly managed as by-products for animal feed (a good example of circularity). The waste generated from the production processes and from secondary/production support activities is managed offsite and preferably sent for recovery.

WASTE PRODUCED (t)	
	2021
Waste recovered	33,109
Waste disposed of	3,203
Total Waste Produced	36,312

WASTE NOT INTENDED FOR DISPOSAL (t)	
	2021
Hazardous waste	308
Preparation for use	-
Recycling	197
Other recovery operations*	111
Non-hazardous waste	33,631
Preparation for use	-
Recycling	32,912
Other recovery operations*	719
Total	33,109

* This category also includes energy recovery.

WASTE INTENDED FOR DISPOSAL (t)	
	2021
Hazardous waste	47
Disposal in landfill	30
Incineration - without recovery of energy	17
Other types of disposal	-
Non-hazardous waste	2,326
Disposal in landfill	2,326
Incineration - without recovery of energy	-
Other types of disposal	-
Total	2,373

MOBILITY AND TRANSPORT

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

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

Since March 2020, 70% of the products travelling from Italy to Germany are shipped with an intermodal solution, the result of a partnership between Barilla and GTS Logistic, which is based on 3 trains a week travelling from the Parma freight village to the Ulm terminal. The volumes handled with this solution stand at 5,000 lorries/year, saving over 6,000 tonnes of CO_{2eq}.

The collaboration with GTS was strengthened in May 2021, implementing intermodal flows also on national Italian transport, moving approximately 4,500 shipments from the road to intermodal transport, from the South to the North and vice versa, linking the terminals of Emilia-Romagna (Piacenza, Parma) with those of the South (Caserta, Bari). With this last piece of the puzzle, Barilla increases railway use, achieving a total of more than 10,000 shipments per year with intermodal rail solutions. From 2020 onwards, all shipments by lorry to Sicily are made with LNG lorries, which, in the second half of 2022, will use bio-LNG fuel produced by the agricultural waste of the region.

In the context of the process for renewing the company's vehicle fleet, the Group has also converted approximately 93% of the Italian company cars in hybrid or plug-in hybrid vehicles with an integrated combustion and electrical engine, installing 66 charging points in the parking areas of the facility in Pedrignano (Parma).

Bike2Work

During the **European Mobility Week**, promoted by the Ministry of the Environment, **Barilla** joined the project launched by the Municipality of Parma and **FIAB** (Italian Federation of Friends of Bicicleta Onlus), proposing the **Bike2Work** initiative, aimed at stimulating the use of the bicycle as a form of transport.

The Company has also joined the "**Bike to Work**" call of the Emilia Romagna Region and promoted by the Municipality of Parma in order to encourage sustainable mobility with the disbursement of contributions for the use of bicycles on the journey from home to work. The incentive is aimed at all Barilla people in the Pedrignano District.



DATA ON EMPLOYEE PARTICIPATION

Average number of participants per month ¹	CO ₂ saved ²	Km ³
15	1,405.81	6,722



1. Data for the period April-October 2021.

2. Value in Kg.

3. Km subject to contributions. The final balance of the data is edited by Up2Go.

Data refer to the participation in the call of the Region of 2021.

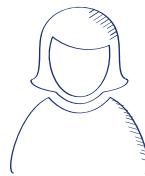




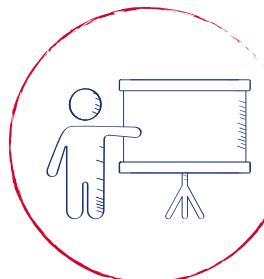
PEOPLE AND
COMMUNITIES

Much more than a food company:
we are a family

40%
OF EXECUTIVES AND MANAGERS ARE WOMEN



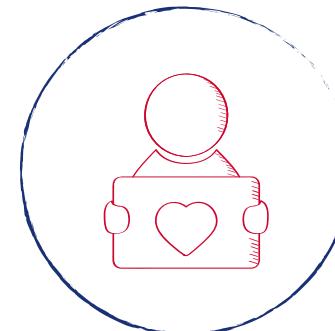
NO UNJUSTIFIED PAY GAP FOR ALL BARILLA PEOPLE AROUND THE WORLD



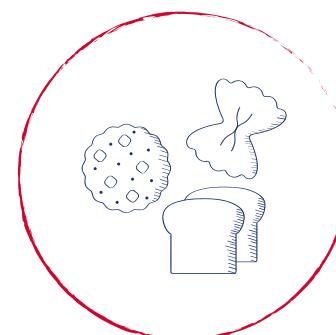
123,000+
HOURS OF TRAINING PROVIDED

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

We nurture a **quality future**



12+ MILLION EUROS DONATED TO CHARITY



2,700+
TONNES OF PRODUCTS DONATED



3,600+ HOURS OF CORPORATE VOLUNTEERING

BARILLA PEOPLE

A family of over 8,000 people who share the same passion and the same values. This is possible thanks to the diversity that characterises the employees, to the safe and stimulating environment that helps the Company stand out, to the constant pursuit of work/life balance, as well as to the training and growth opportunities, making Barilla one of the largest families in the world.

“Barilla is much more than a food company: it is a family”

Evidence of the importance that Barilla ascribes to its people can also be garnered from internal communication. The most important moments for sharing the Company's strategic priorities with its people consist in the meetings of the **Global Town Hall** and the **B Together 2021** annual meeting, held in December. In particular, 2021 was an important time for Barilla: that was when it presented the new **Strategy** and the new corporate **Purpose**.

From July to December 2021, the corporate web portal recorded:

809,315
accesses



1,209,645
views

> 6 min.
average stay
time

BARILLA PEOPLE ON PERMANENT CONTRACTS
BY REGION AND GENDER

	2021			2020			2019		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	2,989	1,175	4,164	3,035	1,128	4,163	2,944	1,055	3,999
Europe	1,852	957	2,809	1,825	941	2,766	1,834	947	2,781
Americas	434	190	624	429	195	624	405	181	586
AAA	155	79	234	160	78	238	181	87	268
Rest of the World	70	91	161	71	64	135	72	60	132
Total	5,500	2,492	7,992	5,520	2,406	7,926	5,436	2,330	7,766

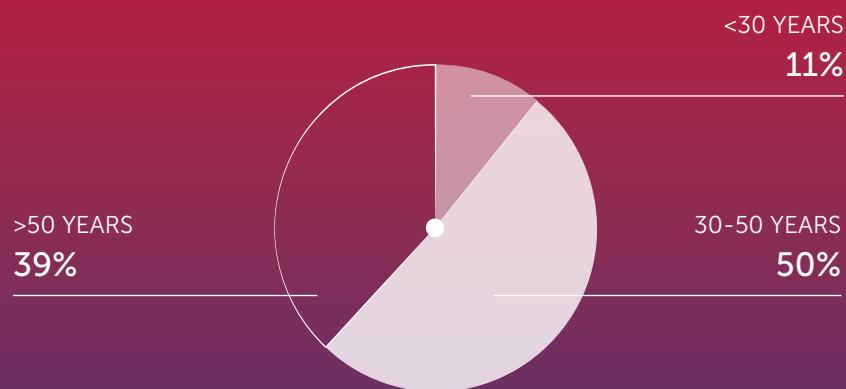
Note: The personnel data shown in the following chapter relates to Barilla Group, where 261 people were employed on permanent contracts (of whom 171 women) in 2021, 255 people (of whom 162 women) in 2020, and 257 people (of whom 168 women) in 2019.

BARILLA PEOPLE ON FIXED-TERM CONTRACTS
BY REGION AND GENDER

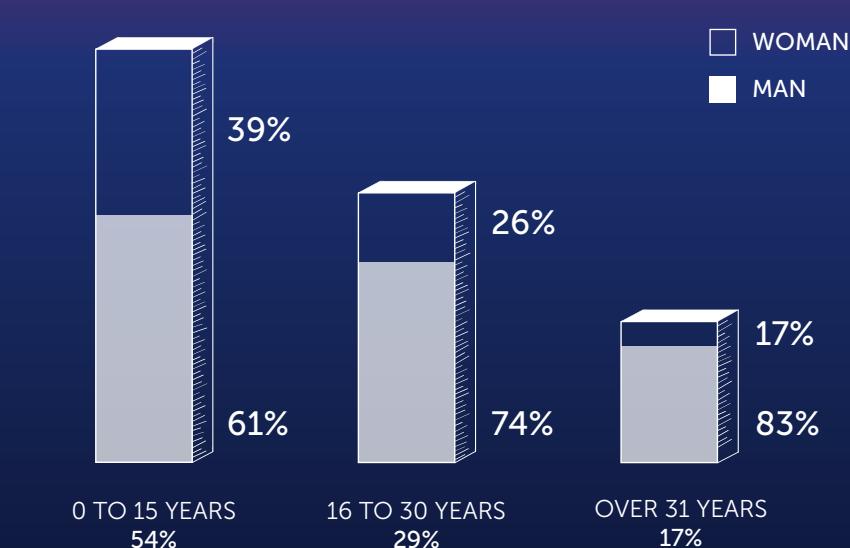
	2021			2020			2019		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	43	47	90	68	61	129	67	86	153
Europe	74	39	113	110	92	202	106	84	190
Americas	-	-	-	-	-	-	-	-	-
AAA	2	-	2	1	-	1	1	1	2
Rest of the World	1	2	3	3	1	4	5	3	8
Total	120	88	208	182	154	336	179	174	353

Note: The personnel data shown in the following chapter relates to Barilla Group, where 23 people were employed on permanent contracts (of whom 18 women) in 2021, 46 people (of whom 37 women) in 2020, and 34 people (of whom 19 women) in 2019. Under national legislation in force in the United States, the distinction between permanent and fixed-term contracts does not apply: the employment relationship can be interrupted at any time by both parties without any liability. For the purposes of this document, Barilla people in the United States are considered to be hired on a permanent contract basis.

BARILLA PEOPLE BY AGE GROUP



BARILLA PEOPLE BY LENGTH OF SERVICE



SMART WORKING

In 2014, Barilla stood out by being **one of the first Italian companies to propose formal flexible work contracts to its employees**, with the aim of achieving balance between people's private, professional, and social lives. Already in the previous year, the project had been launched in certain pilot countries, in collaboration with local corporate committees and trade unions to overcome regulatory barriers. Today, remote working is available in all countries where the Group operates.

WINPARENTING

In 2018, starting from Parma, the *Winparenting* programme has been activated, envisaging a six-month path during which it offers coaching sessions, training workshops, remote working options, and skill improvement, in support of executives and new parents in all stages of parental leave, including the preparation, the entire leave period, and the return to work.

The *Lifeed* training pathway is an integral part of the project; it is dedicated to both new mums and new dads and makes it possible to make the best use of the experience of being a parent also at work, training soft skills and helping parents to effectively transfer them to other contexts.



WORKING AT BARILLA

In 2020, Barilla launched the "Working at Barilla" project that envisages more and more structured possibilities for employees to work remotely.

WORKING AT BARILLA IS...

TECHNOLOGY	WORK SPACES	NEW PRACTICES AND BEHAVIOURS
and tools that enable advance mobility and virtual collaboration, transforming work to make it more efficient and faster	designed around the activities, not around the individuals, promoting interaction, flexibility, and well-being	that make it possible to obtain higher work performance in a more flexible manner, and in conformity with the company's needs

THE THREE INTEGRATED PILLARS OF REMOTE WORKING

INCLUSION	FLEXIBILITY	ACCOUNTABILITY
-----------	-------------	----------------

In order to better understand its people's point of view with regard to the work methods to be adopted, the Group carried out surveys and assessment activities. More than 500 employees were included in the sample of those interviewed (a total of 25% of office personnel); the analyses carried out showed that **50% of activities can be performed remotely**.

Barilla, therefore, decided to allow all office workers, in **all countries in which it operates, to perform, up to a maximum of 10 working days per month, their duties remotely**, following an agreement, depending on the activities to be carried out, with the team that they belong to.

GENDER BALANCE

Barilla endeavours to **guarantee gender equality** and **empower female talent**. With this in mind, it has worked for years to eliminate any unjustifiable gender pay gap at international level.

To-date, over **40% of Barilla executives and managers are women**.

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

BARILLA PEOPLE BY PROFESSIONAL CATEGORY						
	2021		2020		2019	
	Total	Of whom women	Total	Of whom women	Total	Of whom women
Executives	166	44	172	41	174	39
Managers	663	266	661	264	642	251
Offices' Staff	1,970	905	1,901	855	1,856	811
Plants' Staff	4,971	1,233	5,013	1,238	4,915	1,249
Sales Force	430	132	515	162	530	154
Total	8,200	2,580	8,262	2,560	8,117	2,504

Note: in 2021, in the Executives category, 59% are over 50 and 41% are between 30 and 50 years old; in the Managers category, 65% are between 30 and 50 years old, 34% are over 50 and 1% under 30; in the Offices' Staffcategory, 51% are between 30 and 50 years old, 34% are over 50 and 15% under 30; in the Plants' Staffcategory, 48% are between 30 and 50 years old, 42% are over 50 and 10% are under 30. Lastly, of the Sales Force, 55% are between 30 and 50 years old, 28% are over 50 and 17% are under 30.

no.	PARENTAL LEAVE IN ITALY								
	2021			2020			2019		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Employees entitled to parental leave and who availed of said right	-	41	41	-	30	30	-	25	25
Employees who returned to the company following parental leave	-	28	28	-	19	19	-	25	25
Employees who returned to the company following parental leave and who are still employed, twelve months after their return*	-	15	15	-	3	3	-	5	5

RETURN TO WORK INDEX AND RETENTION INDEX IN ITALY						
%	2021			2020		
	Man	Woman	Total	Man	Woman	Total
Return to work index by gender	-	68%	68%	-	63%	63%
Retention index by gender	-	79%	79%	-	12%	12%

(*) The events of the previous years (i.e. since 2019) were taken into account, always taking return after twelve months into consideration.

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

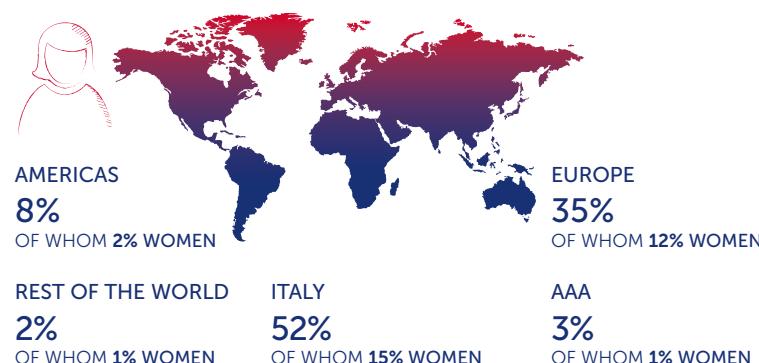
Retention index calculated as: (total number of employees who are still employed twelve months after returning from leave/total number of employees who returned from parental leave during the previous reporting year).



DIVERSITY AND INCLUSION: OUR PATH

Promoting diversity and inclusion does not only mean doing the right thing but also supporting our growth strategy. A diversified workforce and an inclusive culture stimulate engagement and make it possible to better understand society.

THE DIVERSIFICATION OF OUR WORKFORCE*



* Total number of employees as at 31/12/2021 by geographical area/total workforce as at 31/12/2021.
Please note that the total number of employees hired does not include employees in Mexico (i.e. 261 people on a permanent contract and 23 on a fixed-time contract).
** % of women in leadership posts and % of women in the leadership "pipeline".
*** Calculated by assessing D&I questionnaires.

FOCUS ON 2021

CATALYST AWARD

The year 2021 was, for Barilla, another milestone on the journey towards diversity and inclusion. **The Group received the 2021 Catalyst Award** for the initiatives that accelerated the progress of the role played by women in the workplace and increased the inclusion of all people.

TENT FOUNDATION & CATALYST

In 2021, **Tent Foundation** and Catalyst launched a new mentorship initiative dedicated to women refugees in Europe. The programme's aim is to improve the skills of women refugees and place them in the best condition possible for entering the labour market or advancing in their career. Barilla espoused the initiative, endeavouring to act as mentor to at least **50 women refugees over the next three years**.

THE VALUABLE 500

The **Valuable 500** is a global movement launched at the *World Economic Forum's Annual Meeting* in Davos in 2019, whose aim is to involve over 500 multinationals in a public commitment to promoting the inclusion of disabilities in the workplace and unleashing the economic and social value of 1.3 billion people who live with a disability.

For Barilla, *The Valuable 500* represents the commitment to promoting the inclusion of disabilities in the workplace.



OTHER PERTINENT PROJECTS AND INITIATIVES



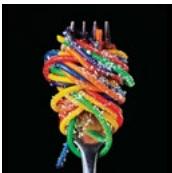
HACKABILITY

Hackability@ Barilla is the **event where the kitchen meets disability**. It is the event where cooking and disabilities meet and blend into a competition between the design team that aims to bring people with special needs to work together, creating product packaging and cooking tools, suitable for everyone's needs.



OPENLY

Barilla has confirmed its sponsorship of **Openly**, a **new digital news platform**, developed by the *Thomson Reuters Foundation*, dedicated to reporting global problems affecting the LGBTQ+ community.



STANDARDS OF CONDUCT FOR BUSINESS

In 2017, Barilla was the **first Italian company to espouse the Standards of Conduct for Business** of the United Nations High Commissariat for Human Rights, which aim to counter discrimination at the workplace, to respect and support the rights of the LGBTQ+ community.



TENT FUNDATION

In late 2018, Barilla joined the **Tent Partnership for Refugees**, a **coalition of over 200 large companies that endeavours to support refugees around the world**.

Tent Foundation works in close collaboration with these companies to help them develop and implement concrete initiatives to support refugees. To achieve this, Barilla committed to training at least 75 refugees in its production plants and offices in Sweden, France, Italy, and Germany over the next five years.

WINDS OF CHANGE AWARD

On 12 March 2021, Barilla America received the ***Winds of Change Award*** by the Forum on Workplace Inclusion, **in recognition of its constant support to promote diversity and inclusion at the workplace**.



SUPPLIER DIVERSITY PROGRAM

The **Supplier Diversity Program** aims to guide a cultural change in Barilla's production chain by directly involving all suppliers. It is a proactive **programme aiming to encourage partnerships with minorities, women, the LGBTQ+ community, people with disabilities, and small and medium enterprises**.



BEST PLACES TO WORK FOR LGBTQ+ EQUALITY

Barilla received recognition as one of the **"Best Places to Work for LGBTQ+ Equality"** with a 100% rating in the Corporate Equality Index 2021 in America, for the seventh consecutive year.



MASTER D&I

Barilla, together with other partner companies in the territory, has committed to concretely supporting the **Level I University Master's in Sport and Inclusion - Management and innovation in disability**, whose primary goal is to train professional figures so that they acquire a global inclusive approach to disability in education, sports, and work contexts. This commitment will finance scholarships earmarked for the most deserving participants.

THE GLOBAL DIVERSITY & INCLUSION BOARD

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

After ten years of activity, the Operating Committee traced a path that can be illustrated in three seasons.

1°. The first season saw the laying of the foundations for the dissemination of a corporate D&I culture, through the direct engagement of the *top management*, the revision of HR policies (in order to eliminate any forms of discrimination or exclusion), the provision of specific training activities, and the launch of the first D&I survey.

2°. The second season, from 2016 to 2021, marked the moment in which D&I was expanded to cover the entire organisation. This was possible thanks to the creation of **Employee Resource Groups** (ERGs).

3°. Today Barilla is launching a new D&I season and the context is very different with regard to the outcomes. The fifth edition of the D&I survey was scheduled in 2021.



ERGs

ERGs (Employee Resource Groups) are groups of volunteers organised, guided, and composed of Barilla people around the world, with the aim of promoting an even more inclusive corporate culture and to drive change inside the Company, working on topics that range from disability to LGBTQ+ rights.

The ERG family's latest member is **E-Quality** in Benelux which aims to promote an inclusive environment in which individuals originating from different cultures, family conditions, and generations, at Barilla and in society, can feel respected and have equal opportunities, in order to live their best lives and use their talents.



PEOPLE HEALTH AND SAFETY

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

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

The main activities implemented to mitigate the risks deriving from accidents include **continuous training and information, supervision and control** to ensure compliance with the corporate directives, the **delivery and use of Personal Protective Equipment (PPE)**, interventions and maintenance operations on machinery and equipment. For this purpose, in 2021, the **Culture of Safety project** was launched in the Italian sites, with the goal of also extending it to foreign sites, aiming to raise awareness on health and safety issues at the workplace environments, acting on behaviours and on the corporate culture.

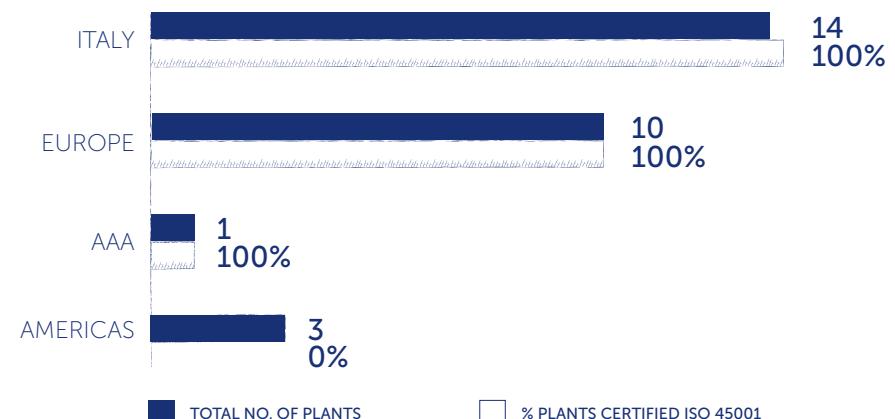


In order to safeguard health and safety at the workplace, the Group has adopted a specific **HSE Corporate Policy**. At Group level, the HSE Unit is responsible for developing guidelines on specific health and safety topics, which are implemented by the HSE managers and professionals of the production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

Among the main documents on this matter, we would like to mention the **Barilla Fire Safety Manual**: the first corporate guideline, developed over fifteen years ago, which contains all good corporate practices for the prevention of fires and explosions. Furthermore, Barilla has adopted **Integrated Management Systems in its production plants, in compliance with the UNI ISO 45001, UNI EN ISO 50001 and UNI EN ISO 14001 standards**. The Group has had a certification process for management systems for health and safety in the workplace for over ten years, which currently involves over 90% of the plants that have obtained external certification from an independent third party.

91% OF PRODUCTION PLANT EMPLOYEES OPERATE IN SITES THAT HAVE RECEIVED THE UNI ISO 45001:2018 CERTIFICATION

PLANTS CERTIFIED UNI ISO 45001



Barilla carries out **auditing activities** of various types (third-party verification audits, internal audits, and department audits) **in order to ascertain compliance with the laws, local regulations and international standards on Health and Safety, Fire Prevention, the Environment, Energy**. Every year, the HSEE team directs the auditing activities¹ in all production plants and at the Headquarters, as well as at all Italian Group companies. These activities generally include inspections of documents, onsite visits, and interviews with employees.

Moreover, due to the prolongation of the health emergency, **specific audits were also carried out in 2021 to verify compliance with the Shared Protocol Regulating the Measures to Contrast and Contain the Spread of the Covid-19 virus in workplaces**, applicable local regulations, and the Barilla Guidelines. These audits were carried out, both in Italy and abroad, with the support of consultancy companies.

Specific audit activities are also carried out on contractors operating in Barilla plants, with the aim of verifying effective compliance with local laws and regulations in force. All contractor activities are monitored locally by the HSE Plant Manager/Professional.

The Group constantly monitors the company's health situation thanks to the supervision of the **Occupational Physician**, as a competent person. Once employed, **all Barilla employees are subject to a medical examination by the Occupational Physician**. The examination is repeated according to the frequency defined by the competent person, based on the assessment of the risks, which every employee is exposed to with respect to their job.

In order to promote the health of its people, anti-flu vaccination campaigns are activated every year in all the Group's Italian plants and offices and if possible, even abroad, together with regular awareness campaigns on health and prevention.

¹ A total of 111 audits were carried out in 2021, which involved 30 sites (between production plants and offices) for compliance inspections with regard to occupational health and safety and 21 sites (between production plants and offices) for inspections on fire prevention.

Furthermore, Barilla endeavours to develop a participatory system for the constant and fruitful exchange of ideas, by means of shared reporting platforms and the figures of the **Workers' Representatives for Safety** (WRS). Specifically, the latter represent and protect workers' rights on safety at work, guaranteeing the improvement of quality at the workplace and of the physical and mental working conditions, promoting dialogue between the Company and the workers.

Moreover, Barilla deems that worker training and information play a fundamental role in allowing them - during the performance of their tasks and duties - to adopt maximum care and diligence on aspects related to their health, to their safety, and to that of others. The Group provides **ad hoc training to all newly-hired personnel**, with particular focus on the main risk areas related to the tasks performed. Moreover, the emergency teams participate in specific courses regarding the prevention of fires, explosions, and first aid practices. In 2021, **54,725 hours of training were provided to the Barilla workforce on Health and Safety issues** (including training activities carried out in the plants by temporary workers and any practical tests).

Since 2020, **Barilla has been using CSR Tool to monitor the trend of accidents and the type of occupational diseases, affecting both its employees and non-employed workers**. Furthermore, every year, targets are set at all Barilla establishments for reducing the accident indices; these data are monitored on a monthly basis by an internal tool known as *Supply Chain Scorecard*, which makes it possible to analyse and compare the various establishments based on specific preset KPIs (e.g. on topics relating to: Health and Safety, the Environment, Energy, Production, Complaints).

In 2021, a total of **81 accidents were recorded** (down by 25% compared to 2020), **3 of which were classified as "serious", and 17 cases of occupational diseases** (0 in Italy, 11 in Europe and 6 in Americas), mainly attributable to phenomena of discopathy, tendinopathy, shoulder injuries, carpal tunnel, etc. The cases of near misses, on the other hand, amounted to 9,990 (244 in Italy, 9,650 in Europe, 6 in "AAA" and 90 in Americas), 19% less than 2020.

With regard to non-employed workers, there were 30 accidents, all classified as "not serious", and no cases of occupational diseases.

No accident and/or occupational disease recorded during the year resulted in death. Thanks to its commitment to risk prevention and management activities, the Group has managed to achieve a 66% decrease in total accidents compared to 2010.

ACCIDENTS BY GEOGRAPHICAL AREA



The data relating to non-employed workers (mainly temporary workers) are indicative and, due to difficulties in obtaining information, do not include all the operating sites. Accidents (both for employees and non-employees) are mainly attributable to cases of: slipping and falling, bruises or crushing, impact with work equipment, accidents due to man-machine interactions (knocks or cuts) and uncoordinated movements.

OCCUPATIONAL HEALTH AND SAFETY INDICATORS FOR EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2021	2020	2019
7.62	10.10	10.41

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

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)		
2021	2020	2019
0.28	0.56	0.26

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

ACCIDENT SEVERITY RATE		
2021	2020	2019
0.26	0.38	0.39

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

ACCIDENT INCIDENCE RATE		
2021	2020	2019
1.18	1.31	1.45

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

OCCUPATIONAL HEALTH AND SAFETY INDICATORS FOR NON-EMPLOYEES

RATE OF RECORDABLE ACCIDENTS AT WORK		
2021	2020	2019
15.76	14.68	

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

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)		
2021	2020	2019
-	0.77	

Rate of serious accidents at work calculated as: (total number of serious accidents at work/total number of non-employees) *1,000,000

TRAINING, DEVELOPMENT AND TALENT MANAGEMENT

Barilla has defined **training paths to promote its people's professional growth**, enhancing knowledge and skills and investing in individual potential. In 2021 alone, this commitment materialised in over **123,433 hours** of training provided, with an investment of over 3 million Euros.

Over the years, the Group has established **Barilla Academies**, which provide training and involve employees in strengthening their individual skills in the main professional fields. In 2021, **52 people participated in the Academy initiatives**.

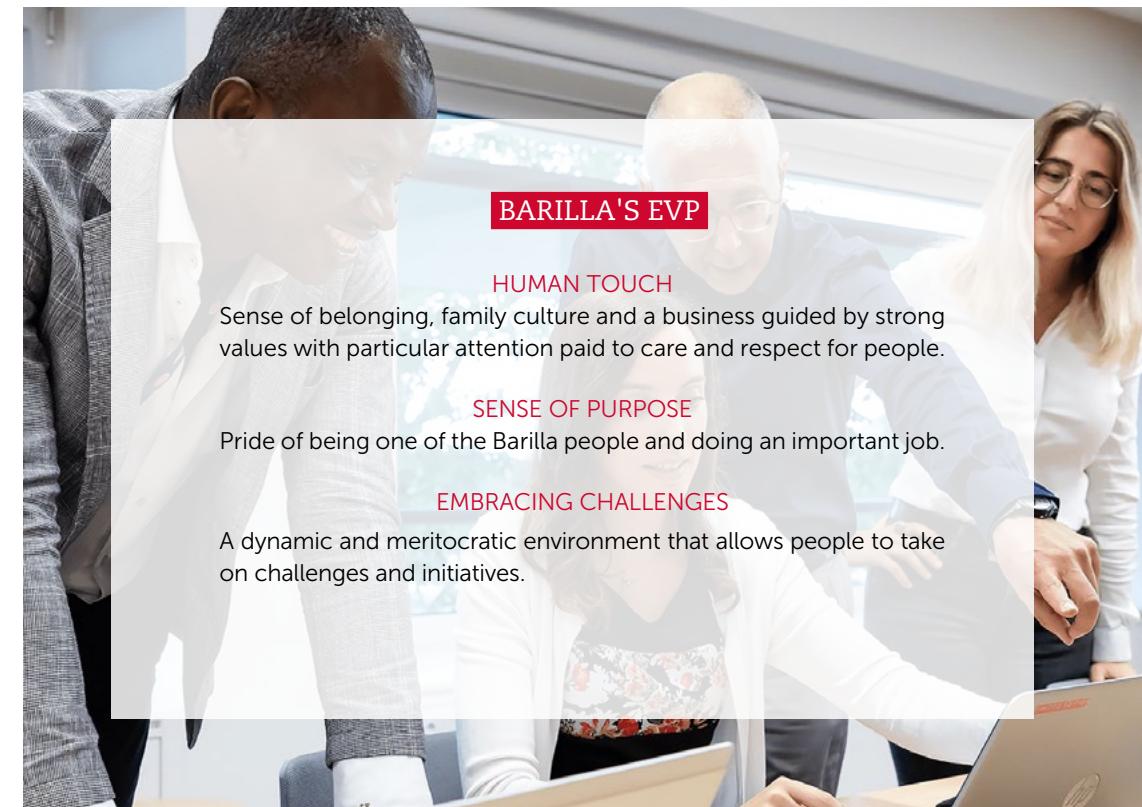
AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER (ITALY)

	2021		
	Man	Woman	Total
Executives	6.88	5.20	6.46
Managers	15.04	18.53	16.39
Offices' Staff	23.37	24.72	23.91
Plants' Staff	12.75	6.41	11.23
Sales Force	14.98	18.91	15.92

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER (GROUP)

	2021		
	Man	Woman	Total
Executives	9.13	17.32	11.30
Managers	15.77	17.84	16.60
Offices' Staff	21.38	18.43	20.02
Plants' Staff	14.25	10.66	13.36
Sales Force	10.85	10.96	10.88

In order to attract and retain talent, Barilla has developed the **Employer Value Proposition** (EVP). In this project, Barilla people speak of the most important aspects of the *Value Proposition* interpreting it through their own personal experience in a true, open, and transparent manner. Barilla has supplemented these accounts with a digital campaign that has given substance to the salient points of the *Employer Value Proposition* for all employees and potential employees.



BARILLA'S EVP

HUMAN TOUCH

Sense of belonging, family culture and a business guided by strong values with particular attention paid to care and respect for people.

SENSE OF PURPOSE

Pride of being one of the Barilla people and doing an important job.

EMBRACING CHALLENGES

A dynamic and meritocratic environment that allows people to take on challenges and initiatives.

RECRUITMENT BY GEOGRAPHICAL AREA AND GENDER

	2021			2020			2019		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	114	87	201	114	91	205	130	89	219
Europe	170	69	239	79	64	143	152	94	246
Americas	76	39	115	99	48	147	94	40	134
AAA	12	11	23	3	9	12	-	2	2
Rest of the World	13	33	46	6	11	17	14	19	33
Total	385	239	624	301	223	524	390	244	634

DEPARTURES BY GEOGRAPHICAL AREA AND GENDER

	2021			2020			2019		
	Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
Italy	158	45	203	159	34	193	131	38	169
Europe	154	57	211	91	70	161	176	93	269
Americas	70	39	109	75	33	108	65	30	95
AAA	15	10	25	24	18	42	1	3	4
Rest of the World	13	8	21	8	8	16	10	9	19
Total	410	159	569	357	163	520	383	173	556

RECRUITMENT BY GEOGRAPHICAL AREA AND AGE GROUP

	2021			2020			2019		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	121	77	3	87	111	7	89	126	4
Europe	90	129	20	51	84	8	108	127	11
Americas	48	48	19	63	67	17	51	61	20
AAA	8	15	0	7	5	-	-	2	-
Rest of the World	18	27	1	5	11	1	10	23	-
Total	285	296	43	213	278	33	258	341	35

DEPARTURES BY GEOGRAPHICAL AREA AND AGE GROUP

	2021			2020			2019		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	19	29	155	3	26	164	10	34	125
Europe	46	88	77	34	55	72	46	139	84
Americas	30	48	31	39	49	20	29	47	19
AAA	5	16	4	1	37	4	2	2	0
Rest of the World	1	19	1	2	13	1	4	15	0
Total	101	200	268	79	180	261	91	237	228

TURNOVER RATES BY GENDER

POSITIVE PERSONNEL TURNOVER RATE								
2021			2020			2019		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
6.9%	9.3%	7.6%	5.3%	8.7%	6.3%	4.0%	6.0%	4.6%

NEGATIVE PERSONNEL TURNOVER RATE								
2021			2020			2019		
Man	Woman	Total	Man	Woman	Total	Man	Woman	Total
7.3%	6.2%	6.9%	6.3%	6.4%	6.3%	5.9%	5.4%	5.7%

TURNOVER RATE BY AGE GROUP

POSITIVE PERSONNEL TURNOVER INDEX								
2021			2020			2019		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
32.8%	7.2%	1.3%	24.7%	6.6%	1.0%	30.0%	8.2%	1.1%

NEGATIVE PERSONNEL TURNOVER INDEX								
2021			2020			2019		
<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
11.6%	4.8%	8.4%	9.1%	4.3%	8.2%	10.6%	5.7%	7.3%

2,618

BARILLA PEOPLE (39% OF WHOM
WOMEN) INCLUDED IN THE TALENT
MANAGEMENT SYSTEM

Barilla has put in place its own **Performance Evaluation System**, with the intention of guaranteeing the proper professional growth of its people. The Performance Evaluation takes place **annually** and relates to **all employees**. During the evaluation, each employee is entered in a specific matrix in which a series of recommended actions for career development and advancement correspond to each post.

The **Performance Evaluation System** is also adopted by Barilla when it comes to **selection for and succession in leadership posts**, and in the identification of **Talent on a Global scale**. Barilla defines as a talent those employees who show high levels of performance and a high potential and for whom it envisages specific development pathways so that they may be possible candidates for occupying leadership posts at the Group in the next five years.

TRADE UNION RELATIONS

Barilla has developed a system of constructive and fruitful relations with **Trade Unions**, based on principles of fairness and on an open dialogue system.

The dialogue with the trade unions is structured on several levels:

- **EUROPEAN CORPORATE COMMITTEE (ECC):** the ECC is the trade union that promotes social dialogue between the Company and Trade Unions through information and consultation pathways. The role, the activities, the functions, and the means of operation of the ECC are laid down in a specific Trade Union Agreement signed by central Management and the Delegation of Representatives of the European countries in which the Company is present, also with production activities. The Trade Union Representatives of the ECC are appointed by the Trade Union Organisational Structures of the individual countries involved and are assisted by the sector's European Trade Union Federation.



- **NATIONAL TRADE UNION COORDINATION OF THE R.S.U. [UNITARY WORKPLACE UNION STRUCTURES]:** the National Trade Union Coordination is the body of trade union representation at national level (Italy) of reference for general topics that transversally pertain to the Group's activities, with particular reference to the national economic and organisational dynamics that involve the Italian sites. The Trade Union Coordination is the trade union body delegated to discuss and sign agreements with an impact at national level. The Representatives of the National Trade Union Coordination are appointed by the National Trade Union Organisational Structures among the R.S.U. and are assisted by the National and Local Trade Union Secretariats.

- **UNITARY WORKPLACE UNION STRUCTURE (R.S.U.):** R.S.U.s are the trade union representation body of the individual site or organisational area, and are present in all Italian organisational units (Establishments, Mills, Headquarters, Sales Areas). They are representative at local level and represent the trade union of reference for topics relating to the activities of the individual site or organisational area (for example: safety, organisation of labour, production performance, employment dynamics, training, application of contractual terms, discussion of site agreements). The R.S.U. Representatives are appointed through periodic election procedures organised by the Trade Unions and may be assisted by the Local Trade Union Secretariats.

During 2021, of the total hours worked, **only 0.06% were affected by strikes or trade disputes**: it was possible to obtain this result only by carefully managing the relations with the trade union representatives.

COMMUNITY RELATIONS

Communities in the service of communities, people in the service of people: Barilla wants to lay the foundations for a quality future, continuing to do its job. In all territories where the Group operates, Barilla has always sought to **strengthen bonds, create value**, and **cultivate an open and constant dialogue**.

Barilla has always promoted and taken part in **numerous activities** that aim to encourage social inclusion, support and access to food for communities in difficult situations or stricken by natural disasters and contribute to the development and well-being of local areas. Moreover, Barilla supplements these initiatives with support to charitable bodies, local authorities, local agencies, and non-profit associations, through sponsorships, economic and product donations.

More than **12 million**
Euros donated during the year

**“A Company
is a community of
men and women
united by a
common purpose,
a common belonging”**

PIETRO BARILLA

Barilla guarantees that **all activities are carried out in compliance with the law and transparency**; for this purpose, it has drafted a specific policy, known as "**Non-Profit Contributions and Charity**", in which it has laid down the roles and responsibilities, as well as the operating means of managing charity activities and donations.

2,732 tonnes of food products donated

Throughout its history, Barilla has offered support in many complex situations. However, in the last two years, there have been two particularly difficult events: the Covid-19 health emergency and the crisis in Ukraine in early 2022. In both cases, Barilla took action to bring help to the community by actively supporting bodies, institutions, associations, and international NGOs (such as the Red Cross, the UNHCR, UNICEF, and Caritas International).

3,165 hours of corporate volunteering



#NOICONGLIINFERMIERI
(#WESTANDWITHTHENURSES)



During the Covid-19 health emergency, Barilla launched many projects, including one in favour of Italian nurses and their families. In fact, in January 2021, with its Abbracci shortbread biscuits, Mulino Bianco contributed to the #NoiConGliInfermieri campaign organised by FNOPI (National Federation of Professional Nurse Associations). In 2020-2021, Barilla, together with the generosity of thousands of citizens, associations, of the very nurse Associations, and "major donors", launched a collection of funds² with all proceeds going to the following causes:

- the rehabilitation of recovered nurses (physical and/or psychological rehabilitation);
- support to nurses in quarantine away from home/unable to work because they were infected;
- support to the families of nurses who died from the virus.



2. As of 31/12/2021, the amount collected amounted to 6,104,211 euros (cumulative figure calculated from the start of the collection of funds). Barilla has donated 2 millions euros to this campaign.

COOKING FOR LIFE

Food insecurity, especially in young people, is a constantly growing issue, especially following the Covid-19 pandemic. Consequently, Barilla decided to finance the initiative *Cooking For Life*, promoted by **Covenant House Toronto**, the largest Canadian agency supporting youth at-risk. Cooking For Life is an **interactive practical training programme** that aims to teach the culinary skills required to work in hospitality and the principles of a healthy diet. Barilla's donation will help **over 1,500 youth**.



CARBONARA TO CAREBONARA



According to tradition, **pasta alla Carbonara** is born from the union of different cultures, i.e. from the encounter of an American soldier with an Italian cook. The legend has it that the two decided to unite American bacon, Italian pasta, and eggs, thus creating - back in 1940 - one of the most famous Italian dishes in the world. This dish is proof of pasta's great ability to bring people together.

In April 2021, a short film by the Belgian director Xavier Mairesse was shown CARBONARA TO CAREBONARA on the occasion of the fifth edition of **#CarbonaraDay**, to tell the story behind this recipe. Barilla turned Carbonara into CAREbonara, i.e. a recipe **made for caring for people, donating 1 million pasta dishes to Food for Soul**, the organisation founded by chef Massimo Bottura and Lara Gilmore, to support its mission and projects around the world, in favour of those who are less fortunate.





agriBosco Barilla

... where sustainable agriculture
lives side-by-side with nature
to tell the story of every product.

On 21 November 2021, on the occasion of **National Tree Day**, Barilla announced the **birth of agriBosco**, a project made possible thanks to the collaboration between Barilla, Legambiente, and **AzzerCO2**.

Over 3,000 trees of autochthonous species, between rows and reforested areas, are hosted on a surface of **23 hectares**. The types of trees to be planted in agriBosco were chosen in collaboration with the **KilometroVerdeParma Forestry Consortium**.

The objective of agriBosco is to create an **area that has been reclaimed as a meeting place open to all, a green space for the local community and for Barilla people**, where they can carry out leisure and social activities, such as sharing corporate vegetable patches and orchards, walking in the sunflower, common wheat, and durum wheat fields.

Moreover, agriBosco has become an **educational park for schools, associations, and the world of volunteering**, with thematic pathways on sustainable agriculture, bee husbandry, the protection of biodiversity, and the virtuous management of the water cycle.

According to the estimates of AzzerCO2, the Barilla agriBosco will absorb **over 13 thousand kg of CO_{2eq} every year** for the next 100 years. To date, the total surface of the reforested areas will measure over **54 thousand square metres**.



agriBosco





GOVERNANCE

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MODEL

Barilla Group adopts an **administration and control system** based on the **conventional model** that includes the:

BOARD OF DIRECTORS

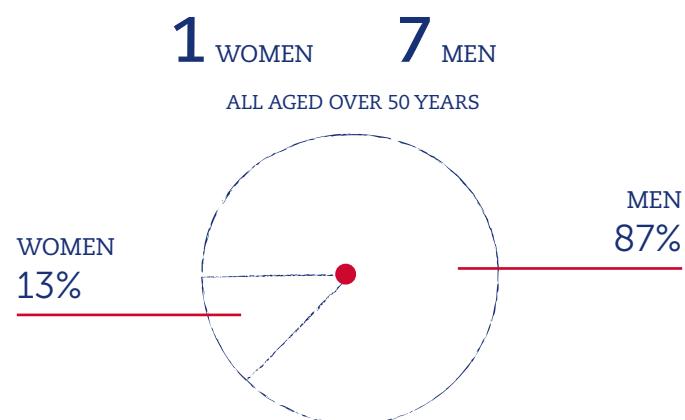
It is composed of eight directors: four executive (two of whom are independent) and four non-executive. The Board is responsible for the ordinary and extraordinary management of the company, it defines the strategy-related guidelines, it assesses the adequacy of the organisational, administrative and accounting structure, and performs an overall assessment of operations.

BOARD OF STATUTORY AUDITORS

It is composed of five auditors appointed for three financial years, monitors compliance with the law, with the Articles of Association as well as with the principles of proper administration.

SHAREHOLDERS' MEETING

It appoints the members of the Board of Directors and of the Board of Statutory Auditors and approves the Financial Statements.



GOVERNANCE OF SUSTAINABILITY

The **Chairman** and the **Vice-Chairmen** guarantee the correct understanding of the Group's sustainability path, in line with the values that guide the Company.

Following these guidelines, the Management Committee (**Global Leadership Team**), comprised of the **CEO** and the **Directors** that report to him, defines the development strategies and ascertains consistency with the established objectives, assessing the progress made. Two dedicated work teams have been created to guarantee the correct implementation of the strategy and the monitoring of the progress made.

The **Sustainability Board** manages, at Group level, the identification of strategies, guidelines, and the identification of projects for sustainable development; it also monitors the specific sustainability risks and is composed of the competent **C-Executives** and guided by the **Chief Communication and External Relations Officer**.

The **Sustainability Experts Team**, a group of experts from all corporate departments, guarantees that the strategies identified are translated into activities and ensures coordination between the Group and brand activities and their transposal in the Countries where the Group operates.

A dedicated professional figure has been appointed to guarantee the effective management of the process: the **Vice-President External Relations, Scientific Affairs and Sustainability**, who reports to the **Chief Communication and External Relations Officer**.

CODE OF ETHICS

The Barilla **Code of Ethics** is an integral part of the **Organisation, Management and Control Model** implemented by the Group, pursuant to **It. Legislative Decree 231/2001**.

The Code contains the Guidelines and the ethical principles from which all subjects who operate for the Company (Barilla people and stakeholders) draw inspiration in the daily management of their activities and is published on the website.

The Code is shared with all Barilla people by means of specific training plans, awareness-raising, and communication activities; it is also shared with the trade partners, at the start of every relationship.

Compliance with the Code of Ethics and the Organisational Model is guaranteed by the **Supervisory Body**, a collegial body consisting of two members from within the Group and an external one, appointed to guarantee the autonomy, independence, professionalism, and continuity of the Body's action.

In addition Barilla set up the **Group's Ethics and Compliance Committee**, with the aim of strengthening the culture of ethics and corporate compliance and assuring a consistent management model across the various Barilla sites around the world.

In order to make it possible for all Barilla people to report behaviours that are not in line with the Code of Ethics, the Policies, and the Procedures, or the applicable rules and regulations, the Group has adopted a **whistleblowing system**, which consists of a digital platform, a telephone line, and a dedicated e-mail account. The channels and connected activities are managed by the Group's Ethics and Compliance Committee. The operational methods and instructions on using the reporting channels are duly provided in the **Policy on Whistleblowing**, available to all personnel on the company's intranet. The Company undertakes to guarantee full confidentiality in the management of reports and does not tolerate any form of retaliation that may be a consequence of the report and of the related corrective actions. Over the course of 2021, 20 reports (11 in 2020) were made through the **whistleblowing** system, that led to, depending on the case, investigations and/or corrective actions or dismissal of cases that were found to have no grounds following due investigation.



ANTI-CORRUPTION

In order to prevent any form of corruption, either active and/or passive involvement, **the Group is committed to implementing all necessary preventive measures**, in compliance with the national laws in force.

In particular, as a supplement to the governance instruments adopted for the identification, prevention, and control of corruption-related risks (such as the 231 Organisation Model and the Code of Ethics), Barilla has laid down specific Policies:



ANTI-CORRUPTION POLICY

It lays down precise behaviour guidelines for all Barilla people. To support this policy, an IT tool has been implemented in purchasing processes that identifies suppliers who have been involved in episodes of corruption.

ANTI-FRAUD POLICY

It is aimed at strengthening knowledge and awareness of the risk of fraud within the company and strengthening the internal management and prevention control system. The document also defines the roles and responsibilities of each company role in relation to the identification and management of any episodes of fraud.

POLICIES ON THE MANAGEMENT OF GIFTS AND ENTERTAINMENT

Two documents that define specific guidelines on the management of gifts given and received, establishing in particular a maximum value threshold above which it is not allowed to receive or offer gifts.

POLICY ON NON-PROFIT AND CHARITY CONTRIBUTIONS

It identifies the requirements that the nonprofit and charity organisations must meet in order to receive products and donations from Barilla. Any initiative requiring a donation over € 10,000 must be notified for approval to the relevant contact people of the Human Resources and Communications and External Relations departments.

Potential risks or cases of corruption must be reported through the *whistleblowing* channels put in place by the Company. With regard to corruption cases relating to France, in compliance with the provisions of Law 2016-1691 - *Sapin II*, the Group has set up a specific e-mail inbox (alerte.ethique@barilla.com).

Over the course of 2021, the Group did not record a single episode of corruption.

An additional prevention measure against the risk of committing the crime of corruption is represented by personnel awareness and training activities on this topic. During 2021, at Group level, newly-hired members of staff were the recipients of courses on anti-corruption.

THE ASSESSMENT OF PROCESSES AT RISK OF CORRUPTION

In Italy, within the mapping activity of risks connected to It. Legislative Decree 231, Barilla has assessed:

- **37 company processes** (29 in 2020), approximately 82% of all mapped processes, as **most exposed to the potential risk of corruption towards the Public Administration**;
- **32 company processes** (26 in 2020), approximately 71% of all mapped processes, as **most exposed to the potential risk of corruption between private subjects**.

To ascertain the adequacy of the internal control system for the purposes of mitigating the risk of committing "231" crimes, specific control activities were carried out on the following processes in 2021:

- accounting and financial statements;
- human resources;
- production;
- intellectual property.

RISK MANAGEMENT

Barilla adopts an **Integrated Risk Management Model** (Enterprise Risk Management - ERM) that guarantees a full and updated mapping of all potential risks that the Group is exposed to.

Such risks are measured and classified by means of specific evaluation metrics that make it possible to prioritise them, guaranteeing that they are correctly managed and constantly monitored.

The ERM Model is based on two components:



- the **Risk Governance Model**, which defines the roles and responsibilities of the actors involved in the process, required to ensure the correct identification and management of the main risks that might hinder the attainment of the corporate objectives;
- the **Risk Management Process**, which entails conducting an annual risk assessment, which is the means of identifying, assessing the risks and classifying them by priority. All identified risks are entered into a database, the **Risk Register**, which is updated annually. Following the assessment, the Group defines the action plan for the management and treatment of the identified risks, as well as the related monitoring and reporting activities.

The ERM Model envisages that a Risk Owner be associated with each corporate area exposed to risk; they are responsible for the activities pertaining to the management, monitoring, and reporting of the risks identified in the area under their purview. Top Management is periodically updated on the Group's risk profile and discusses the most critical risk scenarios, as well as the effectiveness of the mitigation and containment measures adopted. The results of the annual risk assessment activities are brought to the attention of the Global Leadership Team and of the Board of Directors, which plays an active role in defining the risk control system, in identifying and

validating the company's main risks, as well as in defining and validating action plans to mitigate, handle, contain, and minimise the mapped risks.

THE ERM PROJECT

The aim of the ERM project is to constantly review the risk management model adopted by the Group, adjusting the governance, methodological, and operational aspects of its risk management system to emerging or evolving scenarios that can derive from internal (for example, organisational changes) and external (for example, evolution of the social, economic, and political context) factors.

In 2021, the Project focused on the following activities:

- performing the annual risk assessment campaign aimed at updating the Group's risk profile (including ESG risks) with the direct involvement of Top Management. In line with the assessment carried out in 2020, the project considered the risk scenarios related to Covid-19;
- supplementation of the risk management and sustainability processes in light of the significance of ESG risks in the short and long term. On this occasion, the company updated the structure of the risk register to make it possible to better classify and prioritise ESG risks;
- execution of scenario analyses on the specific risks identified as significant for the Group in the short, medium, and long term. In continuity with the previous year, among the risks identified in 2021, the company paid particular attention to risks related to climate change and to the scarcity of resources, as well as to the impact of Covid-19 on the supply chain. In the context of the continuous monitoring of possible changes in the Group's risk profile, the company launched analyses of the repercussions of the Russia-Ukraine conflict (February 2022) on business.

The analysis carried out envisaged the identification and assessment¹ of potential risks that can affect sustainability activities in the following fields: **corruption and fraud, the environment** (with focus on **climate change**), **human resources, human rights, products, and supply chain**.

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

RISKS CONNECTED TO CORRUPTION AND FRAUD²



Barilla adopts a “Zero Tolerance” approach to all unethical attitudes and to violations of the regulatory framework in force.

RISKS	POLICY	MANAGEMENT APPROACH
Risks related to the administrative liability of legal persons in case of violation of anti-corruption rules and regulations	<ul style="list-style-type: none"> Code of Ethics: it provides guidelines and assigns roles and responsibilities for the prevention, identification, and investigation of potential and actual fraud Anti-Corruption Policy: it aims to promote ethical behaviours and to counter any conduct related to corruption phenomena Anti-Fraud Policy: it aims to raise awareness and knowledge of risks of fraud and to improve the internal control system for their identification (applicable to both employees and third parties) Policy on the management of gifts and gratuities 	<ul style="list-style-type: none"> Whistleblowing system available to all stakeholders for reporting any cases of corruption or fraud Regular audit activities on various corporate processes, especially on the personnel recruitment process

POSSIBLE IMPACT

- Reputational loss or damage
- Monetary and/or restrictive sanctions

ESG IMPACT



For more information on the management approach, please see the paragraph “Anti-corruption” of this document

1. The “overall” assessment of the residual risk (or “net” risk), that is to say the risk that remains after the measures adopted (set of controls and mitigation actions aiming to reduce the inherent or “gross” risk), is indicated for each risk macro-category.

2. Taking into consideration the business sector in which Barilla operates (the food industry), the Group is less exposed to the risk of corruption than other sectors. Nevertheless, as Barilla is a multinational Group that operates, directly or indirectly, at a global level in several countries, the perception and assessment of such risk may vary from one country to the next.



ENVIRONMENTAL RISKS

Barilla undertakes to **reduce the environmental impact of its products** on the planet.

RISKS	POLICY	MANAGEMENT APPROACH
Risks related mainly to the use and consumption of energy and water resources in the Barilla establishments, to the waste disposal processes, and to the use of non-renewable raw materials (such as plastic) in product packaging	<ul style="list-style-type: none"> Code of Ethics: provides indications with regard to Barilla's commitment to the Earth. In all its activities, the Group must apply the "precautionary principle", as well as a preventive approach towards the environment and its biodiversity HSE Corporate Policy 	<ul style="list-style-type: none"> Integrated Safety, Environment and Energy Management System Evaluation and monitoring of the Environmental Impact of the products throughout their life cycle (Life Cycle Assessment) Development of solutions aiming at circularity and the reduction of waste Use of product packaging conceived and designed to be recycled

POSSIBLE IMPACT

- Reputational loss or damage
- Alterations to the environment (direct and/or indirect, positive and/or negative) with possible consequences on the local communities
- Monetary and/or restrictive sanctions

ESG IMPACT

RESIDUAL RISK



ECONOMIC GOVERNANCE



SOCIAL



ENVIRONMENTAL



Barilla monitors its activities carefully and works to **reduce its impact in terms of CO₂eq**.

RISKS	POLICY	MANAGEMENT APPROACH
Risks related mainly to the higher probability of extreme weather phenomena, to the structural rise of temperature, and to the change in precipitation models	<ul style="list-style-type: none"> HSE Corporate Policy 	<ul style="list-style-type: none"> Adhesion to the Science-Based Targets Ad hoc assessments on the physical climate risks in the main establishments Modernisation and maintenance of systems, in order to prevent/mitigate the impact of business interruptions Assessment of new strategies for the procurement of the most critical raw materials (e.g. durum wheat, basil) Interventions aiming to reduce the environmental footprint of the company's logistics operations ^(*)

POSSIBLE IMPACT

- Price volatility
- Interruption of operations
- Drought and severe damage to crops

ESG IMPACT

RESIDUAL RISK



ECONOMIC GOVERNANCE



SOCIAL



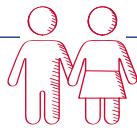
ENVIRONMENTAL



For more information on the management approach, please see the paragraph "Environment" of this document

(*) including: conversion of road to rail transport (from one establishment to another); increased use of intermodal transport between pasta factories in Italy; use of low-emission lorries (euro 5-6) for logistics suppliers; experimental use of vehicles that run on liquid natural gas.

RISKS CONNECTED TO PERSONNEL MANAGEMENT



Barilla believes that its people **are its greatest asset and must be preserved**; that is why it undertakes to guarantee their safety, training, and professional growth.

RISKS	POLICY	MANAGEMENT APPROACH
Risks that relate mainly to the protection of the health and safety of people at work, attracting and retaining talent, and the protection of diversity and inclusion	<ul style="list-style-type: none"> • "Zero-Accident" plan • Specific policies and procedures to guarantee the safety of our employees • Policies and procedures for the management of human resources • Career development plans • Code of Ethics • United Nations corporate code of conduct against LGBTQ+ discrimination 	<ul style="list-style-type: none"> • ISO 45001 certified production systems • Support to international mobility and travel alert • Training in OHS • Monitoring of satisfaction levels and promotion of employer branding initiatives • Incentives for remote working ("Work @ Barilla" project) • Presence of a Global D&I Board • Specific initiatives in D&I

POSSIBLE IMPACT

- Loss of key resources
- Ability to attract talent
- Disputes with our employees on health and safety
- Reputational loss or damage

ESG IMPACT



For more information on the management approach, please see the chapter "People and Community".

RISKS CONNECTED TO THE VIOLATION OF HUMAN RIGHTS



Barilla undertakes to **impose respect of the fundamental rights of every person** when carrying out its activities and along the entire supply chain.

RISKS	POLICY	MANAGEMENT APPROACH
Risks connected to the violation of human rights	<ul style="list-style-type: none"> • Code of Ethics: it lays down the Group's values and principles based on the United Nations' Universal Declaration of Human Rights, on the International Labour Conventions and Recommendations issued by the ILO (International Labour Organization), on the Earth Council's Earth Charter, and on the principles set forth in the Global Compact proposed by the UN 	<ul style="list-style-type: none"> • Barilla has adopted a programme for the implementation of a more structured auditing process to check and monitor the performance of suppliers with regard to "social" sustainability principles, especially in countries that are deemed to be at higher risk of violation of human rights

POSSIBLE IMPACT

- Violation of Human Rights
- Monetary and/or restrictive sanctions
- Reputational loss or damage

ESG IMPACT



For more information on the management approach, please see the chapter "People and Community", and the paragraph "Supply Chains with potential critical issues" of this document.



RISKS CONNECTED TO PRODUCTS - QUALITY AND FOOD SAFETY

Barilla is committed to continuously improving its control mechanisms put in place to **prevent the risks related to the products' quality and safety**.

RISKS	POLICY	MANAGEMENT APPROACH
Risks deriving from possible non conformities of product mainly related to the constant evolution of the regulatory framework of reference or for reasons attributable to employees, suppliers, or co-packers	<ul style="list-style-type: none"> • Acrylamide reduction activities • HACCP plan • control plans and reduction of the presence of pesticides 	<ul style="list-style-type: none"> • "Global Quality, Food Safety & Techregulatory" department which has 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 production and supply chain to prevent infestations • Installation of X rays to intercept the presence of foreign bodies • Planning of new tests to minimise furan in certain products (e.g. Wasa and Ragù)
The main emerging risks relate to food fraud, field allergens, infestations by foreign bodies, contaminants, pesticides, ineffective traceability		

POSSIBLE IMPACT

- Consumer health and safety
- Consumer satisfaction
- Loss of or damage to reputation
- Monetary and/or restrictive sanctions

ESG IMPACT



For more information on the management approach, please see the paragraph "Quality and Safety" of this document.

RISKS CONNECTED TO PRODUCTS - NUTRITION



Barilla carefully **monitors changes in consumer choices**.

RISKS	POLICY	MANAGEMENT APPROACH
Risks originating mainly from the evolution of consumer preferences and from new food trends (e.g. people are more interested in the quality and the nutritional characteristics of products and ingredients)	<ul style="list-style-type: none"> • Nutritional Guidelines: they promote individual well-being through a healthy diet and lifestyle 	<ul style="list-style-type: none"> • Full and transparent nutritional information • Definition of goals for improving the nutritional profile • Monitoring processes by means of specific KPIs, in line with the Nutritional Guidelines
POSSIBLE IMPACT		
<ul style="list-style-type: none"> • Consumer health and safety • Consumer satisfaction • Loss of or damage to reputation 		
ESG IMPACT		
RESIDUAL RISK	ECONOMIC GOVERNANCE	SOCIAL
ENVIRONMENTAL		
-		

For more information on the management approach, please see the paragraph "Nutrition" of this document.

RISKS CONNECTED TO SUPPLIER MANAGEMENT



Barilla constantly endeavours to promote sustainable and respectful agricultural and farming practices, collaborating with the entire production and supply chain.

RISKS	POLICY	MANAGEMENT APPROACH
Risks related mainly: i) to the unavailability of high-quality raw materials; ii) to the development of production and supply chains that do not comply with the Barilla sustainability requirements; iii) to the higher exposure to business interruptions due to "non-physical damage" (e.g. IT threats), as well to the interruption of storage and/or transport processes caused by cyber security incidents suffered by logistics suppliers	<ul style="list-style-type: none"> Supplier scouting, assessment, qualification, and monitoring procedures Sustainable Agriculture Code The Mulino Charter The Harrys Charter The Basil Charter Growing Rules on sustainable cultivation practices and on the use of pesticides Cyber Security plan for systems 	<ul style="list-style-type: none"> Regular audits of the supply chain Fraud risk assessment campaigns to identify the most critical product risk categories and to implement prevention plans Procurement strategies for the most critical supplies, with regard to both products and packaging Improvement of the production and supply chain traceability system and of the system tracking transparency in agricultural practices, with the use of technological tools that allow farmers to keep track of their products (ongoing) Training and raising awareness on cyber security Security by Design: definition of contractual responsibilities with partners, internal engineer team, and cyber security experts

POSSIBLE IMPACT

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

ESG IMPACT



For more information on the management approach, please see the paragraph "Supply Chains" of this document

The management of the supply chain felt the consequences of the Covid-19 pandemic, whose main effects are attributable to: scarcity of raw and packaging materials due to the shock of demand related to the pandemic; sudden rise in shipping costs and interruptions of trade deriving from border closures and blockades and from the lack of hauliers, and increase in the cost of energy. In order to prevent and mitigate any interruptions in logistics, the Group kept stocks of raw and packaging materials, adopted alternative transport methods, and increased its production capacity in order to meet any peaks in demand.

The risks identified, duly singled out, assessed, and managed, can become a competitive advantage and be, therefore, seen as true opportunities for development, growth, and improvement. In consideration of these points and of the continuous evolution of the Enterprise Risk Management models, Barilla has adopted a programme for supplementing its framework, aiming to manage risks and take advantage of opportunities, especially with reference to ESG topics.



FISCAL RESPONSIBILITY

What is known as "Tax Strategy" is the document - formally approved by the BoD - that deals with the implementation of goals referring to taxation. The strategy is based on the following principles: **attention to non-corporate values** and **the ability to turn stability and preventive certainty of the correct revenue scheme into better business performance**.

Moreover, the strategy defines the **tax risk appetite** of the Company, based on factually pursuing preventive certainty and on what is known as the "*more likely than not*" principle, founded on the desire to prevent the launch of unnecessary tax litigation or, however, tax litigation that, based on a prior assessment, could have an unfavourable outcome for the company.

The content of the strategy is shared with directors and employees.

The development and continuous implementation of the strategy at Barilla are guaranteed by the presence of adequate policies and procedures, suitable organisational solutions and structures, communication tools, as well as consistent and proportional means, in conformity with the established risk appetite.

In order to ensure tax management that is in line with its risk tolerance, the Group is committed to promoting, developing and maintaining a control system to monitor the tax risks inherent in corporate processes, through the design and implementation of a Tax Control Framework (TCF), which contributes to controlling risks and managing inefficiencies.

TAX STRATEGY

The principles described in the tax strategy are reflected in the following aspects:

RISKS AND REPUTATION: control and management of the risks also with the aim of protecting the reputation of the Company and the brands.

VIRTUOUS CORPORATE CULTURE: promoting, on all company levels, the importance of transparency, honesty, fairness and compliance with the regulations, and the related control activities.

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

COMPLIANCE: guaranteeing the integrity of the tax fulfilments and the correct determination of taxes, in accordance with the deadlines and associated requirements.

GOOD FAITH AND TRANSPARENCY IN RELATIONS WITH THE TAX AUTHORITIES: establishing relationships with the tax authorities based on good faith and transparency, also by means of constant dialogue, so as to be recognised as a reliable counterparty.

BEST USE OF INTERNAL RESOURCES: continuous development of the awareness of tax topics by the resources involved and development of the management of risks related thereto.

In compliance with the aspects above, Barilla is committed to pursuing the preventive certainty of the tax positions and preventing any unnecessary tax disputes from being initiated.

The TCF is considered to be the set of tools, of organisational structures, of company regulations and rules aimed at ensuring – through an effective identification, measuring, managing and monitoring process of the main tax risks – a condition of the business that minimises the risk of operating in violation of tax rules, ensuring an approach of transparency and mutual collaboration in relations with the Financial administration. This structure is designed to intercept the risks stemming from changes that concern the business, changes to regulations and protocols that affect the tax variable, also taking into account the established case law. In this sense, the TCF also contributes in the management of inefficiencies.

The Group ensures supervision on the adequate operation of the TCF through the following appointed company structures:

- the **TCF Committee** plays a consultation and proactive role in relation to TCF activities and processes;
- the **Tax Risk Management** department, in charge of control activities and especially the monitoring activity aimed at assessing the effectiveness and efficiency of the controls concerning tax risks.

Through the years, Barilla has always made efforts to factually pursue preventive certainty on its fiscal positions and to prevent the launch of unnecessary tax disputes or litigation. For this purpose, the Group maintains collaborative relationships with the Tax Authorities, based on compliance with principles of good faith, lawfulness, and transparency, confirming the virtuous way of carrying out its business activities that has always characterised Barilla and that is applied to all its stakeholders. The consolidation of this relationship has and will continue being conducive to a suitable level of certainty on the proper handling of tax issues, through a constant, transparent, and preventive dialogue.





COVID-19
EMERGENCY

COVID-19 EMERGENCY

THE COVID-19 PANDEMIC HAS AFFECTED US ALL, CREATING INSTABILITY, UNCERTAINTY, AND BRINGING ABOUT RADICAL CHANGE. ALL BARILLA PEOPLE RESPONDED TO THIS DIFFICULT AND UNEXPECTED CHALLENGE WITH COMMITMENT AND DETERMINATION.

Protecting the health of employees, guaranteeing the continuity of activities, and supporting the community, have been and still are priorities for Barilla.

PROTECTING PEOPLE'S HEALTH...

To protect the condition of its people as much as humanly possible and in all geographical areas in which the Group operates, **Transversal Crisis Teams have been set up across the main corporate departments with the task of monitoring the application of the "Covid regulatory framework" of reference** (in Italy, the protocol shared between the social partners fighting Covid-19 at the workplace) and, where needed, introducing stricter requirements. Furthermore, **Covid Committees were arranged in every production facility in Italy to promote the exchange of views between the Company and workers**.

Throughout the pandemic, **Barilla people** were constantly **informed**, kept **up to date**, and **involved** in various initiatives, by means of **regular communications** and the use of a dedicated e-mail address for the management of any doubts and questions. For more information on the protection of people's safety, please see the Sustainability Report for the previous year.

In all establishments and offices, **Barilla adopted and applied procedures and policies in accordance with the instructions provided by the World Health Organization (WHO) and the local authorities in charge**. The correct application of the procedures and policies, in both Barilla offices and plants, was ascertained by means of specific audits.

GUARANTEEING BUSINESS CONTINUITY...

The emergency had a significant impact also within the scope of the procurement chain. The main issues related to the **difficulty in obtaining specific raw materials** (e.g. packaging materials), the **increase in logistics and transport costs**. Although this did not result in a revision of the medium/long-term goals, with a view to ensuring operational continuity, Barilla immediately took steps to activate new suppliers - where that was a possibility - and to use different, more widely available raw materials, ensuring, in both cases, the Group's high quality and safety standards.

SUPPORTING THE COMMUNITY...

Barilla has always endeavoured to **support the communities** in which it operates. Throughout 2021, **the Group managed several donations** between charity and product **to bodies, institutions, and associations** which fought, on the front lines during the pandemic, to improve their equipment and working conditions: just in Italy, for example, Barilla supported the Italian Red Cross, as well as the Caritas, the Civil Defence Service, very many hospitals and research centres. For more information, please see the paragraph "Community relations" of this Sustainability Report.

ANNEX

ATA 2021

8.591
8.727 (2021)

ALTRÒ
0,80%

PASTA, SUGHI,
PIATTI PRONTI
55,6%

RICHE

34%
EUROPA E RUSSIA

NOTE ON METHODOLOGY

The Sustainability Report is the main reporting tool on the environmental and social performance of Barilla Group. The results achieved and the path defined for the years ahead have been published annually since 2008 and provide a full picture of Barilla's commitment.

The Report is prepared in compliance with the GRI Sustainability Reporting Standards, defined by the *Global Reporting Initiative – GRI*, with application level "*In accordance – Core*" and by the "*Food processing disclosure*" Sector Supplement. To date, the *GRI Standards* are the most widespread and prominent international standards on non-financial reporting.

The extent and quality of the reporting reflect the materiality principle.

In this regard, please note that, in the first six months of 2022, on the occasion of the publication of this Report, Barilla launched a structured process for the update of its materiality matrix, i.e. the matrix that includes all sustainability topics that may have a significant impact on the Group's economic, social, and environmental performance



and/or which may influence the assessments and decisions of its main stakeholders (known as material topics). The methodology used to perform the materiality analysis and the related results are described in detail in the "Materiality analysis" paragraph.

The reported data and information refer to the fiscal year 1st January – 31st December 2021¹, unless indicated otherwise; where available, comparative data referring to previous fiscal years have been reported to present the trend of the Group's performance over a longer time horizon. For an accurate representation of performance to be provided, privilege was given to the inclusion of directly detectable and measurable qualitative and quantitative indicators, only using estimates in limited cases and duly indicated. The reporting period matches that of the Consolidated Financial Statements of the financial year ended on 31st December 2021; any period limitations are specified in the document. The data relating to production aspects refer to the Group's companies operating in Italy, Canada, France, Sweden, Germany, Greece, Turkey, the United Kingdom, Russia, the USA and Mexico. The data pertaining to the distribution and sale of products include, in addition to the above, also Austria, Belgium, Croatia, Denmark, Norway, Holland, Poland, Slovenia, Spain, Switzerland, Arab Emirates, Brazil, Australia, China, Japan and Singapore.

This Report was written with the technical-methodological assistance of KPMG Advisory S.p.A..

A request can be sent to: mediarelations@barilla.com for more details on objectives, indicators and achieved results or for comments on this document.

¹. With regard to the reporting scope, consistently with the data presented in the Consolidated Financial Statements as at 31st December 2021, the Group has concluded two business combination transactions, on 14th January 2021 and on 29th January 2021, respectively, with the aim of expanding, also geographically, the Pasta segment and creating new business models in the Meal Solutions area. In particular, the Group, through the subsidiary Barilla International Limited, has acquired the controlling share of the start-up Pasta Evangelist Limited, a company active in the areas of pasta and fresh sauces, and the business branch Catelli Dry Pasta Business, whose scope includes the activity of production, marketing, and distribution of pasta, through the Catelli, Lancia and Splendor brands, in Canada. Please note that the chapters "Selected raw materials" and "Animal Welfare" for this reporting year do not include the qualitative and quantitative disclosure relating to the Catelli Dry Pasta business branch. The Group undertakes to provide such disclosures next year.

PRINCIPLES FOR DEFINING THE CONTENT OF THE REPORT		PRINCIPLES FOR DEFINING THE CONTENT OF THE REPORT	
STAKEHOLDER INCLUSIVITY	Barilla is committed to identifying and establishing an open and transparent dialogue with people who, in any capacity, contribute to the activities of the Group or are influenced by them.	COMPARABILITY	Where available, the Report indicates the data pertaining to the last two financial years as at 31 December 2020 and 2019. A comparison with data relating to previous financial years is also proposed where deemed relevant for a more precise analysis.
SUSTAINABILITY CONTEXT	Barilla measures and describes its sustainability performance, considering the broader international context and the global debate on issues related to food, nutrition, people and planet's wellbeing.	ACCURACY	In order to ensure the reliability of the information provided, directly measurable values were favoured, avoiding estimates as much as possible. However, where estimates were necessary, they are based on the best available calculations methods or on random sampling and are appropriately identified. The methods set out by the IPCC – Intergovernmental Panel on Climate Change – were used for the calculation of data on emissions.
MATERIALITY	This document reports the sustainability aspects which, based on stakeholder engagement, the company management assessments and the context analysis are highly interesting in terms of relevance for Barilla and its stakeholders (known as material topics).	TIMELINESS	Barilla Group's reporting cycle is annual. As for the previous edition, the Report is published together with the presentation of the Consolidated Financial Statements for the year ending 31 December 2021.
COMPREHENSIVENESS	The detailed aspects in the Report and the quality-quantity indicators, together with the reporting period reflect the set of economic, environmental and social impacts of the entire Group, in all the main geographical areas and settings where the Group activities may have a significant influence for stakeholders.	CLARITY	The description of the activities and projects contains information that is as clear and accessible as possible to any Group stakeholder, with some insights provided on technical data and specific industrial issues.
BALANCE BETWEEN POSITIVE AND NEGATIVE ASPECTS	In view of complete transparency, the Report describes the main performance items of the Group, reporting the strengths, the areas for improvement and future challenges.	RELIABILITY	Data collection and control requires the involvement of a high number of company departments and contact people in the various countries included in the reporting scope, also with the support of data collection IT systems. This is followed by a consolidation and validation process by the representatives of the various work groups, each in their area of responsibility. The document is not subject to verification by external companies. Therefore, Barilla's executives are fully responsible for the data and information contained in the report.

GRI INDEX

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
ORGANISATION PROFILE (2016)			
102-1	Name of the organization	About us > Profile of the group	
102-2	Activities, brands, products and services	About us > Profile of the group About us > Brands	
102-3	Location of headquarters	About us > Profile of the group	
102-4	Location of operations	About us > Profile of the group	
102-5	Ownership and legal form	About us > Profile of the group	
102-6	Markets served	About us > Profile of the group	
102-7	Scale of the organization	About us > Profile of the group	
102-8	Information on employees and other workers	People and Communities > Barilla people	
102-9	Supply chain	Supply chains > Raw materials Supply chains > Animal welfare	
102-10	Significant changes to the organization and its supply chain	Appendix > Methodological note	
102-11	Precautionary Principle or approach	Governance > Risk management	
102-12	External initiatives	Our way of doing business > Future of food	
102-13	Membership of associations	Our way of doing business > Future of food	
STRATEGY (2016)			
102-14	Statement from senior decision-maker	Intro > The joy of food for a better life Intro > Interview with Claudio Colzani, CEO	
102-15	Key impacts, risks and opportunities	Governance > Risk management Our way of doing business > Future of food Our way of doing business > Barilla Foundation	
ETHICS AND INTEGRITY (2016)			
102-16	Values, principles, standards and norms of behavior	About us > Profile of the group About us > Values Our way of doing business > Future of food Governance > Code of Ethics	
102-17	Mechanisms for advice and concerns about ethics	Governance > Code of Ethics	

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GOVERNANCE (2016)			
102-18	Governance structure	Governance > Model	
102-19	Delegating authority	Governance > Model	
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance > Model	
102-22	Composition of the highest governance body and its committees	Governance > Model	
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance > Model	
102-29	Identifying and managing economic, environmental, and social	Governance > Model Governance > Risk management	
STAKEHOLDER ENGAGEMENT (2016)			
102-40	List of stakeholder groups	Our way of doing business > Future of food	
102-41	Collective bargaining agreements	100% of Barilla employees are covered by collective bargaining agreements	The disclosure is available only for Italy. The Group commits to provide a full disclosure in the next Sustainability Report.
102-42	Identifying and selecting stakeholders	Our way of doing business > Future of food	
102-43	Approach to stakeholder engagement	Our way of doing business > Future of food	
102-44	Key topics and concerns raised	Our way of doing business > Future of food	
REPORTING PRACTICES (2016)			
102-45	Entities included in the consolidated financial statements	Appendix > Methodological note	
102-46	Defining report content and topic Boundaries	Our way of doing business > Future of food Appendix > Methodological note	
102-47	List of material topics	Our way of doing business > Future of food	
102-48	Restatements of information	Appendix > Methodological note	
102-49	Changes in reporting	Appendix > Methodological note	
102-50	Reporting period	Appendix > Methodological note	
102-51	Date of the most recent report	Appendix > Methodological note	
102-52	Reporting cycle	Appendix > Methodological note	
102-53	Contact point for questions regarding the report	Appendix > Methodological note	
102-54	Claims of reporting in accordance with the GRI Standards	Appendix > Methodological note	
102-55	GRI content index	Appendix > GRI Index	
102-56	External assurance	The Report is not subject to external assurance	

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 200: ECONOMIC PERFORMANCE (2016)			
GRI 203: INDIRECT ECONOMIC IMPACTS			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Community relations	
203-1	Infrastructure investments and services supported	People and Communities > Community relations	
GRI 204: PROCUREMENT PRACTICES (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Supply chains > Raw materials Supply chains > Animal welfare	
204-1	Proportion of spending on local suppliers	Supply chains > Raw materials Supply chains > Animal welfare	
G4 FP1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	Supply chains > Raw materials Supply chains > Animal welfare	
G4 FP2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards	Environment > Product packaging	
GRI 205: ANTICORRUPTION (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Governance > Anti-corruption	
205-1	Operations assessed for risks related to corruption	Governance > Anti-corruption	
205-2	Communication and training about anti-corruption policies and procedures	Governance > Anti-corruption	
205-3	Confirmed incidents of corruption and actions taken	During the year, the Barilla Group did not record any incidents of corruption	
GRI 206: ANTI-COMPETITIVE BEHAVIOUR (2016)			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the year, the Barilla Group did not record any legal actions referring to unfair competition, antitrust and monopolistic practices	
GRI 207: TAX (2019)			
GRI 103-1, 103-2, 103-3	Management approach	Governance > Tax responsibility	
207-1	Approach to tax	Governance > Tax responsibility	
207-2	Tax governance, control, and risk management	Governance > Tax responsibility	
207-3	Stakeholder engagement and management of concerns related to tax	Governance > Tax responsibility	
207-4	Country by Country Reporting	Annual Report 2021	For this reporting year, the only information available are included in the Consolidated Financial Statements. The Group is committed in the course of the coming years to integrate the reporting on this Disclosure.

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 300: ENVIRONMENTAL PERFORMANCE			
GRI 301: MATERIALS (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Supply chains > Raw materials Supply chains > Animal welfare Environment > Product packaging	
301-1	Reclaimed products and their packaging materials	Supply chains > Raw materials Supply chains > Animal welfare Environment > Product packaging	
301-2	Recycled input materials used	Environment > Product packaging	
301-3	Reclaimed products and their packaging materials	Environment > Product packaging	
GRI 302: ENERGY (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Environment > Production	
302-1	Energy consumption within the organization	Environment > Production	
302-2	Energy consumption outside of the organization	Environment > Production	
302-3	Energy intensity	Environment > Production	
302-4	Reduction of energy consumption	Environment > Production	
GRI 303: WATER (2018)			
GRI 103-1, 103-2, 103-3	Management approach	Environment > Production	
303-1	Interaction with water as a shared resource	Environment > Production	
303-2	Management of water discharge-related impacts	Environment > Production	
303-3	Water withdrawal	Environment > Production	The breakdown of water withdrawals by freshwater and other types is not available. The Group is committed in the coming years to integrate reporting on this Disclosure.
303-4	Water discharge	Environment > Production	
303-5	Water consumption	Environment > Production	

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 305: EMISSIONS (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Environment > Production	
305-1	Direct (Scope 1) GHG emissions	Environment > Production	
305-2	Energy indirect (Scope 2) GHG emissions	Environment > Production	
305-4	GHG emissions intensity	Environment > Production	
305-5	Reduction of GHG emissions	Environment > Production	
GRI 306: WASTE (2020)			
GRI 103-1, 103-2, 103-3	Management approach	Environment > Production	
306-1	Waste generation and significant waste-related impacts	Environment > Production	
306-2	Management of significant waste-related impacts	Environment > Production	
306-3	Waste generated	Environment > Production	
306-4	Waste diverted from disposal	Environment > Production	
306-5	Waste directed to disposal	Environment > Production	
GRI 307: ENVIRONMENTAL COMPLIANCE (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Environment > Production	
307-1	Non-compliance with environmental laws and regulations	Barilla has paid no significant fines (> €10,000) related to environmental or ecological issues in the last two fiscal years.	
GRI 400: SOCIAL PERFORMANCE			
GRI 401: EMPLOYMENT (2016)			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Barilla people People and Communities > Training and talent development	
401-1	New employee hires and employee turnover	People and Communities > Training and talent development	
401-3	Parental leave	People and Communities > Barilla people	
GRI 402: LABOR/MANAGEMENT RELATIONS (2016)			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Trade Union Relations	
G4 FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs	People and Communities > Trade Union Relations	

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018)			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > People health and safety	
403-1	Occupational health and safety management system	People and Communities > People health and safety	
403-2	Hazard identification, risk assessment and incident investigation	People and Communities > People health and safety	
403-3	Occupational health services	People and Communities > People health and safety	
403-4	Worker participation, consultation, and communication on occupational health and safety	People and Communities > People health and safety	
403-5	Worker training on occupational health and safety	People and Communities > People health and safety	
403-6	Promotion of worker health	People and Communities > People health and safety	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People and Communities > People health and safety	
403-8	Workers covered by an occupational health and safety management system	People and Communities > People health and safety	
403-9	Work-related injuries	People and Communities > People health and safety	
403-10	Work-related ill health	People and Communities > People health and safety	
GRI 404: TRAINING AND EDUCATION (2016)			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Training and talent development	
404-1	Average hours of training per year per employee	People and Communities > Training and talent development	
404-2	Programs for upgrading employee skills and transition assistance programs	People and Communities > Training and talent development	
404-3	Percentage of employees receiving regular performance and career development reviews	People and Communities > Training and talent development	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Barilla people	
405-1	Diversity of governance bodies and employees	People and Communities > Barilla people Governance > Model	
GRI 406: NON-DISCRIMINATION (2016)			
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Barilla people	
406-1	Incidents of discrimination and corrective actions taken	During the year, the Barilla Group recorded no incidents of discrimination	
GRI 414: SOCIAL ASSESSMENT OF SUPPLIERS (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Supply chains > Raw materials	
414-2	Negative social impacts in the supply chain and actions taken	Supply chains > Raw materials	

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 416: CUSTOMER HEALTH AND SAFETY (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Products > Quality and food safety	
416-1	Assessment of the health and safety impacts of product and service categories	Products > Quality and food safety	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Products > Quality and food safety	
FP5	Percentage of production volume manufactured at sites certified by an independent third party according to internationally recognised food safety management system standards	Products > Quality and food safety	
FP6	Percentage of total sales volume of consumer products, by product category, with lower saturated fat, trans fats, sodium and added sugars	Products > Nutrition	
FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritional ingredients such as fibre, vitamins, minerals, phytochemicals or functional food additives	Products > Nutrition	
GRI 417: MARKETING AND LABELLING (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Products > Quality and food safety	
417-1	Requirements for product and service information and labeling	Products > Quality and food safety	
417-2	Incidents of non-compliance concerning product and service information and labeling	During the year, the Barilla Group did not record any cases of non-compliance regarding information and labeling of products and services	
417-3	Incidents of non-compliance concerning marketing communications	During the year, the Barilla Group recorded no cases of non-compliance regarding marketing communications	
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	Products > Quality and food safety	
GRI 418: CUSTOMER PRIVACY (2016)			
GRI 103-1, 103-2, 103-3	Management approach	The Group has formalized a GDPR Policy and a Privacy Policy. For more information, please refer to the following links: Barilla GDPR Policy Gruppo Barilla (barillagroup.com) and Privacy policy Barilla Group (barillagroup.com)	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	During 2021, the Barilla Group did not receive any formal complaints from data subjects; their requests, amounting to 143, were considered as the exercise of privacy rights (e.g., deletion) under the GDPR. None of them were submitted to any Authority.	

<i>Indicator</i>	<i>Indicator description</i>	<i>Report section</i>	<i>Omissions</i>
GRI 419: SOCIOECONOMIC COMPLIANCE (2016)			
GRI 103-1, 103-2, 103-3	Management approach	Governance > Code of Ethics	
419-1			
419-1	Non-compliance with laws and regulations in the social and economic area	In 2021, Barilla received a monetary penalty in the amount of 7,125.34 euros for a labor accident that occurred in an Italian factory in 2018. In addition, it should be noted that the relevant Italian authority fined Barilla G. e R. Fratelli for not complying with Italian labor law, as the latter did not conclude a union agreement for the closed-circuit television camera at the Ferrara factory. The fine amounts to €75,000, paid in half as required by Italian data protection law.	
SECTOR SPECIFIC: HEALTH AND FOOD ACCESSIBILITY			
GRI 103-1, 103-2, 103-3	Management approach	Products > Food education	
FP4	Programmes and practices 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	Products > Food education	
SECTOR SPECIFIC: ANIMAL WELFARE			
GRI 103-1, 103-2, 103-3	Management approach	Supply chains > Animal welfare	
FP9	Percentage and total of animals raised and/or processed, by species and breed type	Supply chains > Animal welfare	
FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic	Supply chains > Animal welfare	
FP11	Percentage and total of animals raised and/ or processed, by species and breed type, per housing type	Supply chains > Animal welfare	
FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	Supply chains > Animal welfare	

NOTES

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GRUPPO BARILLA

Registered Office
Via Mantova, 166 - 43122 Parma, Italia

Contacts
Tel. +39 0521 2621

e-mail: mediarelations@barilla.com
www.barillagroup.com

www.barillagroup.com