SUSTAINABILITY REPORT 2021

GOOD FOR YOU, GOOD FOR THE PLANET

Barilla

The Italian Food Company. Since 1877.

"We bring to the world **JOYFUL**, **WHOLESOME** and **HONEST FOOD**, inspired by the **ITALIAN LIFESTYLE** and the **MEDITERRANEAN DIET**"

The "**Good for You, Good for the Planet**" report is the tool used to share with all of society the path undertaken by Barilla, consistently with the United Nations' Sustainable Development Goals, part of the 2030 Agenda.

In addition, the report shows the key results that have been achieved and the roadmap for coming years. 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 2020, unless otherwise indicated.

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WE ARE
WHAT WE DO

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

When life proves to be so fragile, we must remember who we are. For that reason, while efforts to fight the long pandemic crisis were multiplying, in Barilla we never stopped asking ourselves who we were.

Our answer: ***we are what we do and how we do it.***

Behind each piece of pasta, biscuit, sauce you have people with specific know-how and skills: from the taste and flavour of each product, to the most advanced technologies, to the most recent approaches to sustainable farming. These people are thinking about how important and relevant our actions are towards all those trusting us every day and towards the Planet.

Every day we observe and study the world to understand how we can do more to help society and communities evolve. Every day we talk to supply chain partners, collect stimulus from the new generations, ask ourselves how effective new technologies are and about the value of our work and our global presence as food manufacturers. This challenge tells us who we are: we want to improve people's lives and the Planet's wellbeing through the quality of what we do.

Nowadays, ***a product must be tasty****, and* ***contribute to a balanced lifestyle****. It* ***must respect the Planet.*** *It must spread joy. It must promise what it can maintain. Nowadays,* ***quality talks about the future.*** *It no longer just satisfies inherited needs or those dictated by the global crisis. We have to develop, thanks to daily choices, products that create wellbeing and guarantee, together, a future for our "home".*

Good for You, Good for the Planet *is our* ***lighthouse and guides our decisions,*** *decisions animated by being aware of the world's fragility and the courage and determination to do our bit.*

That's who we are, that's why Barilla exists: to contribute to a quality future, while still doing our job with strength and conviction to bring us together in this exciting, difficult Mission.

IINTERVIEW TO CLAUDIO COLZANI, CEO

HOW WAS 2020 CHARACTERISED FOR BARILLA AND WHAT WERE SOME OF THE KEY RESULTS?

2020 was undoubtedly the most challenging year we faced due to the Covid-19 pandemic that severely impacted all of us around the world, creating instability, uncertainty and requiring a major shift in how we live, work and interact.

In Barilla, we immediately responded to the crisis at a global level by setting key priorities to ***provide the utmost safety and support to our People****, to* ***ensure business continuity*** *so that our products were available for consumers, and to* ***support the communities in which we live and operate****.*

Despite the enormous challenges we all faced in 2020 we learned that by staying united, looking ahead with resilience and having a solid foundation are key pillars for change and development.

Our focus was on where we can really make a difference: through our products and our closeness to the people.

We worked with commitment and dedication to develop quality products that offer great taste, a balanced nutritional value, a moment of joy and meaning in the lives of people, and with the aim to minimize our environmental impact. All of this was possible thanks to the positive collaborations with our business partners, the actors who contributed to ensure a robust and resilient supply chain and the Barilla People worldwide.

We have ***reformulated 476 products*** *so far and are expanding our wholegrain and legumes portfolio.*

In our roadmap towards decarbonization, we have ***further reduced emissions cutting them by 31% since 2010****. This is thanks to an increased efficiency of the production facilities, key projects across the supply chain, investing in finding less impactful ways of transport, the purchasing of green energy and offsetting programs. Four of our brands have fully offset their* CO_{2eq} *emissions and other brands will follow.*

Product packaging is also a priority for us and we are committed to reaching ***100% design for recyclability*** *and reducing the use of unnecessary plastic. In regard to paper and cardboard, we purchase only virgin fiber from responsibly managed forests to ensure the utmost quality and safety to consumers.*

We have engaged with ***over 10,000 farmers in sustainable agriculture projects*** *so far, working together to ensure they have the right support to provide the best quality raw materials, while ensuring fair conditions. In Italy, we took another step by investing in Italian agriculture with the* ***Durum Wheat Manifesto****. Regarding soft wheat, we have increased the quantity purchased from sustainable agriculture, according to the principles of the* ***Mulino Charter*** *and* ***Harrys Charter****, and we will reach 100% in 2022.*

We are proud to announce that our commitment to make Barilla an even more inclusive and equitable Company led us to two important achievements: we ***achieved gender pay equality*** *in Barilla worldwide and we became the first Italian company to win the prestigious global* ***Catalyst Award*** *for our global efforts to advance gender equality in the workplace.*

WHAT PRIORITIES ARE SET FOR THE FUTURE?

Encouraging results are part of our ongoing journey in Barilla's evolution.

In 2021 we are rethinking and setting our priorities and the roadmap for the years to come. We will leverage on the competencies and experience acquired over the past years and explore new capabilities and solutions in an ever-increasing digital world. We will be prepared to meet the challenges and opportunities that this unprecedented era offers and maintain an open dialogue with our stakeholders. These priorities are fundamental in order to offer people quality products, and transparent and consistent information to, in turn, make conscious and informed choices.

Barilla
The Italian Food Company. Since 1877.
^ Produzione
^ Reparti
^ Servizi
^ Ufficio del personale
> Direzione
> Uffici
> Laboratorio C.Q.
> Magazzino MMPP

THE GROUP

GROUP PROFILE

Passion for **quality**, continuous pursuit of **excellent recipes** and ability to combine **tradition** and **innovation** are the fundamental ingredients characterizing Barilla since 1877, when it was a bread and pasta small shop.

The organizational structure of the Group identifies **Barilla Initiative S.p.A**. and **Barilla International Ltd**, which are active, through their subsidiaries, in the production and marketing of pasta, sauces and bakery products at national and international level, as operating sub-holdings, in addition to the companies IKRG LLC and IKRG LLC OC1, intended for the development and management of the Restaurants project.

The Group operates **in over 100 countries** through its **brands**, which have become the icon of excellence in the food sector, and with **30 production sites**, which every year contribute to the production of over **2,099,000 tonnes of products.**

OVER **2,099,000 TONNES**
OF PRODUCTS SOLD

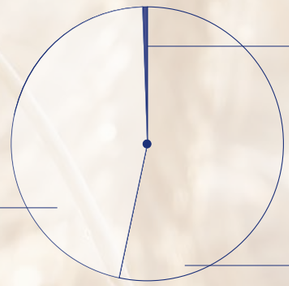
THE GROUP'S BRANDS

Barilla · Barilla Pasta Kitchen · Pavesi · Mulino Bianco · Filiz · Cucina Barilla · Lancia · Yemina · Vesta · Voiello · Wasa · Gran Cereale · Barilla Professionals · Pasta Evangelists · Pan di Stelle · Academia Barilla · Misko · First · Harry's · Catelli · Tolerant Organic

BARILLA PEOPLE

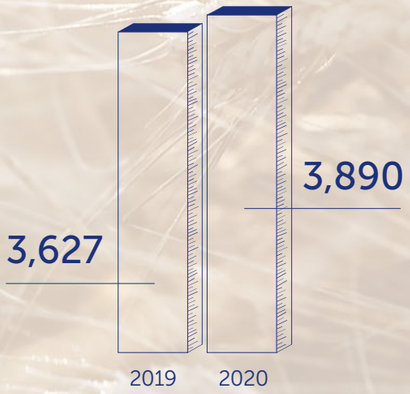
BUSINESS AREA

(TURNOVER)



TURNOVER

(MILLION EURO)



222 MILLION
IN INVESTMENTS

GEOGRAPHICAL AREA

(TURNOVER)

The **Barilla** brand has its roots in a small bread and pasta store opened in Parma in 1877. Today it is the number one pasta in Italy and around the world. Thanks to the best durum wheat and impressive modern technologies, Barilla supplies millions of people around the world with pasta that always cooks to a perfect "al dente" texture, as well as ready-to-eat pasta sauces.

Voiello was established in 1879 as a small store in Torre Annunziata, a small town outside Naples, a world capital of pasta making since the 16th century. Voiello pasta comes in all the most popular Neapolitan shapes. Its secret is the uneven surface achieved with bronze dies. Voiello was acquired by Barilla in 1973.

Yemina, created in 1952, and **Vesta**, in 1966, are two of leading Mexican brands. Barilla entered that market by forming a joint venture with the Mexican Grupo Herdez in 2002.

Tolerant is designed to make a difference in the lives those who seek healthier lifestyles, have food intolerances or dietary restrictions through naturally powerful, plant-based foods. Tolerant is a minimally processed legume-based pasta line, made with a single organic ingredient.

Pan di Stelle was created in 1983 as one of Mulino Bianco's breakfast biscuits. In 2007, with the launch of the snacks and the cake, it began its career as a stand-alone brand to become a trademark in its own right much loved by people everywhere.

The **Pavesi** brand was established in 1937 by Mario Pavesi, an inventive baker and entrepreneur in the city of Novara. It offers a wide range of bakery products and pastries, all of which have unique flavor and rely on well-developed production technologies. Pavesi was acquired by Barilla in 1992.

Academia Barilla was set up in 2004 with the aim promoting Italian gastronomic culture and popularizing the Mediterranean Diet as a healthy and balanced lifestyle.

On December 1st 2013, Barilla opened the company's first restaurants in New York - 6th Avenue 52nd - with the goal of bringing Italian conviviality to the world.

The leading pasta brand in Greece, **Misko** was established in 1927 and represents Greece's substantial pasta tradition; its logo depicts the monk Akakio on his donkey, going to buy pasta at the village market. Barilla acquired Misko in 1991.

Established in 1977, **Filiz** is one of the top pasta producers in Turkey, one of the biggest pasta consuming countries. Barilla acquired Filiz in 1994.

Founded in 1975, **Mulino Bianco** is truly a part of the cultural fabric of Italian food and of the everyday diet of Italian families. This brand offers simple, genuine bakery products in all categories that are perfect for eating at home or on the go.

Gran Cereale was founded in 1989 as a Mulino Bianco whole grain biscuit and has grown to become a Barilla brand of whole grain. Nowadays, the brand offers consumers a wide range of products ranging from Biscuits to Cereals, from Crackers to "Snackbiscotto".

Founded in Sweden 1919, **Wasa** is the world's largest producer of crispbreads. It distributes its many rye and wheat products in more than 40 countries. Barilla acquired Wasa in 1999.

Launched in 1970 on the baked goods market in France, the **Harrys** brand today is leader in the soft bread market and a important player in the morning goods market. Quality and innovation are two of the most importnat key sucess factors.

Launched in Italy in 2015 via a partnership with Whirpool, **CucinaBarilla** is a project which offers a "service" comprising a special oven and a series of ready-to-use ingredient kits for the easy preparation of quality recipes.

FIRST is a brand specialized in retail sales services.

Today **Catelli** offers different types of pasta to satisfy the new tastes and needs of Canadian families.
With a range that covers everything from traditional white pasta to gluten-free or fibre enriched solutions, we make it easy for everyone to love pasta.

Barilla for Professionals offers the food service sector operators the highest quality products, services and know-how to assist them in their daily challenges.

When we launched **Pasta Evangelists**, we wanted to show that there is much more to pasta than it seems: a world of craftsmanship, centuries of artisan tradition and, above all, some of the finest Italian dishes.

Our special ingredient is experience. Our experience is your guarantee of quality.

BARILLA WORLDWIDE

8,591
BARILLA PEOPLE

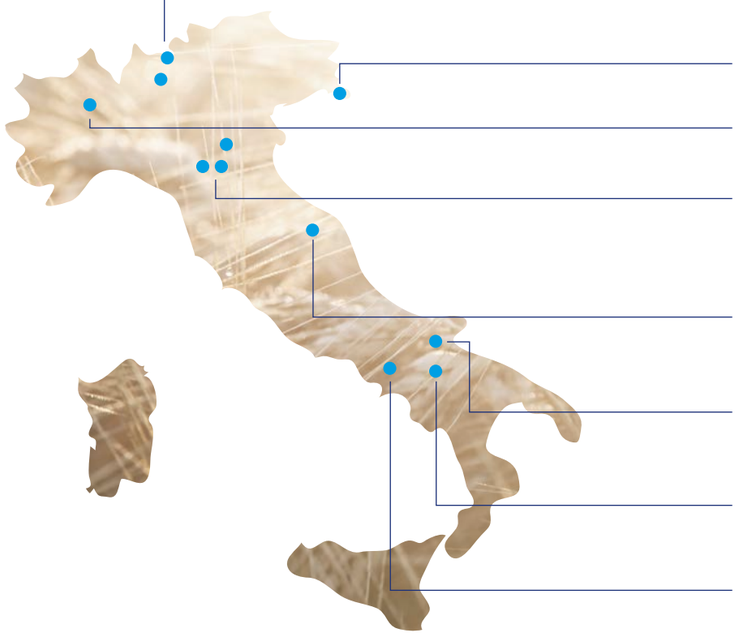
100
COUNTRIES

20
BRANDS

30
PRODUCTION DISTRICTS
*including one or more sites

15 IN ITALY
15 ABROAD

ITALY



LOMBARDY
CASTIGLIONE
CREMONA

FRIULI-VENEZIA GIULIA
MUGGIA

PIEDMONT
NOVARA

EMILIA ROMAGNA
PEDRIGNANO
RUBBIANO

MARCHE
ASCOLI

PUGLIA
FOGGIA

BASILICATA
MELFI

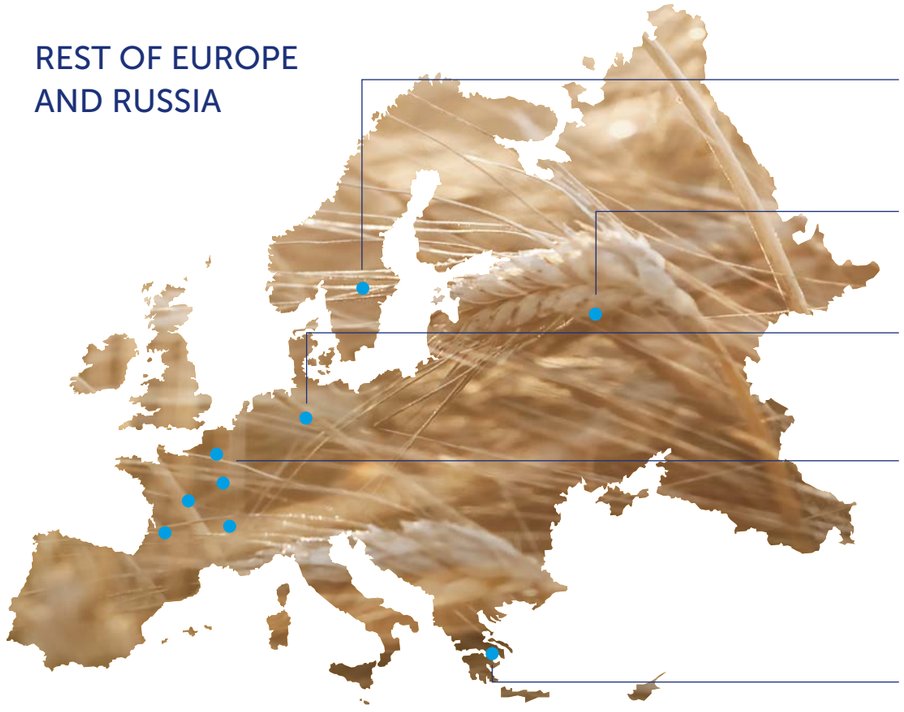
CAMPANIA
CASERTA

SURFACE AREA
2,994,000 mq

HOURS WORKED
4,528,000

BRANDS	EMPLOYEES	PRODUCTION
Barilla Voiello Mulino Bianco Pavesi Gran Cereale Pan di Stelle Wasa	**3,035**	**1,138,000 t.**
	GREENHOUSE GAS EMISSIONS	
	Scope 1	133,303 t.CO_{2eq}
	Scope 2	114,108 t.CO_{2eq}
	CO_{2eq} emissions per tonne of finished product	0.22 t.
	WATER CONSUMPTION	
	Water withdrawals	1,975,000 m^3
	Water withdrawals per tonne of finished product	1.74 m^3/t.

REST OF EUROPE AND RUSSIA



SWEDEN
FILIPSTAD

RUSSIA
SOLNE

GERMANY
CELLE

FRANCE
MALTERIE
SAINT VULBAS
TALMONT
VALENCIENNES
GAUCHY

GREECE
THIVA

SURFACE AREA
960,000 mq

HOURS WORKED
3,043,000

BRANDS	EMPLOYEES	PRODUCTION
Barilla Mulino Bianco Harrys Misko Wasa	**2,113**	**327,000 t.**
	GREENHOUSE GAS EMISSIONS	
	Scope 1	25,462 t.CO_{2eq}
	Scope 2	23,119 t.CO_{2eq}
	CO_{2eq} emissions per tonne of finished product	0.15 t.
	WATER CONSUMPTION	
	Water withdrawals	384,531 m^3
	Water withdrawals per tonne of finished product	1.15 m^3/t.

AMERICAS

CANADA
MONTREAL

UNITED STATES
AMES
AVON

MEXICO
ST. LUIS

SURFACE AREA
757,000 mq

HOURS WORKED
1,219

BRANDS	EMPLOYEES	PRODUCTION
Barilla Vesta Yemina Catelli	**665**	**367,000 t.**
	GREENHOUSE GAS EMISSIONS	
	Scope 1	37,899 t.CO_{2eq}
	Scope 2	53,084 t.CO_{2eq}
	CO_{2eq} emissions per tonne of finished product	0.25 t.
	WATER CONSUMPTION	
	Water withdrawals	245,180 m^3
	Water withdrawals per tonne of finished product	0.67 m^3/t.

AAA

TURKEY
BOLU

SURFACE AREA
140,000 mq

HOURS WORKED
373

BRANDS	EMPLOYEES	PRODUCTION
Barilla Filiz	**125**	**97,000 t.**
	GREENHOUSE GAS EMISSIONS	
	Scope 1	7,697 t.CO_{2eq}
	Scope 2	12,778 t.CO_{2eq}
	CO_{2eq} emissions per tonne of finished product	0.21 t.
	WATER CONSUMPTION	
	Water withdrawals	76,419 m^3
	Water withdrawals per tonne of finished product	0.79 m^3/t.

THE VALUES

"GIVE PEOPLE FOOD THAT YOU WOULD GIVE TO YOUR OWN CHILDREN"

PIETRO BARILLA

Following the steps of the Founder, Pietro Barilla, the activities of all the Group's People are inspired by **five values**, in their daily choices and actions.

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

HOW WE RESPOND TO GLOBAL CHALLENGES

INTERNATIONAL SCENARIO

The scenario that we deal on a daily basis is very complex and characterised by production, distribution and consumption systems that are not always sustainable.

In order to reverse this course, in 2015 the ***United Nations*** **introduced the *Sustainable Development Goals*, part of the *Agenda 2030***, designed to contribute to global development by promoting the welfare of humans, animals and of the environment we live in. In the same year, the first *Universal Climate Agreement*, defined at the ***Paris Conference*** **(COP21)**, which establishes a global action plan to limit global warming to well below 2°C, was added to these goals.

The ***2030 Agenda*** and the ***Paris Agreements*** are the benchmark for achieving the desired paradigm shift. **Among the challenges that the International Community has set itself, many are linked to current food models.** These considerations placed the topic of food at the heart of discussions on global sustainable growth, highlighting the need to radically rethink these systems. Especially with reference to the food sector, there are very urgent challenges to manage.

The **food industry and the agri-food business played an even more fundamental role** in 2020 during the global pandemic, managing to supply every point of sale and, as a consequence, to feed people all over the world. This emergency further confirmed the need to prioritise initiatives aimed at making the agri-food business even more resilient and consistent for sustainable development.

Furthermore, Europe is decisively promoting a vision and a plan of actions compliant with the *2030 Agenda* through the ***Green Deal*** and the ***Farm to Fork Strategy*** which do confirm that quality of food products, correct eating habits, innovative cultivation systems, responsible production and consumption, are the exact issues which the Barilla Group needs to and will keep on facing.

BARILLA CENTER FOR FOOD AND NUTRITION FOUNDATION

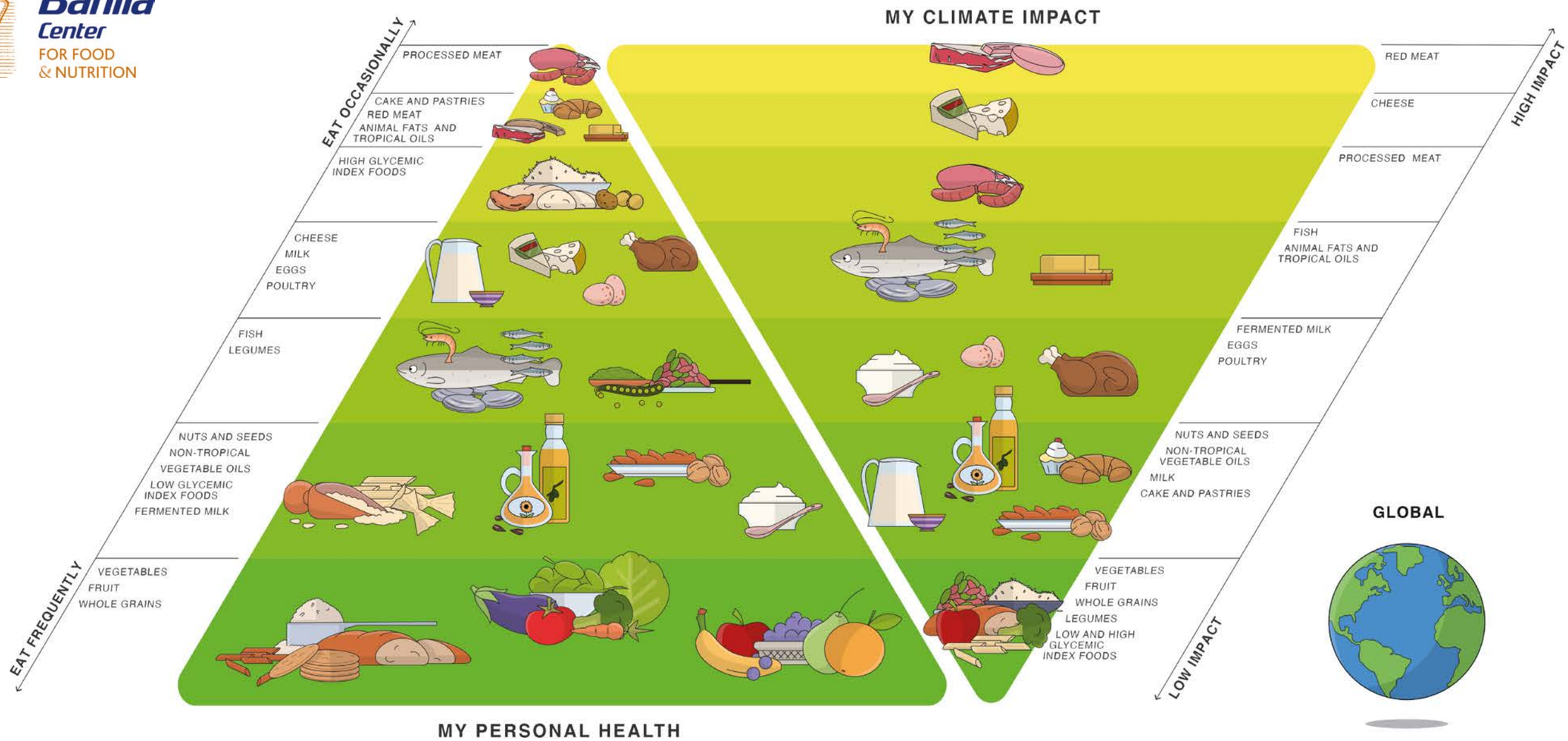
Inspiring the Group's activities every day through the study of food in its dimensions (environmental, social and economic): this is the Mission of the ***Barilla Center for Food and Nutrition Foundation*** **(BCFN)**, an independent and multidisciplinary think-tank that focuses its studies on food sustainability and promotes open dialogue between science, politics and society.

Thanks to its research and dissemination activities, the Barilla Foundation creates values for all of society, inspiring conscious daily nutritional choices and promoting solutions and good practices for the sustainability of global agri-food systems.

Among the scientific material that has been produced, the **Double Pyramid Model** highlights the very close link between two aspects of every type of food: the nutritional value and the environmental impact. In fact, foods with the lowest environmental impact are also those recommended the most by nutritionists for our health.

In 2021, with the aim of celebrating the value of diversity also in nutrition, **the Foundation adapted the Double Pyramid model to the various food cultures belonging to different geographical contexts:** Nordic countries and Canada; United States; South Asia; East Asia; Africa; Latin America; Mediterranean countries. Each of the **seven Cultural Pyramids** was combined with an example of a recipe representative of a specific geographical area, culture and tradition, to promote healthy and sustainable nutrition everywhere.

Barilla Center FOR FOOD & NUTRITION



DAILY CONSUMPTION: **WATER**: AT LEAST 2 LITERS | **COFFEE OR TEA:** MAX 3 CUPS
WINE: MAX 1-2 GLASSES | **BEER:** MAX 1 CAN | **SALT:** MAX 1 TEASPOON

SOFT DRINKS: OCCASIONALLY
BE PHYSICALLY **ACTIVE** AND PRACTICE EVERYDAY **MINDFULNESS**

This model, like the other studies, besides being shared with international stakeholders, also inspires the activities of Barilla's managers every day, guiding them towards more sustainable business choices. The Foundation's ***International Forum on Food and Nutrition*** is the yearly event for sharing experiences, good practices and commitments for achieving the Sustainable Development Goals. The 2020 forum, called ***Resetting Food Systems from Farm to Fork,*** organised in collaboration with *Food Tank,* represented another opportunity for discussion between experts in the sector in which to highlight the need to reset food systems, encouraging systemic thinking and an integrated approach.

In 2020, the Barilla Center for Food and Nutrition was committed to the following activities:

• **WE, FOOD, OUR PLANET: FEEDING A SUSTAINABLE FUTURE**, an exhibition created on the occasion of the celebrations in Parma 2020 – the Italian Capital of Culture, to present a multidisciplinary experiential path aimed at increasing awareness on the importance of sustainable development by sharing good practices in food, people and the environment. This experience inspired the set up of the recreational-educational platform *We, Food, our Planet*, which enriched the educational programme of the Barilla Foundation. www.wethefoodtheplanet.org

• **SKILLED - THROUGH FOOD,** a project funded under the umbrella of the *Erasmus+* initiatives, which aims to increase the efficiency and effectiveness of teaching, qualifying teachers with a constant standard in teaching the topics of sustainability through food and its interconnections with our health and that of the Planet. www.skilled4food.education

• **FSI EDU**, educational module intended for academic teaching to make the great complexity of food sustainability be understood in the classroom, identifying the current challenges and good practices. The contents of the module are based on the *Food Sustainability Index*, derived from the collaboration with the *Economist Intelligence Unit*, with the aim of promoting knowledge on food sustainability, with a specific focus on issues related to agriculture, nutrition and food waste. www.barillacfn.com/en/educational_programmes/fsi-edu/

• **SU-EATABLE LIFE**, project funded by the European LIFE programme. It concerns European citizens adopting healthy and sustainable food choices in university and corporate canteens to help reduce CO_{2eq} emissions and water footprint. Due to the pandemic, in particular in 2020, the project developed online content to allow remote workers and students to replicate their good food practices even at home. The project concerned and involved many chefs, food service operators, private companies and universities for the potential replication. www.sueatablelife.eu

• **FOOD, CITY AND SUSTAINABILITY**, a strategic topic for the *2030 Agenda*. From the idea of the *ASviS Working Group on SDG 2*, the position paper that analyses the role of cities in promoting healthy, balanced and sustainable diets, as well as the need to launch *Urban food policies* from farm to fork, developed in this way. https://asvis.it/public/asvis2/files/Approfondimenti/PositionPaperGdL_Goal_2FINAL.pdf

• **10 ACTIONS FROM THE FIELD TO THE TABLE**, thanks to the integrated support of a number of professionals from various disciplines, the Barilla Foundation proposes 10 concrete and interdisciplinary actions that are decisive for people and the Planet. By analysing good practices in Italy and the world, the study indicates the potential of cities to transform themselves into food sustainability laboratories and proposes concrete actions, to contribute to the resolution of social, environmental and economic problems, thereby providing opportunities for reorganisation and regulatory reorganisation relating to the food supply chain.
www.barillacfn.com/it/divulgazione

Lastly, in 2020, the 75th session of the ***United Nations General Assembly*** (UNGA 75) highlighted the need for great cooperation between the nations, different sectors and generations to act quickly on global recovery, by achieving the *Sustainable Development Goals*. On the occasion of the general debate that took place last 22 September, the Barilla Foundation, the *Sustainable Development Solutions Network* (SDSN) *of the United Nations*, the *Columbia Center on Sustainable Investment* (CCSI) and the *Santa Chiara Lab* (SCL) of the *University of Siena* presented the new ***Fixing the Business of Food Report*: *operational solutions to support the private sector in the transition to sustainable agri-food systems.***

Organisations can greatly contribute to the transformation of food systems, making them more sustainable, equitable and safe, and investors are showing an increasing interest in companies in line with the *United Nations Sustainable Development* Goals and the *Paris Agreement* on climate change. In order to promote a global debate on the need for transformation, the online event ***"Fixing the Business of Food - A Critical Cross-Sector Dialogue to Re-Strategize Food Businesses"*** was held, where representatives of business, finance, institutions and academics further emphasised the importance of shared commitment of all the stakeholders to reset current paradigms.
www.fixing-food.com

OUR MISSION: GOOD FOR YOU, GOOD FOR THE PLANET

In order to make a concrete contribution to global challenges, over the years, Barilla has developed a thought enclosed in the **Good for You, Good for the Planet Mission** that guides, step by step and offers people good, safe, nutritionally balanced food, coming from responsible supply chains.

- ***GOOD FOOD*** means taste, pleasure and a daily gesture of love for the people themselves;

- ***HEALTHY FOOD*** means selected raw materials and balanced nutritional profiles to support healthy lifestyles;

- ***FOOD SOURCED FROM RESPONSIBLE SUPPLY CHAINS*** means seeking the best ingredients to guarantee excellent quality, respectful of people, animals and the environment.

A commitment "from field to fork", which has led to the development of initiatives in the various stages of the supply chain. Virtuous projects, implemented thanks to the determination of all Barilla People, thanks to the collaborations established along the supply chain and to the constant stimulus of external experts, thanks to continuous dialogue.

All Barilla Group brands contribute to the Good for You, Good for the Planet journey, through projects aiming to improve the nutritional profile of products, reinforce the sustainability of the production and supply chains and provide transparent communication to consumers.

ALL BARILLA GROUP BRANDS CONTRIBUTE TO THE **GOOD FOR YOU, GOOD FOR THE PLANET JOURNEY**

GOOD FOR YOU, GOOD FOR THE PLANET JOURNEY

RESEARCH, DEVELOPMENT AND QUALITY

PRODUCTION AND COMMUNICATION

PLANET'S WELLBEING

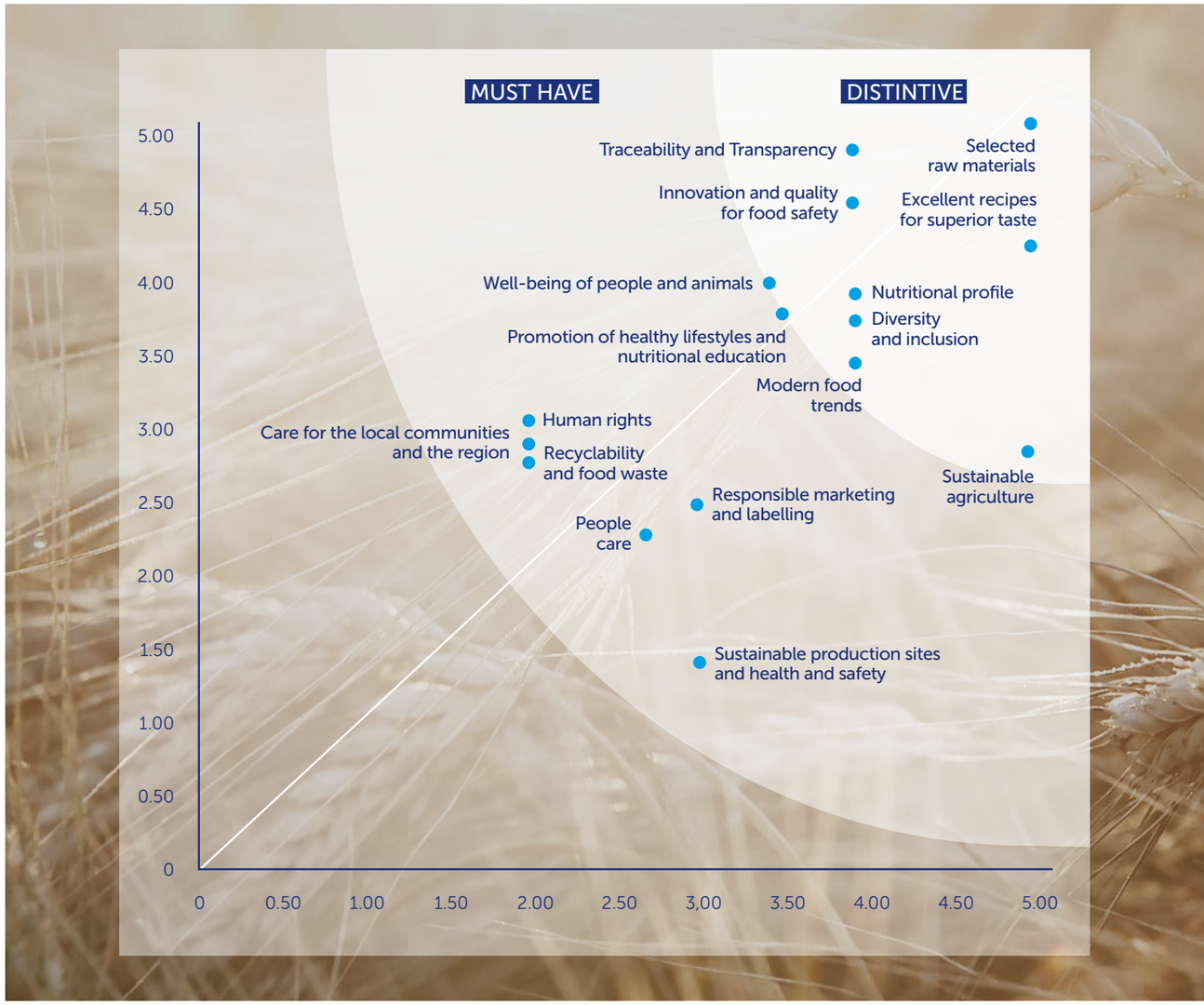
TASTE, NUTRITION AND WELLBEING

MATERIALITY ANALYSIS

In accordance with the requirements of the GRI Standards and best practices, in 2017 Barilla defined its own **materiality analysis** to identify strategic social and environmental priorities in line with its business strategy and the *United Nations Sustainable Development Goals*.

In particular, the cycle was developed in different stages: during a first stage, all the potential material aspects for Barilla were identified thanks to the analysis of company documentation (Code of Ethics, Strategic Plan, etc.), external documents relating to the topics considered by the consumer associations and trade associations (e.g. *The Consumer Goods Forum*), discussion with the food sector and companies similar to Barilla in terms of governance and size, and multi-stakeholder initiatives. Subsequently, the aspects were highlighted by the representatives of Barilla's internal departments, as spokespersons for the Group's vision, and based on the results of the GFK *Food & Sustainability* survey, which, thanks to its authority and knowledge of the food sector, provided original and innovative points of view of a diversified sample of stakeholders outside the Group.

The analysis, analysed and approved by the Sustainability Board, allowed the aspects that have a significant impact on Barilla's economic, social and environmental performance to be identified, which could significantly influence the assessments and decisions of the stakeholders. **The matrix shows the 16 issues that emerged as most relevant for the business and for the stakeholders.**



At the beginning of 2021, Barilla started a process of updating and redefinying of the potentially relevant issues, starting with an analysis of the external context in terms of mega trends that can impact the sector, new trends spread among best practices and emerging regulations at European level. The analysis will continue with activities of listening and involving stakeholders, with the aim of merging into the new materiality matrix of the Group, capable of reflecting the evolution of the business and of the markets which it operates in, in line with the new corporate strategy and with the expectations of its stakeholders.

MATERIAL TOPIC	DEFINITION
Selected raw materials	Selecting only excellent raw materials, produced according to the highest quality standards and in compliance with the principles of sustainable agriculture promoted by Barilla.
Traceability and Transparency	Ensuring product traceability and the development of transparent communication projects to allow consumers to discover and learn about the Barilla world from the field to the table.
Innovation and quality for food safety	Guaranteeing the quality and safety of products every day, from the control of raw materials, through production and distribution, up to the table.
Excellent recipes for superior taste	Always formulating new and surprising recipes, capable of bringing the joy of food to the table of the people who choose Barilla.
Wellbeing of people and animals	Safeguarding the wellbeing of all the people who work in the Group's supply chains and promoting the adoption of responsible farming practices along the supply chain.
Nutritional profile	Developing healthy and balanced products in terms of nutrition, in line with the principles of the Mediterranean Diet and the Italian lifestyle.
Diversity and inclusion	Developing the value of each person, respecting their physical, cultural and moral integrity as well as the right to interact and associate with others.
Promotion of healthy lifestyles and nutritional education	Promoting the spread of sustainable and balanced lifestyles and proper nutrition, especially among young people.

MATERIAL TOPIC	DEFINITION
Modern food trends	Meeting the new nutritional needs of people through products that address emerging trends in the food sector.
Sustainable agriculture	Promoting the adoption of sustainable agricultural practices throughout the Barilla supply chains, while respecting people, the environment and local communities.
Human rights	Respecting the fundamental rights of every person to carry out their activities and along the entire supply chain.
Recyclability and food waste	Limiting the waste of resources at every level of the agri-food chain by optimising production processes and promoting responsible consumption practices.
Care for the local communities and the region	Supporting the development and wellbeing of local communities and promoting access to food and food security, particularly by providing aid to populations affected by natural disasters or economic and social crises.
Responsible marketing and labelling	Ensuring the accuracy of the information provided on the label in accordance with international and national regulations and developing responsible marketing principles, applying them to all brand communications.
People Care	Promoting the development of a work environment that respects the balance between private and professional life.
Sustainable production sites and health and safety	Creating state-of-the-art production sites, with a lower environmental impact and assuring the health and safety of the people who work there.

The material topics identified contribute to the 17 Sustainable Development Goals.

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Selected raw materials			●					●				●	●	●	●		●
Traceability and Transparency			●					●				●		●	●		
Innovation and quality for food safety			●						●			●					●
Excellent recipes for superior taste			●									●					
Wellbeing of people and animals	●		●					●				●	●				●
Nutritional profile			●									●					●
Diversity and inclusion					●					●						●	●
Promotion of healthy lifestyles and nutritional education			●	●								●					●
"Modern" food trends		●	●									●					
Sustainable agriculture		●	●			●			●			●	●				●
Human rights	●				●			●		●	●	●					
Recyclability and food waste				●		●						●	●				●
Care for the local communities and the region	●		●	●				●	●		●	●			●		●
Responsible marketing and labelling			●									●					
People Care			●		●			●									
Sustainable production sites and health and safety						●	●		●		●	●	●		●		

CONTRIBUTION TO THE 2030 AGENDA IN 2020

SDG	ACHIEVEMENTS
2 ZERO HUNGER	**4,170 tonnes of products** donated to people in need.
3 GOOD HEALTH AND WELL-BEING	Since 2010, **476 product reformulations**, 26 of which in 2020, reducing the fat, saturated fat, salt and/or sugar content or increasing fibre. **34 new products** without added sugar, rich in fibre, wholegrain or made with cereals. Since 2016, a **zero-palm oil** company.
4 QUALITY EDUCATION	Approximately **20,000 children** involved in activities dedicated to food education, physical exercise and healthy lifestyles. **Over 7,500 Barilla People** have been involved in the sì.mediterraneo project. **About 300 children** have had access to education, thanks to the school built in the Ivory Coast.
7 AFFORDABLE AND CLEAN ENERGY	**64%** of the purchased **electricity** comes **from renewable sources** with GO certificates. Support for the **development of renewable energies** in India, through compensation projects.
8 DECENT WORK AND ECONOMIC GROWTH	The continued commitment to make the **working environment** more **inclusive** and attentive to the **balance between private and professional life**. Promoted the development of **16 ERG** (**Employee Resource Groups**): interest groups created by employees, centred around specific types of diversity. **37%** of executives and managers are **women**. Reached the **gender-pay equality** for all Barilla People worldwide. Barilla: the **first Italian company** to win the **Catalyst Award** for the **enhancement of female talent and inclusion in the workplace**.

SDG	ACHIEVEMENTS
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Nearly **10,000 fewer trucks** on the roads thanks to projects to favor rail transport.
11 SUSTAINABLE CITIES AND COMMUNITIES	Over **5,000,000 euro** and more than **4,100 tonnes of products** donated during the year to organizations, institutes and associations that have faced the Covid-19 emergency at the forefront.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	About **10,000 farms** involved in sustainable agriculture projects that concern the main raw materials, covering 63% of purchases. **2 Charters** for the sustainable cultivation of soft wheat: **Harrys Charter** and **Mulino Charter**. **Durum Wheat Manifesto**: a set of commitments for a quality and responsible supply chain. **100% of eggs** from **cage-free hens**. **95% of the waste** produced **sent for recycling and energy recovery**.
13 CLIMATE ACTION	**CO_{2eq} emissions** per tonne of finished product **reduced by 31%** (since 2010) and *Science-Based Targets* signed. **4 brands with total CO_{2eq} compensation:** Wasa, Gran Cereale, Harrys and Mulino Bianco. **Water consumption reduced by 23%** in plants per tonne of finished product (from 2010). **99.6% of product packaging** is **designed to be recyclable**. **100%** of the **paper and cardboard** are in virgin **fibre from responsibly managed forests.**
15 LIFE ON LAND	**Zero testing** of raw materials and products **on animals**, directly or indirectly. All supplies of ingredients with animal origin comply with the **Guidelines on Animal Welfare**, defined in collaboration with *Compassion in World Farming*. Support for the **protection of biodiversity** thanks to the Mulino Charter and through the projects of compensation for the protection of the Rainforest. In Italy, a project aimed at **restoring and protecting the woods** was financed, together with *Legambiente and AzzeroCO2*.
17 PARTNERSHIPS FOR THE GOALS	The results achieved were possible thanks to the ongoing and open dialogue with the actors of the supply chain, with the academic, scientific, non-profit world and with institutions, at national and international level. In July 2021, Barilla adheres to the European Commission's Code of Conduct on Responsible Food Business and Marketing practices.

STAKEHOLDER ENGAGEMENT

"We believe that we can only fulfil our responsibilities through dialogue and collaboration with the various stakeholders of the supply chain; we think of ourselves as a company that is 'open to stakeholders', and we would like to receive suggestions and establish projects that are distinguished by shared values to improve our journey"

Claudio Colzani, CEO

GLI STAKEHOLDER	
BARILLA PEOPLE	Personnel in all departments and roles, new employees and those close to retirement, people with disabilities, LGBTQ+ staff, trade union representatives and organisations including, at European level, EFFAT, clubs and staff associations.
SHAREHOLDERS AND LENDER	Shareholders who own shares in the Company and entities that finance the development of the Group through capital loans.
CUSTOMERS	Modern distribution, traditional distribution, new distribution channels, commercial and collective catering.
CONSUMERS	Children, adults, the elderly, people with specific nutritional needs due to health, religious or ethical-cultural reasons.
SUPPLIERS	Suppliers of raw materials, particularly agricultural businesses and consortia, suppliers of packaging, co-packers, suppliers of goods and services required for production (such as utilities, plants, maintenance services) and for product distribution (such as sales agents, advertising and communication agencies, media buying agencies), professional service providers.

Barilla maintains active and consolidated dialogue with its stakeholders, based on the principles of absolute correctness, collaboration, loyalty and mutual respect. Dialogue that over the years has become a fundamental part of the Group's way of doing business and has given rise to important shared projects.

LOCAL COMMUNITIES	Local authorities and public bodies, schools, citizens and civil society where Barilla has production facilities and offices or where the Group's suppliers are located; beneficiaries of philanthropic activities.
NON-PROFIT ORGANIZATIONS	Non-governmental organisations involved in dealing with major global crises and emergencies, environmental associations, associations committed to reducing food waste and supporting the needy.
NATIONAL AND INTERNATIONAL INSTITUTION	Parliaments, Ministries and Authorities which at national and international level - regulate farming and production activities, monitor food security, public health and environmental protection, promote research and education or manage major global emergencies, including the European Commission, European Parliament, EFSA, FAO, UNICEF, UNHCR and the UN.
SCIENTIFIC COMMUNITY	Scientific food and nutrition societies, medical associations, universities, scientific foundations and research centres involved in the development of more sustainable agri-food systems.
MEDIA	Social networks, blogs and websites of digital information, press and television at local, national and international level, specialised trade and food sector press.
TRADE ASSOCIATION	Food sector and major brand trade associations, associations of agricultural producers and inter-professional associations, employers' associations and organisations that bring together joint-stock companies - professional committees, associations in the logistics and commercial communication sector.
COMPETITOR	Direct competitors in the same industry (pasta, baked goods, sauces), direct competitors in the food industry and indirect competitors.

BARILLA INSIEME DAY (BARILLA TOGETHER DAY)

Barilla Insieme Day is a moment for annual meetings and discussions with the stakeholders.

A traveling event organised in the various geographies in which Barilla is present, during which the managers of the Company and spokespersons of the academic, scientific, institutional and non-profit world discuss the challenges of the agri-food sector and the impacts it has on the Planet. From 2010 to date, the stopovers of the **Barilla Insieme Day** have been **Parma**, **Milan**, **Paris**, **Chicago**, **Singapore** and **Berlin**.

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 57 producers and retailers, including the CEO of Barilla, Claudio Colzani.

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)
- **ECR** - Efficient Consumer Response
- **IBC** - Industrie beni consumo (Consumer Goods Industries)
- **IPO** - International Pasta Organization
- **ITALMOPA** - Associazione Mugnai d'Italia (Italian Millers 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 Manufactures of Pasta Products of the EU
- **UNIONE ITALIANA FOOD** - an association resulting from the merger between AIDEPI and AIIPA
- **NFI** - Nutrition Foundation of Italy
- **SITOX** - Società Italiana di Tossicologia (Italian Society of Toxicology)

GROWTH LABS CONCEPT

On the occasion of the global meeting with its suppliers, held in Paris in July 2019, Carrefour launched the ***Growth Labs Concept***, five working groups focused on different topics (Convenience, Digital E-commerce, Innovation, Supply Chain and Food Transition) composed of Carrefour experts and suppliers. Barilla has joined the Lab dedicated to the *Food Transition*, as a member of the Steering Committee along with Nestlé, Bonduelle, PepsiCo and Colgate. The ***Food Transition Pact*** was born from this work table: a set of commitments in the main areas that characterize the agri-food sector, such as packaging, biodiversity, transparency, products and impact on the environment, with the ultimate goal of fighting the *United Nations Sustainable Development*.

WATER INITIATIVE

In 2017 METRO launched the ***Water Initiative***, a project aimed at attracting the attention of around 24 million customers and over 150,000 employees worldwide to scarce water resources and its responsible use.

In June 2018, as part of this initiative, METRO announced its cooperation with the ***One Drop Foundation*** and raised funds to carry out a joint water project in the Indian region of Sheohar, to ensure safe access to water and a lasting transformation of behavioral models in the management of water resources and sanitary systems.
The ***Water Initiative*** project was financed in 22 METRO countries thanks to the financial support of 22 suppliers, including Barilla.

In addition, during the two-week campaign dedicated to World Water Day, part of the revenues from Barilla products are donated to the initiative.

EU CODE OF CONDUCT ON RESPONSIBLE FOOD BUSINESS AND MARKETING PRACTICES

As part of the ***European Green Deal*** and the ***Farm to Fork Strategy***, for the sustainability of food systems from producers to consumers, the *European Commission* has promoted the creation of a *Code of Conduct* that can be voluntarily signed by associations and companies in the food sector, including primary producers, processing and distribution companies.
The Code is a charter of commitments, signed supply chain players, which includes a general framework of objectives and concrete actions that can serve as inspiration for all companies that want to contribute to the transition towards sustainable food systems. A second part of the Code, on the other hand, provides for the possibility for individual companies to indicate concrete commitments that can be measured and monitored over time.

The Code was presented by the *European Commission* on 5 July 2021 and signed by over 60 associations and companies. The Barilla Group participated in the drafting process of the Code and decided to join since the beginning, signing it and sending its concrete commitments for a healthier and more environmentally friendly European food system.

In particular, the Group has indicated twelve concrete objectives in three different areas:

- Reduction of CO_{2eq} emissions
- Sustainable procurement of raw materials
- Packaging management

The Group's commitments are publicly available on the *European Commission*'s website (https://ec.europa.eu/food/system/files/2021-07/f2f_sfpd_coc_20210705_pledge_barilla.pdf) and will be periodically reviewed based on the company's sustainability strategy. Barilla will send an annual report to the *Commission* on the progress made under the commitments made.

1
PRODUCTS

We work
every day to offer
PEOPLE the **JOY**
that **WELL-MADE**
PRODUCTS can give

NUTRITION

Barilla's commitment begins from the recipes of the products, which are continuously improved with the aim of offering people products that are increasingly tasty, safe and which have a balanced nutritional profile. A commitment that translates into **existing recipes being re-elaborated** and **new products being created** in line with consumer needs.

Over the years the company has defined the **Barilla Nutritional Guidelines**: a set of standards and rules to guide the continuous improvement process of products that incorporate the criteria and values of reference to create new recipes and improve existing ones, with reference to calorie intake and the main nutrients that must be contained in the products (in terms of total fat, saturated fat, salt, sugar, and fiber). Introduced in 2009, the Guidelines are based on the indications defined at national and international level, such as: The *World Health Organization* (WHO), the *Dietary Guidelines for Americans* (DGA) and the *Livelli di Assunzione di Riferimento di Nutrienti ed energia for the Italian population* (LARN - *National Recommended Energy and Nutrient Intake Levels*).

In this context, Barilla relies on the valuable support of the ***Health and Wellbeing Advisory Board*** (HWAB) composed of international experts and researchers on nutrition and in various fields of medicine that supports the Group in identifying the recent scientific and nutritional evidences, on health and wellbeing. The Board has the main goal of guiding the Group in the nutritional evolution of the product portfolio and of spreading healthy lifestyles for people.

To assess the effectiveness of programs to improve the nutritional profile of products and guarantee the correct application of the Nutritional Guidelines, the **Barilla Nutrition Index** – an indicator to classify its product portfolio into the following three categories – has been established:

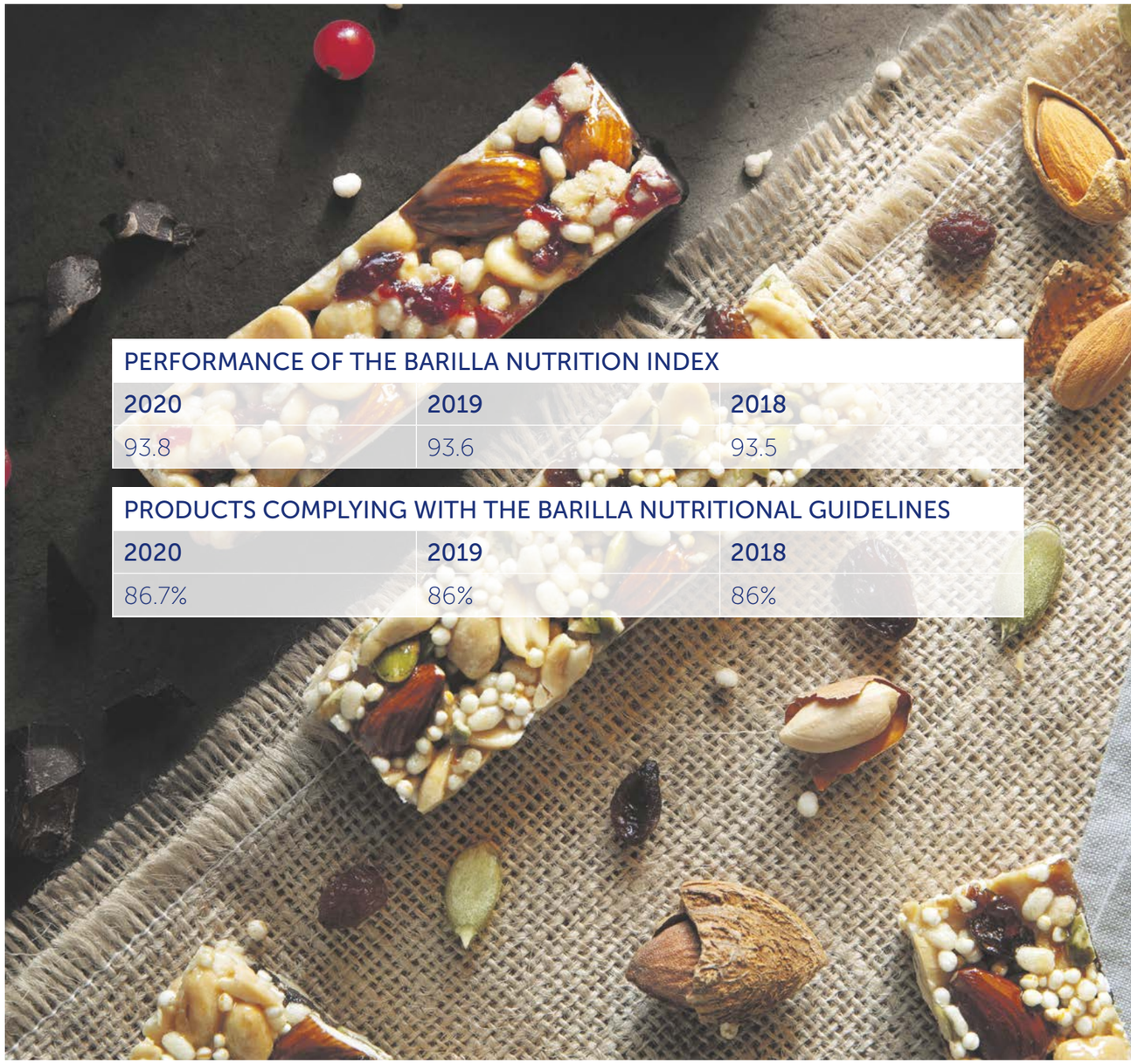
- **JOY FOR YOU:** tasty and satisfying products that are also very rich in energy, the consumption of which is recommended in moderation;

- **BETTER FOR YOU:** existing and reformulated products in one or more nutrients consistent with the Nutritional Guidelines standards;

- **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		
2020	**2019**	**2018**
93.8	93.6	93.5

PRODUCTS COMPLYING WITH THE BARILLA NUTRITIONAL GUIDELINES		
2020	**2019**	**2018**
86.7%	86%	86%

REFORMULATION

476 reformulation activities have been carried out between 2010 and today, which have affected one or more products, **26 of which took place in 2020**. Euro 40 million were invested in Research and Development activities in just 2020, to support these activities.

The reformulation activities carried out during the year concerned:

- **NINE RECIPES** (two soft breads and in five red sauces), in which added sugars were eliminated or reduced (two brioche breads);
- **THREE BRIOCHE BREAD RECIPES** to reduce the saturated fat component;
- **A TOMATO SAUCE** to reduce the amount of salt;
- lastly, **13 EXISTING PRODUCTS** were revised so as to increase their fiber content (eight gluten-free pasta shapes and five baked products).

REFORMULATION TO IMPROVE THE NUTRITIONAL PROFILE

2020	2019	2018
26	35	33

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.

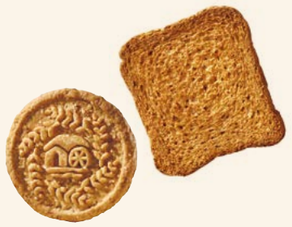
The Barilla brand has created new shapes of **wholegrain pasta**, guaranteeing both goodness and perfect consistency thanks to the delicate grinding method that preserves all the goodness of the grain.

WHOLEGRAIN PASTA

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

NEW PRODUCTS

34 new products were introduced, specifically:

- **NINE 100% WHOLEGRAIN PRODUCTS:** two soft breads (Gran Bauletto Integrale con Semi e Noci, Cuor di Pane Integrale), a snack (Crostatina Integrale ai Frutti Rossi), three savoury snacks (Tasty Bites Tomato, Tasty Bites Poppy Seeds, Tasty Bites Flaxseed), a crunchy bread (Falu Chia & Sea Salt) and two new wholegrain pasta shapes (Voiello Mezze Maniche Integrali and Gran Fusilli Integrali);

- **NINE PRODUCTS THAT ARE RICH IN FIBRE:** four shortbread biscuits (PandiYò, Cioccofrolle, Cioccoavena, Zenzerini), two types of rusks (Fette Rigate, Mini Fette Integrali Fondenti), a brioche bread (Brioche Tranchée Moins de Sucres Sans Additifs), a crispy bread (Tunn Havre) and a pasta shape with pulses (Chickpea Spaghetti). While the new products source of fiber have been six: four soft breads (Gran Bauletto alle Erbe, Brioche Tranchée BIO, Brioche Tressée BIO, Pain De Mie Tressée), a snack (Nastrina al Cioccolato) and a new rusk shape (Mini Fette con Cioccolato al Latte);

- a new **PULSE PASTA SHAPE** with 100% chickpea flour (Chickpea Spaghetti in the United States);

- **SEVEN PRODUCTS WITH NO ADDED SUGAR** were launched (PandiYò, Cioccofrolle, Gran Bauletto alle Erbe, Gran Bauletto Integrale con Semi e Noci, Cuor di Pane Integrale, Salsa Ciliegini). Furthermore, a new sweet bread was introduced (Brioche Tranchée Moins de Sucres Sans Additifs) with 30% less sugar than the category average;

- **EIGHT BAKED GOODS** including **NUTS AND SEEDS** (Schiaccianoci, Gran Bauletto Integrale Semi e Noci, Tasty Bites Poppy Seeds, Tasty Bites Flaxseed, Falu Chia & Sea Salt) or with **flours derived from buckwheat** (Zenzerini) and **oats** (Cioccoavena and Tunn Havre).

Specifically with regard to **single-portion snacks**, Barilla is committed to reducing calories to bring them below 150 kcal. In this field, in 2020 eight new single-portion products were launched (PandiYò, Cioccofrolle, Cioccoavena, Zenzerini, Crostatina Integrale ai Frutti Rossi, CuorCake, Ringo Cereali e Cocco and BiscoCrema Pan di Stelle).

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 protein requirement can be satisfied with proteins of vegetable origin, in replacement of animal origin, with a consequent reduction in greenhouse 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 mais and oat, important to improve biodiversity.

The grains and their flours used today 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.

FOOD QUALITY AND SAFETY

Personal safety is an **essential requirement for all products;** it is protected by carefully monitoring all stages of the production process, from the raw materials to the final distribution in the store.

As proof of this commitment, 85 Barilla managers are dedicated every day to organizing and improving the quality and food safety system, a tool which allows the Group to identify and prevent any food risks associated with the products and make them safe for consumers. Furthermore, the quality and food safety system ensures the best management of critical issues, including known ones and those emerging along the entire food chain.

The **quality and food safety system** implemented by Barilla is based on the Risk Assessment method, which provides the Company with tools and guidelines to identify, analyze and evaluate all possible risks related to food safety and consequently to define the necessary measures for their prevention and management. Moreover, in order to manage known risks regulated by the law and resulting from chemical, biological, microbiological and physical contaminants, **Barilla complies with the HACCP** (*Hazard Analysis Critical Control Points*) method, which requires the definition and management of critical control points (CCP) in the production process that are fundamental to guaranteeing the safety of food products. Specifically, the company recently issued a new HACCP model following the update of standard FSSC 22000.

FSSC 22000 certification is one of the tools used by Barilla to be sure that its quality and food safety management system is functioning correctly and to identify any areas for improvement.

FSSC 22000, is a certification system, based on ISO standards, designed for the food industry and accepted internationally. Developed by an independent non-profit organization, the *Foundation of Food Safety Certification*, it is recognized by the GFSI (*Global Food Safety Initiative*) and represents the most complete certification scheme of the food safety management system applicable to the entire food chain.

As a further guarantee for the consumer, the company foresees in its control plans the carrying out of four million analyzes per year at a global level and the constant monitoring of quality and food safety indicators that allow to intervene promptly in case of mismatch with established standards.

Barilla has created an internal **Thermal Process Authority** Unit responsible for defining key parameters, such as stabilization time and temperature, which make products requiring the use of a thermal process safe.

In addition to managing known risks, the **Barilla Quality & Food Safety**, and **Analytical Food Science** Units also focus on identifying and monitoring potential emerging risks, i.e. critical issues currently being studied in the scientific community and not yet regulated by law, in order to implement preventive measures for their mitigation.

AROUND 2,600 MONITORING TESTS ARE CARRIED OUT BY BARILLA EVERY YEAR ON THE MAIN EMERGING RISKS IN THE FOOD SECTOR

QUALITY AND SAFETY OF RAW MATERIALS

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

Given the awareness that raw materials are distinguished by different types of food risk, **specific risk assessment** activities are carried out and **customized monitoring plans are defined for every ingredient**. The plans that are thus defined are subsequently implemented by the Quality Control laboratories within the production plants or by qualified external laboratories.

OVER 680,000 TESTS ARE CARRIED OUT GLOBALLY EVERY YEAR TO MONITOR THE QUALITY AND SAFETY OF RAW MATERIALS AND PACKAGING

Furthermore, through the Unit of *Analytical Food Science*, constant research is promoted together with the development of innovative testing methods and techniques aiming to prevent emerging contaminants, the risk of fraud and food adulteration.

With regard to durum wheat, Barilla has defined prevention and control activities along the entire supply chain, guaranteeing ever greater 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. Finally, in all mills, durum wheat undergoes a strict food safety plan which involves further tests being carried out for different risk factors and, in particular, testing durum wheat to look for traces of food contaminants.

In 2020, all products containing sesame seeds in Europe were affected by the detection of ethylene oxide in many batches coming from India. Ethylene oxide is a substance that is used to prevent microbiological contamination of seeds and is regulated in Europe. *The European Commission* provided instructions to all Member States to proceed with the precautionary withdrawal/recall of food products containing batches of seeds that exceed the regulatory limit of ethylene oxide. This situation led to Barilla's decision to recall some batches of bread produced and sold in France, with sesame seeds as a garnish, and some batches crispbread, produced in Sweden and Germany, and sold in various countries in the European economic area. The decision was taken after a number of internal checks were carried out and in close consultation and collaboration with the relevant national authorities.

FINGERPRINT VOLATILITY TO DETECT SOFT REFINING FRAUD IN EXTRA VIRGIN OLIVE OIL

Gas chromatography-ion mobility spectroscopy and **electronic gas** chromatography are **screening tools to detect the mixture of extra virgin olive oil with refined olive oils**, through the generation of profile fingerprints of volatile substances.

The undeclared mixture of EVOO (Extra Virgin Olive Oil) with refined oils is one of the most important issues in the olive oil production sector. Ion-mobility spectrometry and electronic nose – both based on gas chromatography – are among the main techniques, proposed and tested as rapid screening tools for the detection of this fraudulent practice. With no counterfeit samples available on the market, the refined and deacidified olive oils were recreated in the laboratory and mixed with EVOO in different percentages. EVOO samples intended for trade, and counterfeit blends were then analyzed with the above techniques

Both techniques obtained 100% specificity, in fact even the samples adulterated with a reduced percentage of refined oil (about 10%) were recognized as non-authentic EVOOs. This work demonstrated that focusing on the volatile fraction could be the right strategy to overcome the lack of clear and specific markers related to gradual refinement processes.

For more information, please click on the following link:
https://www.sciencedirect.com/science/article/abs/pii/S0026265X2031540X

FOODSMARTPHONE EUROPEAN FUNDED RESEARCH PROJECT – SMARTPHONE ANALYZERS FOR ON-SITE TESTING OF QUALITY AND FOOD SAFETY

Current tests, used to ensure food quality and safety, are predominantly an inefficient, costly and ineffective process, as well as incapable of ensuring food safety for all consumers and preventing serious food fraud.

As an enabling technological solution, the **European *Foodsmartphone* project** proposes the **development of smartphone-based (bio) analytical sensing and diagnostic tools**, for quick and simplified on-site pre-screening of food quality and safety parameters and wireless data transfer to servers of relevant stakeholders.

Foodsmartphone involves seven training sites (three universities, three research centers and an innovation SME) plus two partner organizations (a global food industry player - Barilla - and a diagnostics SME).

The project offers a mix of interesting research on smartphone screening tools, on the topic of innovation at network level as well as transferable skills training.
The scientific training in novel smartphone-based sensing technologies plus the complementary skills training provided will have a major impact on future EU monitoring practices in terms of food quality and safety.

For more information, please click on the following link:
http://foodsmartphone.eu/

QUALITY OF PRODUCTION PROCESSES

Barilla guarantees the quality and excellence of all production processes. In 2020 the ***Good Manufacturing Practices*** were updated, adding new requirements in the pest control sector, reaching more than **1,700 hygienic-sanitary requirements which environments, production rooms and plants must comply with**, as well as the basic rules of hygiene for operators.

To guarantee the quality of the production processes, more than 1,100 internal audits and over 100 external audits are carried out every year, enabling the potential areas of intervention to be duly identified.

All Barilla facilities are certified in accordance with the FSSC 22000 standard, which is acknowledged by the *Global Food Safety Initiative*.

Lastly, in 2020 **Euro 7.3 million** were **spent** on **improving plants** and **production lines** for enhanced quality and food safety.

QUALITY AT THE POINT OF SALE

The following ***Good Distribution Practices*** have been defined 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: the Food Days.

During the year, the ***Quality and Food Safety*** department carried out **analyses on 6,700 packages at the points of sale.**

FOOD FRAUD PREVENTION

Over the years, Barilla has created a **structured system for the prevention and management of fraud**, based on the identification of critical issues along the supply chain and planning actions for their management and mitigation.

To support the management system, the Group organizes the ***Food Fraud Prevention Program***, 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, that is, not yet included in the current regulations.

For example, to protect the claim "100% Italian wheat", affixed to pasta packaging sold in Italy, together with the traceability checks that are regularly verified by suppliers, specific analyses were carried out in 2020 on durum wheat to discriminate between Italian and non-Italian origin. Thanks to work that was carried out over a two-year period, it was possible to develop a model to sample durum wheat from various geographical areas, for three agricultural years in a row. The analysis is based on the search for combined information of the 87/86Sr isotope ratio and multi-elemental analysis, representing an innovative method as a further protection against the risk of fraud linked to the origin.

THE MY TOOLBOX PROJECT

The presence of mycotoxins in grains has caused great economic losses in Europe.

Prevention and control measures to reduce mycotoxin contamination have been **developed** throughout the **European *MyToolBox* project**, focusing on the following measures:

- the use of fungicides in wheat farming;
- the use of resistant corn crops and/or its biological control;
- the use of real-time sensors in storage silos;
- the use of innovative grinding strategies during the pasta process;
- the understanding of the processes of the transformation activities in the bakery segment;
- the use of degrading enzymes during the production process of bioethanol and Distiller's Dried Grains with Soluble (DDGS).

The impact assessment was based on several parameters: annual volume of grains produced, annual levels of mycotoxin contamination, experimental data on prevention and control measures collected during the *MyToolBox* project.

Food and feed industry companies can adopt this impact assessment to decide on the best prevention and control strategies that are to be applied.

Barilla, through the *Analytical Food Science* Unit, has been part of the scientific committee of the project and has coordinated all the strategies concerning post harvest processes.

Find out more:
https://www.mytoolbox.eu/

MyToolBox
THE SMART WAY TO TACKLE MYCOTOXINS
www.mytoolbox.eu

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 678012

FOOD QUALITY AND SAFETY TRAINING

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

With reference to internal communication, in 2020 **over 4,000 Barilla People in offices and facilities, were made aware of issues**, (e.g.: HACCP, GMP, Food Defence, etc.), and virtual training courses have been organized.

Furthermore, a virtual initiative – ***Quality Partner*** – was introduced, reserved for employees to collect feedback on product quality, at grocery stores or during consumption moments at home.

TRAINING FOR THE PREVENTION OF INFESTATIONS

During the year, **Barilla continued training and awareness-raising activities aimed at preventing food infestations in areas where the climate presents a risk,** such as Brazil, Turkey and some regions in Asia.

BRAZIL

Activities aimed at disseminating awareness about infestations at points of sale continued. During 2020, inspections were carried out in 143 points of sale in the São Paulo region with the aim of verifying product quality, cleanliness and infestation throughout the distribution chain, while always aiming to encourage customers to adopt the culture of quality. In addition, from a preventive perspective, quality inspections continued in the warehouse, even during peak demand. Lastly, Barilla do Brasil was nominated for the *Reclame Aqui* award among the Top 7 Best Consumer Service, in the category of food companies, thereby acquiring a better position than the previous year.

TURKEY

Thanks to training and support activities offered to distributors, which entail the use of a system for the identification of the causes of infestations at points of sale, a gradual reduction of up to 19% in complaints was recorded.

ASIA

In China, Taiwan and Hong Kong, Barilla continued to train its distributors on how to prevent infestations.

ITALY

In Italy, on-shelf analyses continued in the territory to identify the areas most at risk in terms of infestations, actively involving the retailers.

RESPONSIBLE MARKETING

Barilla offers people with clear and **transparent nutritional information on the products and suggestions for balanced consumption, through brand activities, product packaging** and **its own websites.** For example, the product packaging indicates suggestions for a balanced diet and for correct consumption, including the optimal quantities to be consumed and guidelines on how to prepare meals. And over the years, the brands **Barilla, Mulino Bianco** and **Harrys** created digital platforms and virtual tours to guide consumers through the products' supply chain.

Aware of the effect that the advertising and marketing can have, in collaboration with *UNICEF*, the ***Responsible Marketing Principles*** have been defined: these are a **set of principles which apply to all marketing, sales, corporate communication, and external relations activities.** These principles require all marketing communications to respect the fundamental value of people, provide transparent information and actively promote the adoption of healthy lifestyles, respecting the values, ideas, gender, race, religion, and culture of all.

In Italy, in 2019, there was one case of non-conformity regarding marketing communication. Following this, Barilla submitted a commitment proposal to the relevant Authority, which included the issuance of complete and structured Guidelines related to influencer marketing, aimed at raising maximum awareness in all company departments involved in communication and digital marketing. In consideration of this, in 2020 the case was closed by the Authority without ascertaining any infringement.

Lastly, consumer contributions are very important for the improvement of products and services. To this regard, **throughout the years Barilla has introduced and perfected various listening channels**, including traditional methods, such as contact over the phone or through the website, and the most innovative social channels. By using these channels, the company can collect generic comments and receive specific reports or requests for information.

FOOD EDUCATION

For several years, Barilla has been committed to **developing educational and informational activities for new generations and employees**, through which it promotes healthy lifestyles, balanced eating habits and responsible food consumption.

GIOCAMPUS

Giocampus is an **educational project** that **has been promoting the wellbeing of future generations** since 2002, **teaching children and adolescents to follow a balanced diet and to practice sports in a mindful way.** The path, promoted by a public – private educational alliance that involves various institutions and companies of the physical urban and provincial environment of Parma as protagonists, accompanies the children throughout the year.

In 2020, the Project celebrated its first 20 years, a milestone celebrated through a live show on its Facebook page, sharing stories, memories, ideas and future programs of the wellbeing education project.

The activities promoted by Giocampus during 2020 involved a variety of social events, including:

- ***GIOCAMPUS SCUOLA (SCHOOL):*** a specific path integrated within the school curriculum that aims to teach a healthy and balanced lifestyle. During 2020, Giocampus School involved about 7,500 children divided into 360 classes of the Municipality of Parma.

- ***GIOCAMPUS INSIEME (TOGETHER):*** the project was created based on the need to create a new perspective on diversity and disability, to use it as a resource to improve the social context which we live in. The path is based on the principle that, through physical activity, all children can be included, with their different abilities – around 160 children were involved in 2020.

- ***GIOCAMPUS ESTATE (SUMMER):*** the active summer camp held between June and September, which offers an active summer to children aged 5 to 14, offering sports, movement and workshop activities as well as, of course, food education, while always paying attention to the environment. In compliance with current regulations, the 2020 edition of Giocampus Summer enjoyed 561 visitors during 10 weeks of activity.

- ***GIOCAMPUS GREEN:*** a path integrated into the school program that entails teaching sustainability values to 45 classes of middle and high school children. An integral part of the project is the "Sustainability House" – a laboratory that faithfully reproduces the domestic environments in which children experience the consequences of their actions firsthand.

As part of the project, the publication *Giocofiaba* was finalised, which collects the experience gained with the educational tool of the motor fairy tale aimed at experimenting with games, applying rules, but also lots of imagination, helping the child to fully experience this playful moment.

SÌ.MEDITERRANEO

The **sì.mediterraneo** project stems from a collaboration between Barilla and the *Department of Clinical and Experimental Medicine of the University of Naples Federico II*, the *University of Parma*, and with the contribution of the *Barilla Health and Wellbeing Advisory Board*, aims to increase awareness among Barilla employees of the benefits of the Mediterranean Diet and of their correct eating habits.

Through the project, **numerous studies and research on the benefits of the Mediterranean Diet and informative leaflets** are provided t**o help you follow a balanced diet**. Furthermore, nutritionally balanced menus with a low environmental impact have been created over the years, available every day in all company restaurants. The menus offered consist of wholegrain bread and pasta, a varied selection of grains, vegetarian salads and pulses, fish-based dishes and a reduced selection of red meats and fried foods.

Thanks to this initiative, Barilla has seen growing attention among employees to more balanced diets, with a significant increase in the consumption of wholegrain products and white meat, and a marked reduction in orders for red meat.

Furthermore, to make it easier for employees to increasingly adopt the Mediterranean Diet as a daily choice, a digital platform has been created which, through a *chatbot*, a virtual assistant, provides made-to-measure food advice based on lifestyle, preferences and food consumption recorded in the company's canteen.

The user who has registered for the programme can view the menu available at the canteen on a daily basis, and chat with the virtual assistant to receive custom-made suggestions that guide them in choosing their food. Furthermore, the programme can also monitor progress and detect all virtuous food choices in line with the Double Pyramid, rewarding them with points that can be converted into prizes.

Also, in 2020, **over 7,500 Barilla People were involved,** in over 15 countries.

VIVI SMART

Since 2017, Barilla has been involved in the ***ViviSmart*** project, **a partnership that brings together Barilla, Danone Italy and Coop Italy, with their respective Foundations,** with the collaboration of major companies in the food industry, consumer cooperatives, non-profit foundations, and scientific research.

The aim of the initiative **is for people to adopt *smart* lifestyles,** characterized by informed nutritional choices and aligned with the Mediterranean model.

With a multi-factor approach, in selected points of sale and primary schools, *ViviSmart* involves Italian families in a daily programme that combines attention to proper nutrition with physical exercise. People therefore have the opportunity to learn about choosing food, knowing its nutritional properties, as well as to perform physical activities following a few simple rules.

Since its launch in 2017, the initiative has involved 16 selected stores and 16 primary schools in 4 different cities, including 80 teachers and over 1,500 children and families in its activities.

Furthermore, *LUMSA University*, in collaboration with the *University of Naples Partenope* and the *University Roma Tre,* has conducted research on changes in people's eating habits resulting from better knowledge of the right nutritional styles and healthy lifestyles. In particular, this study showed that:

- **11% OF CHILDREN** who took part in the project started drinking more water during the day;
- **6% OF CHILDREN** who took part in the project increased their consumption of fruit, while **13%** of children increased their consumption of vegetables;
- **AN INCREASING NUMBER OF CHILDREN** started to dedicate more time to sport, for at least four days a week.

2
SUPPLY CHAINS

We promote
AGRICULTURE
and **FARMING PRACTICES**
more **SUSTAINABLE** and
RESPECTFUL, collaborating
with the entire supply chain

THE BARILLA SUSTAINABLE AGRICULTURE CODE

Raw material suppliers are **key partners**, with whom the company establishes relationships based on dialogue and transparency.

Suppliers are required to provide raw materials of high quality and to share the ethical and social and environmental responsibility principles that characterise the Group's way of doing business.

The Group's attention to the production and supply chains has been formalised in the **Barilla Sustainable Agriculture Code** (SAC), a document that contains the principles that guide the proper management of relationships with the players of the supply chain and the management of purchases. The Code is based on five basic principles:

1. **PURSUING THE EFFICIENCY AND COMPETITIVENESS OF THE PRODUCTION SYSTEM**

2. **PROTECTING BUSINESS INTEGRITY AND APPLYING THE CODE OF ETHICS**

3. **PROMOTING HEALTH AND FOOD SAFETY**

4. **REDUCING ENVIRONMENTAL IMPACTS**

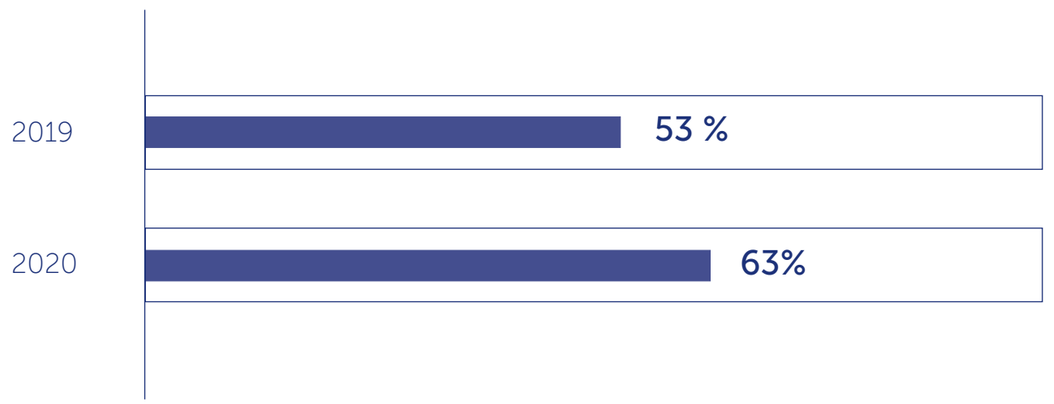
5. **LISTENING AND COLLABORATING FOR CONTINUOUS DEVELOPMENT**

THE SUSTAINABLE AGRICULTURE PROJECT

The principles of the **Sustainable Agriculture Code** are implemented through the ***Barilla Sustainable Farming*** (BSF) programme, by means of which the Group supports and promotes the adoption of innovative agricultural practices in its strategic production and supply chains that have less impact, as well as in those which by their nature pose potential environmental and social issues.

In 2020, the Group continued its efforts to develop sustainable agriculture projects all along the production and supply chains of: **durum wheat, soft wheat, flours, cocoa, tomatoes, vegetable oils** and **basil**. In particular, the year 2020 was key because it marked a decade of innovation and investment in sustainable supply chains and, above all, because the results achieved during the pandemic showed that sustainable supply chains are also more resilient. The **total of strategic raw materials purchased** responsibly has increased during the year from 53% to **63%**.

STRATEGIC RAW MATERIALS RESPONSIBLY PURCHASED IN 2020 VS. 2019



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	
	2020	2019	2020	2019	2020	2019
	t.		t.		%	
Strategic raw materials						
Durum wheat	1,168,174	1,159,980	608,949	563,984	52%	49%
Durum wheat semolina	436,982	352,852	291,157	204,260	67%	58%
Soft wheat	81,826	82,820	73,357	37,320	90%	45%
Soft wheat flour	331,514	322,167	260,607	166,268	78%	52%
Rye	50,979	33,153	800	0	2%	0%
Rye flour	25,962	23,600	10,475	0	40%	0%
Tomatoes	79,975	59,774	79,721	58,460	100%	98%
Sunflower oil	42,744	39,254	42,744	38,085	100%	97%
Rapeseed oil	7,574	7,952	7,132	4,744	100%	60%
Beet sugar	58,303	56,146	57,571	55,437	99%	99%
Eggs	23,153	22,957	23,171	22,957	100%	100%
Basil	6,623	5,312	6,456	0	97%	0%
Raw materials from supply chains with environmental and social issues						
Cane sugar	1,539	1,483	1,539	1,483	100%	100%
Cocoa	13,710	13,383	13,636	12,637	99%	94%
Beef	988	976	907	918	92%	94%
Pork	2,057	2,410	2,044	2,400	99%	99%
Chicken	16	10	0	0	0%	0%
Wild-caught fish	64	46	64	46	100%	100%
Other raw materials of animal origin						
Butter	7,810	7,625	0	0	0%	0%
Milk	3,576	3,333	3,001	2,783	83%	83%
Dairy products	8,184	7,421	1,720	1,433	21%	19%
Total	**2,351,741**	**2,202,654**	**1,485,050**	**1,173,214**	**63%**	**53%**

THE ENVIRONMENTAL IMPACT OF PRODUCTS

Barilla regularly **analyses the environmental impact of the entire life cycle of 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 73% 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).

73% OF VOLUMES PRODUCED COVERED BY THE LCA ANALYSIS

ENVIRONMENTAL IMPACT OF INGREDIENTS PURCHASED IN 2020

	Carbon Footprint	Water footprint	Ecological footprint
	kt CO_{2eq}	Mm^3	Global ha
Durum wheat	729	1,612	1,031
Semolina	288	603	390
Soft wheat	33	87	36
Soft wheat flour	147	350	150
Rye	17	32	24
Rye flour	11	16	13
Beet sugar	40	36	21
Sunflower oil	102	166	20
Rapeseed oil	19	19	3
Tomatoes	29	2	12
Eggs	99	65	54
Basil	<1	1	<1
Cane sugar	<1	2	1
Cocoa	7	385	94
Beef	23	26	9
Pork	7	42	3
Wild-caught fish	<1	0	1
Animal fat	43	53	15
Fresh milk	5	6	2
Dairy products	79	97	27
Total impact	**1,678**	**3,598**	**1,906**

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 undergoes internal checks before publication, while the entire system that they are part of is subject to an annual audit by an independent third-party body.

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

68 EPD PUBLISHED, COVERING **70%** OF VOLUMES PRODUCED

THE RAW MATERIALS

DURUM WHEAT

Durum wheat is the **key ingredient** of all the Group's pasta brands.

It is cultivated in **Italy, Greece, Turkey** and **North America** by farmers, with which collaborative relationships have been established over the years, to spread agricultural practices that have less impact, guarantee fair remuneration and support the entire agricultural supply chain.

Only high quality durum wheat is used, enhancing local supply chains, where possible. To date, on average, about **90% of the wheat is purchased from the local market** and **42% of the purchases** are made **through farming contracts.**

Different varieties of wheat have been studied and produced over the years, so as to obtain the intended quality in terms of protein content, colour and ash (mineral salts). The protein content is the most important parameter in determining the quality of the wheat as a high protein level, which together with the quality of the gluten, improves cooking quality. Whereas, the yellow colour of the wheat determines the colour of the pasta and a low ash content allows the grinding process to be optimised.

Four exclusive varieties are currently used: **Aureo, Svevo, Puro** and **Pigreco**.

"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.

FUN FACT

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

Elective for 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.

FUN FACT

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.

FUN FACT

The exclusive oldest and most international Barilla wheat species. Farming contracts with this variety 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 very high quality pasta making.

FUN FACT

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

DURUM WHEAT

	Total tonnes purchased		Tonnes purchased from the local market				Tonnes purchased under farming contracts			
	t.		t.		%		t.		%	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Italy	718,375	734,980	593,291	601,425	83%	82%	456,850	440,000	64%	60%
Greece	72,133	64,000	72,133	64,000	100%	100%	24,677	35,000	34%	55%
Turkey	152,387	132,000	152,387	130,000	100%	98%	9,225	16,000	6%	12%
North America	225,279	229,000	225,279	229,000	100%	100%	0	0	0	0
Total	1,168,174	1,159,980	1,043,090	1,024,425	89%	88%	490,752	491,000	42%	42%

DURUM WHEAT SEMOLINA

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	163,448	117,620	160,962	81,900	98%	70%
North America	129,808	96,520	129,808	96,520	100%	100%
Mexico	81,449	79,234	81,449	79,234	100%	100%
Russia	62,277	59,478	62,277	59,478	100%	100%
Total	436,982	352,852	434,496	317,132	99%	90%

ITALY

Barilla has carried out various projects over the years, 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.** The ***Durum Wheat Manifesto*** was added to it in 2020 – a concrete commitment of the Barilla brand for a product of greater quality to support the Italian agricultural supply chain.

In 2009, derived from the collaboration with HORTA – a spin-off of the University of Piacenza – two innovative tools were introduced, supporting the development and improvement of farming practices:

- the **BARILLA HANDBOOK FOR SUSTAINABLE DURUM WHEAT FARMING**, a document which contains 10 rules and useful tips to promote the spread of more efficient and sustainable agricultural practices, validated over the years thanks to field trials in different Italian areas;

- the **GRANODURO.NET®** platform, which by analysing a number of objective parameters (e.g. weather trends, soil fertility, the phenological state of the plant, and many others) provides concrete support to farmers in making technical decisions regarding such things as field fertilisation and crop disease treatments.

DURUM WHEAT FROM ITALIAN FARMERS WHO USE THE GRANODURO.NET SYSTEM

	Number of growers and farm holdings that use granoduro.net		Tonnes of wheat grown with the support of granoduro.net	
	2020	2019	2020	2019
Northern Italy	1,889	1,759	136,574	132,972
Central Italy	1,565	1,275	150,887	122,652
Southern Italy	1,944	1,363	102,938	78,929
Total	5,398	4,397	390,399	334,553

Another tool was added in 2018: **Agrostat**, a platform stemming from the collaboration with the *CNR (National Research Council), Institute of Biometeorology of Florence and Foggia*. **It is an innovative and completely free tool able to support farmers in managing fertilisation through precision farming techniques.**

To develop synergies between different supply chains, a project was also launched for the assessment of the positive impact of rotation of durum wheat and sugar beet crops. Thanks to the partnership, which initiated in 2019, with the *Cooperative of Sugar Beet Producers* (COPROB), *Italia Zuccheri, Consorzio Agrario dell'Emilia Romagna, LEGAMBIENTE* and the *Faculty of Agriculture of the University of Piacenza*, approximately 30 farmers were involved in the experiment, which will last three years, with a GOI project (Operational Groups for Innovation) funded by the Region of Emilia Romagna.

Thanks to the initiatives implemented, the Group was able to purchase **over 390,000 tonnes of durum wheat grown in a more responsible way.**

100% ITALIAN WHEAT PASTA

The new **Barilla 100% Italian Wheat Pasta** was introduced at the beginning of 2020 – a pasta from the best varieties of durum wheat, adapted to the Country's different weather conditions and with notable nutritional properties, such as a high protein content, high-quality gluten, the colour of yellow gold and a low ash (mineral salts) content.

The new pasta is based on the **close collaboration with millers, cooperatives and consortia, farmers and institutions** who have chosen to bring their wealth of knowledge, tools and experiences together to enhance the Italian agricultural supply chain. **Four exclusive durum wheat varieties** are used (Svevo, Puro and Aureo, mainly grown in Central Southern Italy, and Pigreco, from Northern Italy), **farmed in 13 Italian regions** (Emilia Romagna, Marche, Abruzzo, Umbria, Lombardy, Molise, Veneto, Tuscany, Lazio, Apulia, Basilicata, Piedmont, Campania) and characterised by a high protein content (protein grade with peaks of over 14% in wheat and over 13% in semolina), high-quality gluten, a yellow gold colour, and a low ash content.

"This project, of which the final product is only the most evident result, represents our commitment to invest in Italian agriculture, with the aim of having more and more high quality national durum wheat grown in a sustainable way. Hence, we achieve a significant result, derived from many years of research on raw materials and work on the entire supply chain, which derives from the agreements made with over 8,000 Italian farmers and the Memorandum of Understanding signed with the Ministry of Agriculture, Food and Forestry Policies".

Paolo Barilla, Vice-Chairman

Barilla has built this launch on an actual statement of intent and concrete objectives, an innovative vision of the product and of the production and supply chain, aiming for excellence and supporting resources, local communities, the territory and the environment. These principles are given formal expression in a list of ten points – **The Durum Wheat Manifesto** – which contains the company's **commitments for quality Italian durum wheat pasta that has been produced responsibly.**

THE MoU FOR ITALIAN DURUM WHEAT

The MoU signed in 2019 between **Barilla** and the **Ministry of Agriculture, Food and Forestry Policies** – MIPAAF – binds both parties to commit to cooperating so as to continue a **process of enhancing Italian durum wheat**. An objective that can be achieved through the advancement of sustainable agriculture practices, the introduction of new technologies, the creation of new varieties of durum wheat and favouring dialogue between all parts of the supply chain.

By signing the MoU, Barilla has undertaken to increase purchases of Italian durum wheat; to sign annual or multi-year supply chain contracts for 65% of their overall annual supplies; and to guarantee an additional premium at the market price related to the achievement of qualitative parameters.

GRANI D'AUTORE

In March 2021, Barilla has presented the art project **"Grani d'Autore: from seed to harvest of durum wheat"**, a journey into art and values of the **Barilla Durum Wheat Manifesto**, where 11 Italian illustrators told, through their artistic works, Barilla's commitment to a **quality pasta,** made with the best Italian grains and for a **responsible and sustainable Italian agricultural supply chain.**

The art exhibition, held at ***La Biblioteca degli Alberi*** (Gae Aulenti - Milan), was accompanied from **a virtual and augmented experience**, visible online through the Barilla website, from a contest dedicated to consumers and finally from **an exhibition experiential and immersive in the *Triennale*** (Milan).

THE LIMITED EDITION PACKAGING...

With this initiative, Barilla wanted to express its values into images, transforming the iconic packaging into a tool to spread the passion for art, beauty and its values. Five of the eleven works were the protagonists of some of Barilla's most iconic shapes. Furthermore, through a QR code on the packaging, the artistic works came to life thanks to augmented reality and provided people with information and insights on the Barilla *Durum Wheat Manifesto* and the project.

Discover more on: **barilla.it/granidautore**

GREECE

Over the course of the year, Barilla continued to forge partnerships with the various local players in Greece, aimed at promoting a more sustainable durum wheat production and supply chain. In this respect, the Group worked with the ***University of Thessaly*** to define new farming tools and techniques, sensitive to impact on natural resources.

In 2020, the gradual the use of **Granoduro.net®** and the spread of **farming contracts** and continued, covering **24,677 tonnes** of durum wheat purchased. Thanks to these initiatives, 340 farmers seeded 3,483 hectares, according to the new Barilla principles, for 14.500 tonnes.

TURKEY

Barilla completed the work with the ***Bahri Dağdaş International Agricultural Research Institute***, with the publication and distribution of the **Sustainable Agriculture Manual**. Moreover, the Group's work with the ***Namik Kemal Institute*** continues, with the goal of launching projects that can contribute towards creating a production and supply chain model aligned with that already developed in Italy and Greece.
In addition, **9,225 tonnes** of durum wheat have been purchased **through cultivation contracts.**

NORTH AMERICA

Collaborations with research bodies and local partners continued in 2020 to improve the agronomic knowledge of farmers and to develop new sustainable agriculture techniques.

In collaboration with the ***North Dakota State University of Agriculture and Applied Sciences***, Barilla has promoted the publication of an **Agronomic Guide**, which contains **a rulebook with the most innovative agricultural techniques for farming durum wheat.** After two years of field trials, this guide has been made available online for all the producers of durum wheat in the United States and Canada.

In collaboration with the ***University of Arizona***, Barilla commissioned a bi-annual study on the management of nitrogen and water in relation to yield, defining the factors with a bigger impact on both and identifying the appropriate tools to optimise their use.

In the state of Montana, the use of the **Agrible** digital platform has been promoted, which provides farmers with real-time data on crops, supporting them in the application of more efficient and sustainable farming practices. In the three-year period 2017-2019, Agrible was used by durum wheat farmers destined to Barilla through *CHS* and *Columbia Grain*.

For the 2020 harvest, 15 selected farmers have been selected by Columbia Grain for a total of 10,511 hectares and a harvest of 35,379 tons.

RUSSIA

The Barilla supply chain of durum wheat in Russia is still in a preliminary study phase. In this context, **Barilla has launched a study and monitoring project for the identification of the most efficient durum wheat crops with regard to yield and environmental sustainability.** These tests also aim to lay the foundation for the definition of a sustainable agriculture handbook for the farmers of the Russian production and supply chain.

EUROPE

Finally, Barilla continued its participation as a partner in two projects created and financed by the **European Commission** in the **Horizon 2020** program during 2020:

- **DIVERFARMING:** diversification in agriculture, which aims to study crop diversification and reduction of inputs to provide models valid that link production, income and environment, in four pilot areas, from the Plain Padana to Puglia. The results ignore, demonstrate significant differences in terms of CO_{2eq} emissions (kg CO_{2eq}/kg of grain), higher grain yield (t/ha) and higher protein content (%) in favor of the rotation of crops (durum wheat-tomato-field bean from grain) compared to those who practice mono succession of durum wheat.

- **MEDGOLD:** Mediterranean Grapes, Food systems of olive trees and durum wheat, which aims to develop prototypes of climate services in support of main traditional crops of Mediterranean agriculture, between which durum wheat, allow to face climate change and increase competition, resilience and efficiency agricultural and food in the basin of the Mediterranean.

SOFT WHEAT AND SOFT WHEAT FLOUR

Soft wheat flour is a key ingredient for Barilla's **bakery products** and is produced mainly in Italy and France. To promote the sustainable development of this supply chain, the Group has developed two charters over the years: the **Carta del Mulino (Mulino Charter)** and the **Carta di Harrys (Harrys Charter),** the use of which has been gradually extended to an increasing number of farm holdings.

Moreover, the **45% of soft wheat** and the **65% of the soft wheat** flour are purchased **from the local market.**

SOFT WHEAT

	Tonnes purchased		Tonnes purchased form local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	80,356	81,260	35,400	42,012	44%	52%
Sweden	1,471	1,560	1,471	1,560	100%	100%
Total	**81,826**	**82,820**	**36,871**	**43,572**	**45%**	**53%**

SOFT WHEAT FLOUR

	Tonnes purchased		Tonnes purchased form local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	181,720	175,039	67,556	65,820	37%	38%
France	120,122	119,730	120,122	119,730	100%	100%
Germany	8,024	6,517	8,024	6,517	100%	100%
Sweden	11,234	11,206	11,234	11.206	100%	100%
Russia	10,414	9,675	10,414	9,675	100%	100%
Total	**331,516**	**322,167**	**217,351**	**212,948**	**66%**	**66%**

SOFT WHEAT AND SOFT WHEAT FLOUR FROM FARMERS WHO HAVE JOINED THE *MULINO CHARTER*

	Tonnes purchased	Tonnes purchased form local market
Italy	696	75,150
France	620	129,500
Other	119	67,894
Total	**1,435**	**272,544**

SOFT WHEAT AND SOFT WHEAT FLOUR FROM FARMERS WHO HAVE SIGNED UP TO THE *HARRYS CHARTER*

	Number of farmers and farm holdings that use Harrys Charter	Tonnes of common wheat grown according to Harrys Charter
France	560	90,000
Total	**560**	**90,000**

MULINO CHARTER

The **Carta del Mulino** (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 **1,400 farmers** plus dozens of Italian mills, hundreds of storage centres scattered throughout the country and overseas, which equals to over **270,000 tonnes of purchased soft wheat flour.**

Thanks to this project, dozens of biscuits already bear the logo "flour from sustainable agriculture" and will be added in all the Mulino Bianco products, by 2022.

HARRYS CHARTER

In France, the **Carta di Harrys** 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 soft 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 **560**, which equals about **90,000 tonnes of purchased common wheat.**

RYE AND RYE FLOUR

Barilla's supply chain for rye, the main ingredient of crispbread recipes, has an **excellent environmental profile** based on two factors: **farming does not require a high use of water and fertilisers; sustainable agronomic practices, in environmental terms as well as from the point of view of agricultural yield, have been well-established for years.**

RYE						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Sweden	50,979	33,153	50,979	31,495	100%	95%
Total	**50,979**	**33,153**	**50,979**	**31,495**	**100%**	**95%**

RYE FLOUR						
	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Sweden	475	534	475	534	100%	100%
Germany	24,462	21,896	24,462	21,896	100%	100%
Italy	469	371	0	0	0%	0%
France	259	305	0	0	0%	0%
Russia	297	494	297	494	100%	100%
Total	**25,962**	**23,600**	**25,234**	**22,924**	**97%**	**97%**

REGENERATIVE AGRICULTURE

Wasa has introduced an innovative pilot project together with strategic partners, which aims to restore the natural ability of the soil to absorb CO_{2eq} emissions.

The aim of the project is to have a positive impact of the production process of crisp bread, harnessing the ability of plants to sequester carbon from the atmosphere e bring it back to the soil: **regenerative agriculture** it is one of the most effective ways to support this process. Together with Indigo and Svensk Kolinlagring a **pilot project has been launched involving 12 farmers in Germany and Sweden who will apply agricultural regenerative techniques as cover crop, minimum processing of the soil, rotation of crops, reduced use of fertilizers and free grazing cattle for three years.**

At the end of the three years, new soil samples will be compared with those taken in 2020, allowing us to measure and verify the soil's ability to absorb carbon and the amount of reduced emissions during the process. Every year data will be collected to allow to calculate the reduction of emissions resulting from less use of diesel fuel and optimized use of fertilizers.

TOMATO

Italy and the United States are the main countries where **tomato purchases** for sauce production come from, which China was added to in 2020, for a small amount.

Local market purchases are preferred for such purchases. To date, in the three geographical areas, **100% of the purchases come from the countries where the tomatoes are processed and transformed into sauces.**

In Italy, tomatoes are primarily bought from producers in the Po Valley who apply mechanical harvesting techniques. Since 2015, the Group has committed itself to buying tomatoes ***Global G.A.P certified*** or following **regional integrated production guidelines.**

In the United States, the tomatoes purchased and processed for Barilla by LiDestri come from Californian producers, who apply mechanical harvesting practices.

BASIL

As well as being used in many tomato-based sauces, basil is the **main ingredient of Barilla Pesto alla Genovese.**

Barilla pesto is grown in Italy, mainly by suppliers located near the Rubbiano (Parma) plant, to minimise the time between harvesting and processing the product. The Group has chosen to adopt the **ISCC Plus certification scheme** as from the 2020 harvest to ensure sustainability and traceability of the basil-pesto supply chain.

In order to protect basil crops from possible diseases, Barilla collaborates with the *University of Bologna* and the *Centre for Agricultural Experimentation and Assistance* (CeRSAA) to define the most efficient programme to be implemented, each year.

TOMATO

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	57,216	49,461	57,216	49,461	100%	100%
China	254	0	254	0	100%	0%
North America	22,505	10,313	22,505	10,313	100%	100%
Total	**79,975**	**59,774**	**79,975**	**59,774**	**100%**	**100%**

BASIL

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	6,623	5,312	6,623	5,312	100%	100%
Total	**6,623**	**5,312**	**6,623**	**5,312**	**100%**	**100%**

NEW BARILLA PESTO ALLA GENOVESE

In 2019, Barilla improved the recipe for one of its iconic products: **Pesto alla Genovese.**

Among the ingredients: **Fresh basil, Extra Virgin Olive Oil and Parmigiano Reggiano DOP.**

About 6,000 tonnes of basil per year are grown according to specific guidelines from few farms, to ensure all the characteristics for the best pesto.

The New Pesto alla Genovese boasts the presence of a key protagonist of the Emilian territory: Parmigiano Reggiano DOP.

Pesto alla Genovese is produced in the Rubbiano (Parma) plant, the largest sauce factory in Europe, thanks to cutting-edge technologies that have less impact on the environment. In the last two years, it has been possible to reduce CO_{2eq} emissions by 10% and water consumption by 8% thanks to technological investments. Furthermore, 93% of the waste was sent to recycling.

Find out more: www.barilla.com

VEGETABLE OILS

Barilla uses various vegetable oils: **sunflower oil, rapeseed oil** and **soybean oil.**

As regards sunflower oil, mainly used in Italy, the Group promotes its production in rotation with durum wheat. In this respect, Barilla has launched a number of projects with farmers to establish the best agricultural practices for sunflower cultivation, in accordance with the principles of the Barilla Sustainable Agriculture Code.

In particular, Barilla is committed to buying this oil from producers who are certified to the **CSQA** or **ISCC+ DTP 112 standard**, which guarantee sustainable production in environmental, economic and social terms, or which adopt the HORTA Girasole.net® platform. To date, **97% of sunflower seed oil** purchased comes **from producers that meet these criteria.**

With regard to **rapeseed oil**, which is particularly widespread in France, Barilla has launched several projects in collaboration with suppliers to define how to apply the principles of sustainable agriculture set at Group level. Furthermore, the commitment taken is to buy this oil from **producers ISCC or 2BSvs certified.**

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

VEGETABLE OILS

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Sunflower oil	42,744	39,254	4,481	5,955	10%	15%
Rapeseed oil	7,574	7,952	1,678	4,065	22%	51%
Total	**50,318**	**47,206**	**6,159**	**10,020**	**14%**	**22%**

SUPPLY CHAINS WITH POTENTIAL SOCIAL ISSUES

The Group's procurement system also includes supply chains that present potential social issues. In particular, potential issues have been identified in the **cocoa, cane sugar** and **promotional gadget and item supply chains** related to the use of child labour and the failure to respect human rights.

The Group only deals with suppliers who hold certifications issued by **independent organisations that ascertain compliance with international ethical and social standards.**

Furthermore, it requires its suppliers to register with the international **Sedex platform**, verified quarterly, in order to ensure full compliance with the ethical and social standards that the Group is inspired by. Lastly, a binding requirement for all supply contracts is the supplier's acceptance of the Code of Ethics.

	2020[1]
Total number of suppliers deemed to be at potential risk of violating human rights	88
Average risk by sector and country based on international databases and Self-Assessment Questionnaires (SAQ)	1.63
Completed Self-Assessment Questionnaires (SAQ)	99%
Purchases of gadgets and promotional material from suppliers with audited SA8000 certification	100%

[1] Following changes in the management system used and the relevant data extraction method, the information reported is only available for 2020. In 2019, 83 suppliers were deemed to be at potential risk of violating human rights, 75 (90%) of which hold independent third party certifications or audit reports verifying compliance with ethical and social standards.

CANE SUGAR

The **cane sugar** production and supply chain also presents potential critical social issues, considering the geographical areas in which it is produced.
To protect itself from the critical issues associated with this supply chain, **Barilla** purchases cane sugar solely from **SMETA** (*Sedex Members Ethical Trade Audit*) certified suppliers.

COCOA

The **cocoa** production and supply chain potentially features high social and human rights concerns. In 2015, through the **Pan di Stelle brand**, the Group launched a collaboration programme with the **main supplier** ***Barry Callebaut*** and its ***Cocoa Horizons*** **Foundation**, committed to improving the living conditions of growers' communities in West

Africa. Such an approach has been progressively extended to all the Group's cocoa supplies including the ***Transparence Cacao*** of the supplier ***Dipa Cemoi*** and foresees the recognition of an award on the purchases, in addition to the cost of the raw material, aimed at supporting the activities of the *Cocoa Horizons Foundation* and of the *Transparence Cacao Project*.

TO DATE, **99%** OF THE PURCHASED **COCOA FORMS** PART OF THESE TWO PROJECTS

"A DREAM CALLED COCOA"

A *Dream Called Cocoa* tells the story of the effort made by **Pan di Stelle** to improve the life of cocoa growers' communities, supporting the projects of the Cocoa *Horizons Foundation* since 2015.

These projects support local communities, and include school education programmes; training for the growers, to obtain better cocoa; as well as the promotion of culture that protects minors and health. In addition, two projects have been fully funded since 2017:

- the **CONSTRUCTION OF A WELL** to provide the inhabitants of Djangobo (Ivory Coast) with clean drinking water. Thanks to this project, the over 7,000 villagers, of whom 3,000 are children, now have water for drinking, cooking, watering and growing crops. Lastly, the creation of the well frees young girls from the hardship of leaving the village to fetch water, allowing them to go to school;

- the **CONSTRUCTION OF A SCHOOL IN THE CITY OF DAHIRI** (Ivory Coast), which has offered the possibility of learning how to read and write to over 300 children in the village.

ANIMAL WELFARE

THE GUIDELINES ON ANIMAL WELFARE

For years**, Barilla has endeavoured to ensure that all suppliers of raw materials of animal origin comply not just with legal requirements, but also with high animal welfare standards and criteria.**

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

Barilla pays attention to the definition of precise purchasing criteria with reference to all animal-origin production chains, with special focus on large-volume production chains, such as those for eggs, meat, fish, and dairy products originating from Europe, North and South America, Russia, and Turkey. 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: Communication and External Relations; Supply Chain; Marketing; and Research, Development and Quality. 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 breeders of the Barilla production chains must comply.

Specifically:

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

Barilla needs suppliers of pork and eggs 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 CAGE-FREE 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 **cage-free 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 2020, the Guidelines cover **100% of the supplies of pork and beef** used for sauces and filled pasta produced in **Italy** and **96% of the total meat used globally.**

PROCUREMENT OF CHICKEN MEAT

Barilla buys a very limited quantity of **chicken** for its products.
However, it is committed to ensure that the purchase comes from suppliers who are committed to implementing specific animal welfare practices. Specifically, an ongoing project intends to guarantee the following by 2023:

- 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;

- guaranteeing compliance 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.

In 2018, Barilla, in collaboration with its main supplier, launched a certification process in accordance with the animal welfare assessment and biosecurity system for cattle breeding (beef and dairy cattle) developed by the CReNBA (*Centro Nazionale di Riferimento per il benessere animale - National Reference Centre for Animal Welfare*). The certification process required the analysis of various parameters, such as stall management, structure assessment, measurement of specific animal-related parameters, biosafety and biosecurity, and large-scale risk assessment. At the end of 2020, **84% of the volumes of fresh milk purchased globally** by the Group came from **CReNBA certified companies.**

EXTERNAL ACKNOWLEDGEMENTS

The **ninth report of the global benchmark on farm animals,** BBFAW (***Business Benchmark on Farm Animal Welfare***) was presented in March 2021. An initiative that grows every year, with a total number of analysed companies that increased from 110 in 2017 to 150 in 2018, in 23 different countries.

The **BBFAW benchmark** is therefore, 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 2020 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**, improving the performance of 2019, which was at the third level.

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.

On 8 October 2020, on the occasion of **World Egg Day**, Barilla was awarded the ***Henry Spira Humane Corporate Progress Award*** by the *Humane Society of the United States* (HSUS), part of the organisation of HSI – *Humane Society International*, which rewards companies that have been pioneers in stipulating animal welfare policies in the United States and worldwide.

With this great result, Barilla has created an important precedent for the responsible procurement of eggs from cage-free hens. In fact, Barilla is one of the very few companies in the world that has managed to switch to a 100% cage-free supply chain earlier than expected. This was particularly significant in Brazil, where Barilla was awarded the *Henry Spira Award* 2019 and publicly encouraged other food companies to create and implement policies on the purchase of free-range chicken eggs.

In June 2021, Barilla received the **Special Recognition Award**, in the **Planet Friendly** category of the Animal Welfare Awards by *Compassion In World Farming*.
An important recognition to the constant commitment of the Company to the creation of a food system sustainable and which includes, at the same time, an improvement continuous of the standards of animal welfare. Thanks to collaboration with CIWF, Barilla it has in fact achieved the important thing aim to remove globally the cages from the egg supply chain; also, in recent years, it has launched different products with highs reducing vegetable protein content the consumption of eggs.

June 24, 2021 as testimony commitment and approach holistic to animal welfare from product design to vegetable protein base for improvement of supply chains, Barilla was awarded, the only company in the world in 2020, also of the Special Recognition by CIWF. The recognition goes to companies that demonstrate innovation, commitment and excellent results for animal welfare.

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

EGGS AND EGG PRODUCTS

Barilla uses **eggs and egg products** for its **bakery goods** and **egg pasta** formats. Since 2012, the Group has started a process of conversion of the production chain, through the gradual abandonment of caged breeding and favouring purchases from producers who raise hens cage-free. Thanks to this commitment, all eggs purchased globally originate from cage-free poultry farms, where the hens have access to enriched environments, such as perches and bedding. During 2018, Barilla introduced a digital system, called *eggs.barilla.com*, to trace the origin of eggs and egg products in its production chains in France and Italy, which represent 98% of global procurement of this raw material.

A project for the reformulation of products containing eggs was launched in the United States, which led to a progressive decrease in the use of this ingredient. The remaining volumes were already all converted to cage-free farming during 2019.

Lastly, Barilla performs periodic audits on all cage-free egg producers, to check that they actually comply with the alternative farming systems. To date, these checks have been performed on European suppliers. With reference to the other non-European countries, the Group uses suppliers who respect national farming systems. In the absence of national schemes, **an Animal Welfare Officer is appointed to perform auditing activities on a sample of farmers, in order to verify their compliance with a recognised guarantee scheme.**

EGGS AND EGG PRODUCTS

	Total tonnes purchased		Tonnes purchased from the local market				Percentage of cage-free eggs	
	t.		t.		%		%	
	2020	2019	2020	2019	2020	2019	2020	2019
Italy	18,895	18,348	18,895	18,348	100%	100%	100%	100%
France	3,768	4,110	2,638	2,870	70%	70%	100%	100%
United States	17	17	17	17	100%	100%	100%	100%
Brazil	450	450	450	450	100%	100%	100%	100%
Greece	3	3	0	0	0%	0%	100%	100%
Turkey	20	29	0	0	0%	0%	100%	100%
Total	23,153	22,957	22,000	21,685	95%	94%	100%	100%

PORK AND BEEF

Pork and beef are ingredients used in Barilla ready-made meat sauces and filled pasta produced in Italy, where 96% of meat purchased worldwide is used. The Group, in line with its animal welfare policy, purchases meat originating from producers who comply with the five animal welfare freedoms.

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). This analysis showed an improvement in compliance with the BBFAW and, as a result of the main deviations observed, Barilla defined in 2019 an improvement plan to be implemented in collaboration with farmers in the coming years.

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

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

BEEF

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	907 (91.8%)	918 (94.1%)	907 (91.8%)	918 (94.1%)	100%	100%
China	81 (8.2%)	918 (94.1%)	907 (91.8%)	918 (94.1%)	100%	100%
Total	988	976	988	976	100%	100%

Following an initial stage of checking and improving environmental standards in all pig farms, Barilla involved the farmers in specific training sessions on correct breeding practices for long-tailed pigs.

In parallel, between the end of 2016 and the beginning of 2017, the Group carried out tests and evaluations on the best materials for the environmental enrichment of livestock farms, in order to better meet the behavioural needs of the animals and prevent aggressiveness. In 2020, Barilla implemented these breeding standards throughout the supply chain.

PORK

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
Italy	2,044 (99.4%)	2,400 (99.6%)	2,044 (99.4%)	2,400 (99.6%)	100%	100%
China	13 (0.6%)	10 (0.4%)	13 (0.6%)	10 (0.4%)	100%	100%
Total	2,057	2,410	2,057	2,410	100%	100%

CHICKEN MEAT

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	2019	2020	2019	2020	2019
China	16	10	16	10	100%	100%
Total	16	10	16	10	100%	100%

THE BBFAW SURVEY

In 2020 Barilla carried out an annual survey which involves Italian meat suppliers, that 96% 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).
The following results emerged from the analysis performed in 2020:

PORK

- The gestation cages for sows are used for the first 4 weeks of gestation; subsequently all the animals are transferred into collective boxes for the remaining period. The gestation cages of the first four weeks are found in 100% of farms, with an improvement compared to 90% in 2019;

- 86% of bred animals are not subject to tail-docking and have access to straw throughout the production cycle (increased from 70% in 2019), whereas tests are being carried out for the remainder to eliminate this practice by 2021;

- all (100%) pigs are transported from the farm to the slaughterhouse in under eight hours, including loading and unloading to and from the vehicles;

- all (100%) of products that contain pork originate from animals that are stunned before being slaughtered. 2.2% first ineffective stunning in December 2020;

- other results emerged: none of the animals showed lameness.

CATTLE

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

- all (100%) products that contain beef originate from animals that are stunned before being slaughtered. 2.2% first ineffective stunning in December 2020;

- 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 2019;

- 100% 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:

- fresh milk purchased globally comes from Italy;

- 4% of the animals showed lameness;

- 100% of the dairy cows in the supply chain are not subject to any kind of routine mutilation (horns, tail);

- 100% of the dairy cows are free from being chained;

- eggs produced in Italy and France represent 98% of global eggs and egg products;

- 8% of cage-free egg farms in Italy and France are still equipped with combined systems.

During 2021, the results of the analysis performed will be checked again with the support of an independent third-party body and an improvement process for 2022 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 breeders operating in the countries where Barilla is present.

With regard to milk, Barilla is committed to replacing powdered milk in its production processes with fresh milk from local, traceable and certified production chains. Fresh milk is mainly used in Italy, where around 84% of global milk supplies and 88% of dairy products are consumed. The Group only purchases fresh milk in Northern Italy from a single supplier that supplies 83% of the milk consumed globally and 15% of the dairy products. The latter is actively engaged in the application of the Barilla Animal Welfare Guidelines and has been awarded the certification for animal welfare in accordance with the standard defined by the CReNBA.

OTHER PRODUCTS OF ANIMAL ORIGIN

	Total tonnes purchased		Tonnes purchased from the local market			
	t.		t.		%	
	2020	**2019**	**2020**	**2019**	**2020**	**2019**
Wild-caught fish	64	46	0	0-	0%	0%
Butter	7,810	7,625	969	1,057	12%	14%
Fresh milk	3,576	3,333	3,576	3,333	100%	100%
Dairy products	8,184	7,195	3,051	2,625	37%	36%

CReNBA REQUIREMENTS

	Total	Eggs and egg products	Cattle	Pork	Poultry	Fresh Milk	Butter and dairy products	Wild-caught fish
Third party certification, including animal welfare regulations	13%	0%	92%*	99%**	0%	84%*	0%	100%***
Enrichment	57%	100%	92%	99%	0%	0%	0%	N/A
No tail-docking	26%	N/A	92%	86%	N/A	84%	0%	N/A
Transportation less than 8 hours	68%	100%	92%	99%	0%	84%	0%	100%

*CReNBA
**KIWA DT40
***MSC

INNOVATION

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

The following projects were launched in 2020:

- **SAI platform**: Barilla participates in the ***Dairy Working Group*** which operates with the aim of reducing the impact on GHG emissions and deforestation through good practices of management of breeding and nutrition animal Dairy Working Group;

- **ERBS** (European Roundtable for Beef Sustainability) to define criteria common of AW, antibiotic use, impact environmental and farm management;

- **Chicken farming**: has been started a collaborative project with the University of Bologna, *Compassion in World Farming* and with the Italian supplier of Eurovo eggs for implement better standards of wellbeing of animals that go further basic European legislation. With particular attention to systems combined in place, the purpose of the projectis to facilitate movements of the hens in the sheds (eg. introducing ramps or removing potential obstacles such as partitions within the levels) and improve the their ability to express behaviors natural;

- **Institutional commitment**: Barilla in 2020 signed and supported the European Citizens' Initiative (ECI) End of Cage which raised 1.39 million of signature throughout Europe to stimulate the European Commission to legislate on putting the ban on the cages in breeding.

3 ENVIRONMENT

We continuously improve our **PRODUCTION PROCESSES**, to have a **LOWER IMPACT** on the **PLANET**

PRODUCT PACKAGING

Product packaging plays an essential role for Barilla and for consumers: it protects the organoleptic characteristics of the products, maintains quality and safety, and ensures preservation over time.

In order to reduce the impact of the packaging, in 2016 Barilla defined the **Principles on Sustainable Packaging,** seven guiding principles that involve:

- **reduce the quantity of packaging materials** while still guaranteeing the necessary level of safety, hygiene and acceptability both for the packaged product and for the consumer;

- **use paper and cardboard from responsibly managed forests**, certified through the most universally widespread and recognized schemes, which guarantee sustainable forest; management, based on environmental protection, respect for cultural rights and traditions, promotion of the economic sustainability of forestry activities;

- **use materials from renewable sources, not in competition with the food chain** such as: trees, agricultural product waste and everything that will be available in the future;

- **promote reuse models** as well as bulk sales solutions, will be implemented where this is possible without posing a risk to product quality and safety;

- **use recyclable materials and promote recycling technologies.** In the design of the packaging, only materials that are designed for recycling will be used, according to the most widespread technologies;

- **use recycled material when safe for the food contained.** This will include all materials, from glass to paper and corrugated cardboard to plastics;

- **evaluate packaging choices using LCA**, a methodology with which the environmental impacts that are generated along a production chain are quantified.

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

TO DATE, **99.6%** OF PACKAGING **IS DESIGNED TO BE RECYCLED**, AND THE COMMITMENT IS **TO REACH 100%** IN THE COMING MONTHS

RAW MATERIALS USED IN PACKAGING (t)

	2020	2019	Purchased in accordance with the Sustainable Packaging Principles
Flexible film	25,551	23,883	96%
Glass	72,394	67,616	100%
Paper and cardboard for packaging	145,894	141,294	100%
Metal	3,496	3,200	100%

PACKAGING

	2020	2019
Packaging designed to be recycled	99.6%	99.7%
Packaging with instructions on the correct recycling methods	99%	99%
Packaging produced with recycled materials	38%	35%

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:

- joining the ***Global Commitment to eradicate plastic pollution at the source***, promoted by the *Ellen MacArthur Foundation* in collaboration with the United Nations;
- 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 US ***How2Recycle*** labelling system, which promotes clear and simple communication to consumers on recycling product packaging. It is used on product packaging sold in United States and Canada.

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

The **iconic cardboard box** was introduced in 1950 following a trip to the United States by Pietro Barilla, where he familiarized himself with the logics of advertising, marketing techniques, packaging and mass retail. One of the very first effects was the implementation of the cardboard pasta box, which until then had been sold in shops in bulk. A **dark blue box**: the color was chosen because it is reminiscent of the azure paper that shop-owners in Italy used to wrap pasta in.

At the beginning of 2020, packaging on the Italian market turned **sky blue**, to indicate that the pasta was made only with wheat cultivated under the Italian sky. A color that had already been used between 1954 and 1970 for the graphics of the packaging designed by Erberto Carboni.

For the Blue Box, **virgin cardboard** is used that makes it possible to assure greater safety and quality and comes **from responsibly managed forests**. The boxes are completely recyclable in the paper supply chain, without needing to detach the plastic window.

Lastly, a pilot project has been launched in the United Kingdom with the removal of the plastic window from the boxes.

TERRACYCLE RECYCLING PROGRAM

In 2020, Barilla continued its **partnership with TerraCycle®**, an innovative company involved in the recycling of plastic materials, to provide its consumers with a simple and free service for recycling the packaging of some of the products.

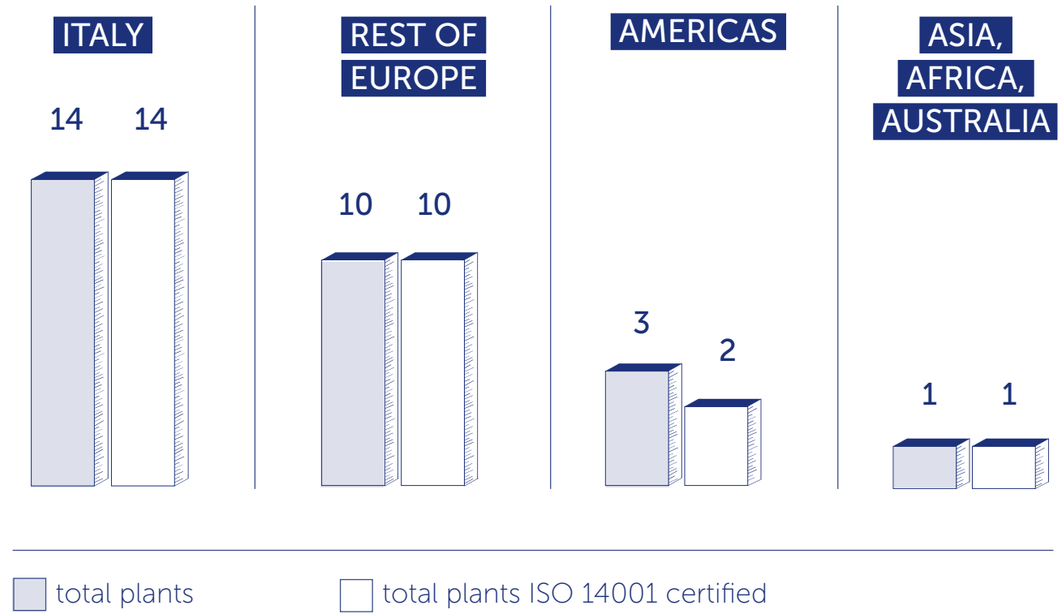
The products currently included in the program are the packaging for **Barilla Ready Meals** (in the United States) and **Harrys traditional, special** and **sweet breads** (in France).
The partnership entails collecting the packages at a number of pick-up points, cleaning and melting them into plastic that can then be reused for producing new products, thereby contributing to reducing the amount of materials that are technically recyclable but that are often not disposed of correctly.

PRODUCTION

Barilla pursues **the continuous improvement of production processes** to **limit the environmental impact of its facilities.**

With this in mind, an **Integrated Environmental Management System** has been implemented over the years, in compliance with standards UNI 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 96% 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 71% of production facilities.

96% OF PRODUCTION VOLUMES MANUFACTURED IN **ISO 14001-CERTIFIED FACILITIES**



[1] Including Mexico.

With a view to transparent communication of its environmental performance, Barilla adheres to the initiatives promoted by the ***Carbon Disclosure Project*** (CDP), an independent international organization 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 2020 the Group's score (on a scale from a minimum of D- to a maximum of A) was: **A-** in ***Climate Change***; **B** for ***Forest***, and **A-** 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, Barilla **regularly invests in modernizing its production facilities and implementing new technologies.**

With this in mind, over the course of 2020, more than **8.8 million euro** were invested, of which about 2 million euro were allocated to measures for improving the efficiency of facilities, such as burner replacement, valve thermal insulation improvement, the installation of heat recovery systems and streamlining drawplate washing. On top of these, improvements were made to the general systems of the production plants through the use of high energy efficiency ovens and conditioning systems. Lastly, further energy efficiency measures were taken regarding lighting systems, involving the installation of new solutions based on LED technologies.

OVER 8.8 MILLION
EURO INVESTED IN ENVIRONMENTAL PROTECTION

ANNUAL ENERGY USE BY SOURCE (GJ)		
	2020	**2019**
DIRECT USE	**2,825,362**	**2,554,258**
ENERGY FROM NON-RENEWABLE SOURCES		
Natural gas	2,463,282	2,256,765
Fuel oil	7,391	2,964
Diesel	747	898
Petrol	-	-
SELF-PRODUCED ENERGY THROUGH COGENERATION		
Thermal Energy	200,729	153,832
Electricity	152,048	138,700
ENERGY FROM RENEWABLE SOURCES		
Photovoltaic electricity	1,166	1,099
INDIRECT USE	**2,942,348**	**2,977,967**
Electricity	2,420,102	2,345,703
from non-renewable sources	1,109,687	1,266,916
from renewable sources	1,310,415	1,078,787
Thermal energy	510,096	617,727
from non-renewable sources	510,096	617,727
from renewable sources	-	-
Energy for cooling	12,150	14,537
from non-renewable sources	12,150	14,537
from renewable sources	-	-

ENERGY USED PER TONNE OF FINISHED PRODUCT (GJ/t)	
2020	**2019**
3.03	3.09

These investments allowed the ***Energy Saving Project*** (**ESP**) to be implemented, in which each Group facility undertakes to carry out research, each year, into new projects to reduce energy consumption. The results of these projects are monitored on a yearly basis and the best solutions are shared within the company so that they may be extended, where possible.

In 2020, Barilla consumed **5,767,710 GJ of energy** (approximately 4% more than 2019; this change is mainly due to an increase of over 6% in production volumes).

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

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

During 2020, greenhouse emissions from direct (scope 1) and indirect (scope 2) use recorded an increase of approximately 11% and -1%, respectively, when compared to 2019. The increase of scope 1 emissions is attributable to the increase in natural gas consumption and production volumes, while the decrease related to scope 2 emissions is due to the overall increase in indirect energy use.

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

-31% CO_{2eq} EMISSIONS PER TONNE OF FINISHED PRODUCT, SINCE 2010

GREENHOUSE GAS EMISSIONS BY SCOPE (t CO2eq)		
	2020	**2019**
Scope 1	**201,052**	**181,673**
Emissions from use of fossil fuels	168,211	153,796
Emissions from owned co-generation plants	32,815	27,853
Emissions from photovoltaic systems	26	24
Scope 2	**199,520**	**200,975**
Indirect emissions due to electricity used	161,620	154,835
Indirect emissions due to thermal energy produced by external co-generators	37,768	45,982
Indirect emissions due to cooling energy produced by external co-generators	132	157
Total	**400,572**	**382,648**

GREENHOUSE GAS EMISSIONS PER TONNE OF FINISHED PRODUCT (t CO2eq)	
2020	**2019**
0.21	**0.22**

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.granchereale.it

Harrys 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** hydro-electric sources, absolute emissions of CO_{2eq} were reduced by 57%.

In 2020 the brand began a process for offsetting the remaining emissions by adhering to **VCS-certified projects.**

The chosen offsetting project is the ***Bundled Wind Power Project*** which aims to produce electricity through wind turbines installed in India.
Currently, 75% of electricity produced in India comes from coal-fuelled electrical power plants that have a negative impact on the climate, environment, biodiversity and that lead to respiratory disorders in the population due to the high rate of air pollution. This project makes it possible to generate 954 MWh of electricity per year, which is fed into the mains of Indian cities, making it possible to reduce dependency on fossil fuels, preserve natural resources, reduce emissions by 921,300 tonnes per year, and improve air quality.

Find out more at: www.mulinobianco.it

SCIENCE-BASED TARGETS (SBTI)

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Science-Based Targets for reducing greenhouse gas emissions are defined in line with the decarborization level required to keep the increase of global temperatures below 1.5°C, as defined in the Fifth Assessment Report of the *Intergovernmental Panel on Climate Change* (IPCC), and included in the *Paris Climate Agreement* (COP21).

The SBTi initiative stems from the collaboration of ***Carbon Disclosure Project, United Nations Global Compact, World Resource Institute*** and **WWF**, with the aim to guide companies in defining ambitious objectives for the mitigation of climate change, to guarantee that their Climate Action is in line with scientific objectives.

In 2019, Barilla submitted its own reduction objectives:

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

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

The external validation Group confirmed that Barilla's objectives are in line with the commitment required for a 2°C reduction.

CDP DISCLOSURE INSIGHT ACTION · UN GLOBAL COMPACT · WORLD RESOURCES INSTITUTE · WWF

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 23%, in comparison to 2010.

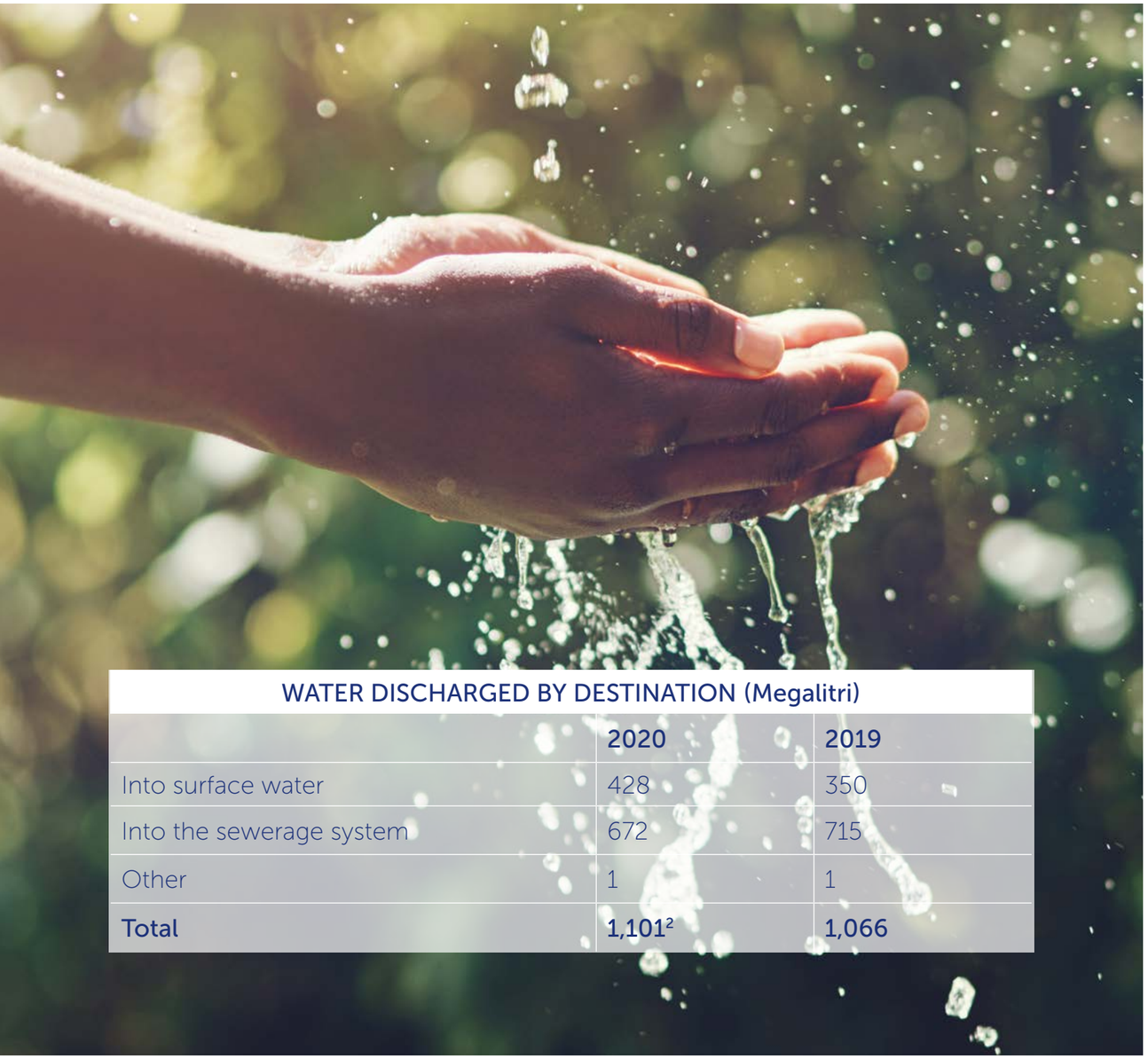
-23% REDUCTION IN WATER USED PER TONNE OF FINISHED PRODUCT COMPARED TO 2010

WATER USAGE BY SUPPLY SOURCE (Megalitri)		
	2020	**2019**
From wells	1,603	1,521
From public water supply system	996	989
From other sources	-	-
Total	**2,599**	**2,511**

WATER CONSUMPTION PER TONNE OF FINISHED PRODUCT (m3/t)	
2020	**2019**
1.36 m^3	1.40 m^3

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 2020, over 95,125 Megalitres of water (approximately 4% of the total volume of abstracted water) were reused by the Group after entering the production process.

What is more, Barilla facilities have **implemented monitoring and control plans to constantly assess the quality of the water used and compliance with the legal provisions contained in the authorizations.** Specifically, the Group's facilities in Europe adopt the best available techniques to manage water within the production processes.



WATER DISCHARGED BY DESTINATION (Megalitri)		
	2020	**2019**
Into surface water	428	350
Into the sewerage system	672	715
Other	1	1
Total	**1,101[2]**	**1,066**

[2] 96% of which is categorized as "fresh water" discharge (≤1,000 mg/l of total dissolved solids) and the remaining 4% 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 356 Megalitres (89% of which is categorized as "fresh water"). 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.

WASTE

During 2020, the waste produced by the Group decreased by approximately 7% compared to 2019. This reduction is mainly due to the various worksites opened for dismantling production facilities and to legislative changes that took place in various countries on the matter of waste management.

APPROXIMATELY **95%**
OF THE WASTE PRODUCED WAS SENT TO RECYCLING OR TO RECOVERY

WASTE PRODUCED BY TYPE (t.)		
	2020	**2019**
Non-hazardous waste	37,014	39,816
Hazardous waste	561	451
Total	**37,576**	**40,267**

WASTE PRODUCED PER TONNE OF FINISHED PRODUCT (t.)	
2020	**2019**
0.0197	0.0225

WASTE PRODUCED BY DESTINATION (t.)		
	2020	**2019**
Non-hazardous waste	**37,014**	**39,816**
Recycling	34,226	38,064
Recovery	801	-
Disposal	1,987	1,752
Hazardous waste	**561**	**451**
Recycling	470	406
Recovery	27	-
Disposal	64	45

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 transportation solutions** for finished products **with vehicles running on liquid natural gas** (LNG) were introduced, and **railway transport** is used for transferring durum wheat from the Port of Ravenna to the facility in Pedrignano (Parma), which has a railway connection, inaugurated in 2015.

This solution makes it possible to reduce road transport by 3,500 lorries per year. Since March 2020, **70% of the products travelling from Italy to Germany is shipped with an intermodal solution**, the result of a partnership between Barilla and GTS Logistic: three trains a week travelling from the Parma freight village to the Ulm terminal. Thanks to this project approximately 5,000 lorries per year are avoided, saving approximately 6,000 tonnes of CO_{2eq}.

In May 2021 the **collaboration with GTS was strengthened** by adding to the transportation services already provided a connection between the Emilia-Romagna freight villages (Piacenza, Parma, Bologna) and those in the South (Marcianise and Bari). The agreement includes the conversion from road to intermodal of approximately 5,800 trips per year. With this last piece of the puzzle, Barilla increases railway use, achieving a total of more than 10,000 shipments per year with this mode of transport only.

As part of the company vehicle fleet renewal process, the Group also added 83 hybrid-powered vehicles with integrated combustion and electric engine, and installed 31 charging stations in the parking areas of the Pedrignano facility (in Parma).

APPROXIMATELY **5,000 LORRIES PER YEAR** ARE AVOIDED, **SAVING** APPROXIMATELY **6,000 TONNES OF CO_{2eq}**

4

PEOPLE AND COMMUNITIES

We want to be
a **COMPANY** that is always
STIMULATING, **INCLUSIVE**
and **CLOSE TO THE**
COMMUNITIES that host us

BARILLA PEOPLE

Barilla is committed to offering all employees a **safe and stimulating environment**, investing in their professional growth, allowing them to balance their work and private lives, embracing and promoting diversity.

In this context, various initiatives have been implemented over the years, which are part of the People Care project.

BARILLA PEOPLE ON PERMANENT CONTRACTS BY REGION AND GENDER

	2020			2019			2018		
	Man	Woman	**Total**	Man	Woman	**Total**	Man	Woman	**Total**
Italy	3,035	1,128	**4,163**	2,944	1,055	**3,999**	2,942	1,001	**3,943**
Rest of Europe	1,825	941	**2,766**	1,834	947	**2,781**	1,838	954	**2,792**
Americas	429	195	**624**	405	181	**586**	379	172	**551**
AAA	160	78	**238**	181	87	**268**	198	82	**280**
Rest of World	71	64	**135**	72	60	**132**	65	52	**117**
Total	**5,520**	**2,406**	**7,926**	**5,436**	**2,330**	**7,766**	**5,422**	**2,261**	**7,683**

Note: The personnel data shown in the following chapter relates to Barilla G. and R. Fratelli with the exception of Mexico, where 255 people were employed on permanent contracts in 2020, 257 people in 2019 and 182 people in 2018.

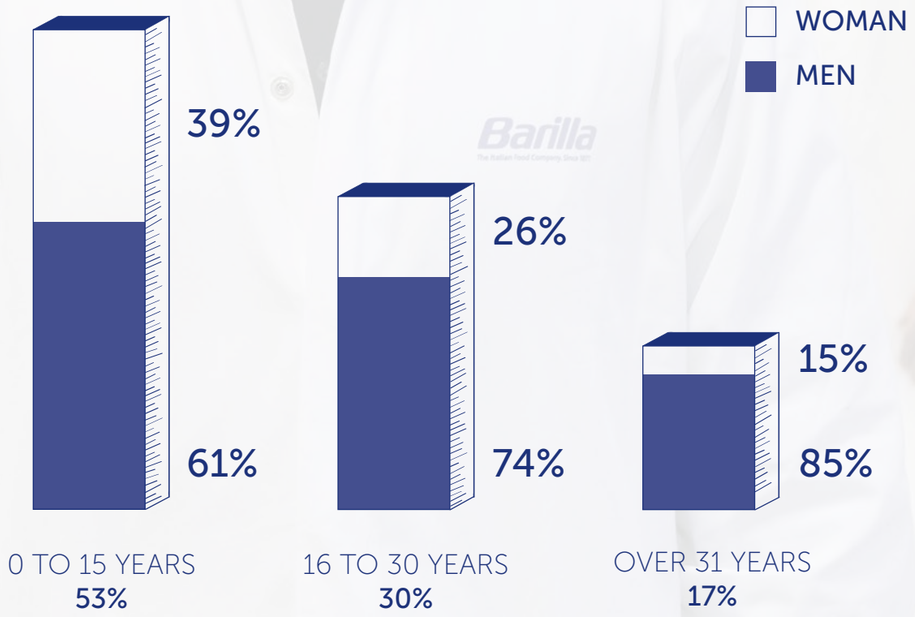
BARILLA PEOPLE ON FIXED-TERM CONTRACTS BY REGION AND GENDER

	2020			2019			2018		
	Man	Woman	**Total**	Man	Woman	**Total**	Man	Woman	**Total**
Italy	68	61	**129**	67	86	**153**	99	92	**191**
Rest of Europe	110	92	**202**	106	84	**190**	123	88	**211**
Americas	-	-	**-**	-	-	**-**	-	-	**-**
AAA	1	-	**1**	1	1	**2**	-	-	**-**
Rest of World	3	1	**4**	5	3	**8**	2	2	**4**
Total	**182**	**154**	**336**	**179**	**174**	**353**	**224**	**182**	**406**

Note: The personnel-related data shown in the following chapter relates to Barilla G. and R. Fratelli with the exception of Mexico, where 46 people were employed with fixed-term contracts in 2020, 34 people in 2019 and 85 people in 2018. 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.

EMPLOYEES BY AGE GROUP

BARILLA PEOPLE BY LENGTH OF SERVICE



REMOTE WORKING

In 2013, Barilla introduced the **remote working** project, with the aim of having a more sustainable balance between work and personal life. This work method has shown its effectiveness during the Covid-19 emergency, making it **available to 100% of the departments that could manage their work remotely.**

WINPARENTING

In the Parma office, in 2018 **the Group introduced the *Winparenting*** project aimed at employees with children from zero to 12 years of age: a **tool designed to support managers and parents through every stage of parental leave**, including preparation, the whole period of leave and the eventual return to work. *Winparenting* also includes the MAAM© training path for new mothers and fathers, which shares information about services and testimonies related to each stage of parenting.

GENDER BALANCE

Barilla focuses on the **promotion of female talents** in all aspects of corporate life.

Gender equality is also safeguarded with forms of support to work-life balance. In accordance with applicable regulatory framework and local legislation, all employees are entitled to parental leave, regardless of their gender.

TO-DATE, **37% OF BARILLA EXECUTIVES AND MANAGERS ARE WOMEN**

BARILLA PEOPLE BY PROFESSIONAL CATEGORY

	2020		2019		2018	
	Total	Of whom women	Total	Of whom women	Total	Of whom women
Executives	172	41	174	39	172	36
Managers	661	264	642	251	620	249
Office staff	1,901	855	1,856	811	1,767	770
Plant staff	5,013	1,238	4,915	1,249	4,998	1,242
Sales Force	515	162	530	154	531	146
Total	8,262	2,560	8,117	2,504	8,088	2,443

EMPLOYEES WHO TOOK PARENTAL LEAVE (2020)			
	Man	Woman	Total
Executives	0	0	0
Managers	0	3	3
Office staff	0	12	12
Plant staff	0	3	3
Sales Force	0	1	1
Total	0	19	19

EMPLOYEES WHO RETURNED TO THE COMPANY FOLLOWING PARENTAL LEAVE (2020)			
	Man	Woman	Total
Executives	0	0	0
Managers	0	3	3
Office staff	0	12	12
Plant staff	0	3	3
Sales Force	0	1	1
Total	0	19	19

EMPLOYEES WHO RETURNED TO THE COMPANY FOLLOWING PARENTAL LEAVE AND WHO ARE STILL EMPLOYED, TWELVE MONTHS AFTER THEIR RETURN (2020)			
	Man	Woman	Total
Executives	0	1	1
Managers	0	1	1
Office staff	0	1	1
Plant staff	0	0	0
Sales Force	0	0	0
Total	0	3	3

RETURN TO WORK INDEX	RETENTION INDEX
63%	12%

The data for parental leave relates to 91% of the company's employees
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)*

INCLUSION AND PROMOTION OF DIVERSITY

Equality, inclusion and diversity are integral parts of the Barilla corporate culture, values and Code of Ethics, and an important factor for its growth model and way of doing business.

A Chief Diversity and Inclusion Officer was appointed in 2013 to achieve these objectives, and a collaboration was launched with the ***Global Diversity & Inclusion Board,*** consisting of an *Advisory Board* of independent external experts: David Mixner, author, expert in political strategies, civil rights activist and consultant, and Lisa Kepinski, founder and director of the *Inclusion Institute*; and of an *Operating Committee*, made up of employees, who formulate recommendations with regards to objectives, initiatives and improvements, and monitor progress.

The Group also promotes and supports the establishment of ***Employee Resource Groups*** **(ERG),** namely interest groups organized, guided and trained by Barilla people, with the aim of bringing about a cultural change in the company, ranging from issues concerning disability to LGBTQ+. Currently, there are **16 ERG** promoting the following various subjects:

ALLEANZA (United States), to support Latino and African-American minorities.

ARMONIA (Greece), to promote diversity and equal opportunities.

BALANCE (Italy, France, Central Europe and the United States), to promote gender equality and the right work-life balance.

BRIDGE (Russia), for the development and promotion of a safe and inclusive workplace.

CONNECT (AAA area), to promote a workplace that cultivates and respects the free expression of all faiths, religions or creeds.

HAND IN HAND (AAA area), to promote gender diversity and equal opportunities.

INCLUSIVO (Canada and France), to promote an inclusive place of work for all employees.

JUNT@S (Spain), to promote an open and inclusive environment and capitalize on the added value generated by all kinds of diversity.

INSIEME (United States), to promote diversity and equal opportunities in production plants.

PULSE (United States), to promote diversity and equal opportunities in production plants.

RESPEITO (Brazil), to protect and respect personal differences in the workplace.

THISABILITY (Italy and France), dedicated to issues related to disabilities.

TOGETHER (Nordic countries), to promote diversity and equal opportunities.

VOCE (Italy, France, Germany and the United States), to discuss LGBTQ+ issues.

WELCOME HOME (Italy), to promote a multicultural workplace.

YOUNG (Italy), to support differences between different generations in the company.

Among the initiatives launched to fight homophobia and intolerance in the workplace, Barilla – **the first Italian company** to join the initiative of the United Nations – **supports the *Standards of Conduct for Business* of the *UN High Commissioner Office for Human Rights* (OHCHR)**, which aim to deal with the issue of LGBTQ+ discrimination in the business world.
Barilla achieved an additional result in 2020, **eliminating the unjustified gender-pay gap for all its employees worldwide.**

Barilla is the **first Italian company to win the *Catalyst Award*, introducing initiatives that have allowed the enhancement of female leadership in the workplace** and increased the inclusion of all Barilla employees worldwide.
Catalyst is a non-profit organization, founded in 1962, which works with some of the world's most influential CEOs and leading companies to help create work environments in which female talent can be increasingly acknowledged. It has conferred the Catalyst Awards for over 30 years, to reward the initiatives of companies that promote female careers.

For six consecutive years (2015-2020) **Barilla has earned a perfect 100% score in the *Corporate Equality Index* (CEI) developed by the *Human Rights Campaign* in the United States.** The index evaluates and analyses company policies and practices implemented to fight homophobia and discrimination based on sexual orientation and gender identity of LGBTQ+ workers, and Barilla is at the top of the ranking together with the most active global companies on the issue.

The ***Brand Diversity Summit*** was held in March 2020, an occasion for various companies to come together and discuss the importance of inclusion in the workplace and in the community. The ***Diversity Brand Index*** was presented on this occasion, aimed at measuring the level of inclusion of the brands, from a customer-based perspective, verifying the actual commitment of companies on the issue of diversity and inclusion. **The Barilla brand has been included in the top 20 most inclusive brands.**

OCCUPATIONAL INCLUSION PROGRAMMES FOR REFUGEES

Barilla is a member of the ***Tent Foundation***, which works in close cooperation with companies to help them **develop and implement concrete efforts in supporting and empowering refugees.** To achieve this, Barilla committed to training refugees in its production plants and offices in Sweden, France, Italy, and Germany, with the goal of reaching a minimum of an additional 75 refugees in the next five years. Barilla will work with local organizations and government agencies to identify, train and include refugees in its workforce according to local business needs and also provide services, such as language training.

SWEDEN

In 2020, Barilla renewed its partnership with the Swedish public service for employing and developing professionals (**Yrkes-Svenska**), for employment in its Filipstad production plant. The purpose of this program is to offer participants the possibility to learn Swedish and, at the same time, acquire the skills required to work in a production environment.

ITALY

In partnership with ***Adecco*** and the ***United Nations High Commissioner for Refugees***, Barilla launched a project intended to provide employment for a group of refugees, through an apprenticeship contract, at the Pedrignano office and the Group's production sites.

GERMANY

The Group has entered into partnerships with local ***Chambers of Commerce*** on a series of initiatives aimed at promoting employment in the Cologne office and the Celle production facility for refugees hosted in Germany. Barilla offers refugees the opportunity to participate in an apprenticeship period during which they have the opportunity to learn German and deepen their knowledge of the local culture, also through work, with the intention of greater integration and insertion into the community.

SUPPORTING PEOPLE WITH DISABILITIES

During the year, **Barilla continued the awareness-raising and training course for its people on this subject**, with the aim of developing creative ideas and solutions to overcoming physical and social barriers in the Company.

Hackability is part of several Barilla initiatives which promote equality, inclusion and diversity, in line with the Company's Mission. **Hackability@Barilla** is the event where cooking and disabilities meet and blend into a competition between the design team that aims to bring makers and people with special needs to work together, creating improved packaging or new cooking tools, suitable for everyone's needs.

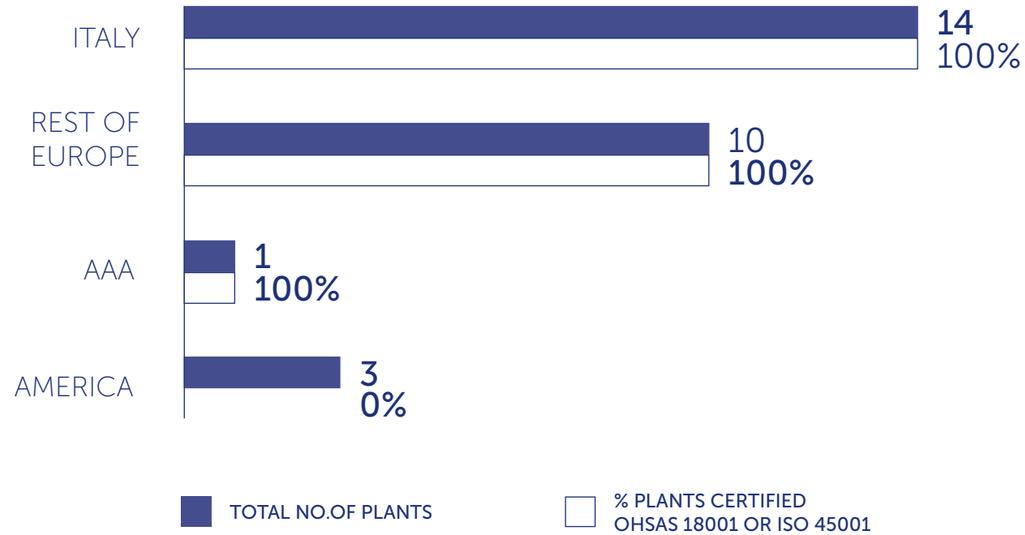
PERSONAL HEALTH AND SAFETY

To guarantee and promote the health, safety and wellbeing of its people, the Group has adopted a specific policy for the management and protection of occupational health and safety, ***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 procedures.

Among the main documents on this matter, we would like to mention the ***Barilla Fire Safety Manual***: the first corporate guideline, developed over 15 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/BS OHSAS 18001, 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 80% of the plants that have obtained external certification from an independent third party.

90% OF **PRODUCTION PLANT** EMPLOYEES OPERATE IN SITES THAT HAVE RECEIVED THE **OHSAS 18001** OR **ISO 45001 CERTIFICATION**

PLANTS CERTIFIED OHSAS 18001 OR ISO 45001 WORLDWIDE



Audits are carried out on a regular basis (including those by third parties) to verify compliance with fire prevention measures and more generally, with safety standards. During 2020, **84 audits were carried out at various sites to check compliance with local rules and regulations on occupational health and safety**, and alignment with the provisions of applicable regulations and certification standards. With reference to the health emergency, specific audits were also carried out throughout the year to verify compliance with the *Shared Protocol regulating the measures to contrast and contain the spread of the Covid-19 virus in workplaces* and applicable local regulations.

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.

The objective shared in all Barilla offices is to achieve **Zero Accidents**, pursued through continuous training, communication and workplace safety culture projects. For this reason, the identification and assessment of hazards, which can contribute to the potential occurrence of accidents and/or occupational diseases in the workplace, is an activity that is constantly monitored and updated.

All the risks mapped in the health and safety area are managed with specific actions (e.g. continuous training and information, supervision and control activities to ensure compliance with Company directives, delivery and use of PPE, interventions and maintenance on machinery and equipment), to minimize and contain them as much as possible.

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 of the reference plant. 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 (e.g. healthy eating habits).

Barilla employees are always involved in participation and consultation on health and safety issues through shared reporting platforms and through the Workers' Health and Safety Representatives (WHSR). The latter, specifically, represent and protect the rights of workers in terms of workplace safety, with the aim of promoting dialogue between the Company and workers.

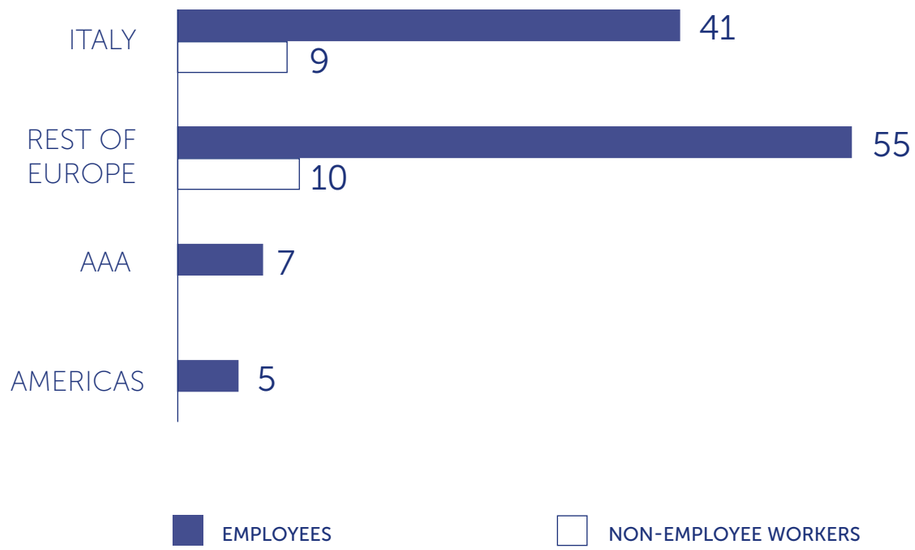
Continuous **employee training** on occupational health and safety is deemed an essential requirement. In this context, aside from the annual courses foreseen by the regulatory framework of reference, the Group provides ad hoc training to all newly hired personnel, with focus on the main risk areas related to the tasks performed. Moreover, the emergency teams participate in specific courses regarding the prevention of fires, explosions, and first aid practices. In 2020, 52,063 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).

In 2020, a total of 108 accidents were recorded among Barilla employees, six of which were classified as serious, and 26 cases of occupational diseases (one in Italy, 12 in the rest of Europe and 13 in AAA), mainly attributable to phenomena of discopathy, tendinopathy, shoulder injuries, carpal tunnel. The cases of near misses, on the other hand, amounted to 8,064 (286 in Italy, 7,678 in the rest of Eu-

rope, one in AAA and 99 in America), 30% less than 2019. With the implementation of the *CSR Tool* also for health and safety issues in 2020, it was possible to extend the monitoring of accidents and occupational diseases also for Barilla non-employees, for which 19 accidents were recorded, one of which classified as "serious" and no case of occupational disease.

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 **56% 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		
2020	**2019**	**2018**
10.10	10.41	10.23

*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)		
2020	**2019**	**2018**
0.56	0.26	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		
2020	**2019**	**2018**
0.38	0.39	0.35

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

ACCIDENT INCIDENCE RATE		
2020	**2019**	**2018**
1.31	1.45	1.47

*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
2020
14.68

*Rate of recordable accidents at work calculated as: (total number of recordable accidents/total number of hours worked) *1,000,000. The data, for the "non-employees" category is only available for 2020.*

RATE OF ACCIDENTS AT WORK WITH SERIOUS CONSEQUENCES (EXCLUDING DEATH)
2020
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. The data for the "non-employees" category is only available for 2020.*

TRAINING AND DEVELOPMENT

The Human Resources Unit has defined **training paths to promote People's professional growth,** enhancing knowledge and skills and investing in individual potential. In 2020 alone, this commitment materialized in over **75 thousand hours of training** provided, with an investment of over **euro 2.2 million**.

Over the years, the Group has established actual **Barilla Academies**, which provide training and involve employees in strengthening their individual skills in the main professional fields. 288 People participated in the Academy initiatives during the year.

With the aim of not interrupting the growth of its People, in 2020, Barilla launched ***OneLearning***, a global training platform to pursue the development of technical and leadership skills. Besides the traditional training courses, specific courses have been developed on protecting and safeguarding sociality and belonging to a team, providing tips for working remotely and to maintain a high level of involvement of resources even in a virtual environment and in a difficult time of extreme remote working.

AVERAGE HOURS OF TRAINING BY CATEGORY AND GENDER IN ITALY			
	2020		
	Man	Woman	**Total**
Executives	7.75	8.63	**7.94**
Managers	15.14	12.72	**14.23**
Office staff	15.60	15.02	**15.37**
Plant staff	8.22	4.34	**7.30**
Sales Force	13.71	18.93	**14.77**

With reference to keeping and attracting talents, Barilla has, over the years, developed the **Employer Value Proposition** (EVP). A campaign through which Barilla's People have spoken, in their own words, of the most important aspects of value proposition, interpreting it through their own personal experience, in a true, open and transparent manner. The video stories were accompanied by an in house digital campaign that made the highlights of the Employer Value Proposition tangible, for the entire Barilla worldwide population and potential external candidates.

RECRUITMENT BY GEOGRAPHICAL AREA AND GENDER

	2020			2019			2018		
	Man	Woman	**Total**	Man	Woman	**Total**	Man	Woman	**Total**
Italy	114	91	**205**	130	89	**219**	105	56	**161**
Rest of Europe	79	64	**143**	152	94	**246**	165	78	**243**
Americas	99	48	**147**	94	40	**134**	56	24	**80**
AAA	3	9	**12**	-	2	**2**	9	6	**15**
Rest of World	6	11	**17**	14	19	**33**	15	11	**26**
Total	**301**	**223**	**524**	**390**	**244**	**634**	**350**	**175**	**525**

DEPARTURES BY GEOGRAPHICAL AREA AND GENDER

	2020			2019			2018		
	Man	Woman	**Total**	Man	Woman	**Total**	Man	Woman	**Total**
Italy	159	34	**193**	131	38	**169**	68	21	**89**
Rest of Europe	91	70	**161**	176	93	**269**	130	108	**238**
Americas	75	33	**108**	65	30	**95**	42	18	**60**
AAA	24	18	**42**	1	3	**4**	13	4	**17**
Rest of World	8	8	**16**	10	9	**19**	13	10	**23**
Total	**357**	**163**	**520**	**383**	**173**	**556**	**266**	**161**	**427**

RECRUITMENT BY GEOGRAPHICAL AREA AND AGE GROUP

	2020			2019			2018		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	87	111	7	89	126	4	64	96	1
Rest of Europe	51	84	8	108	127	11	109	117	17
Americas	63	67	17	51	61	20	31	40	9
AAA	7	5	-	-	2	-	6	9	-
Rest of World	5	11	1	10	23	-	10	15	1
Total	**213**	**278**	**33**	**258**	**341**	**35**	**220**	**277**	**28**

DEPARTURES BY GEOGRAPHICAL AREA AND AGE GROUP

	2020			2019			2018		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Italy	3	26	164	10	34	125	7	14	68
Rest of Europe	34	55	72	46	139	84	53	114	71
Americas	39	49	20	29	47	19	15	22	23
AAA	1	37	4	2	2	0	3	12	2
Rest of World	2	13	1	4	15	0	2	15	6
Total	**79**	**180**	**261**	**91**	**237**	**228**	**80**	**177**	**170**

PERMANENT STAFF POSITIVE TURNOVER INDEX

2020			2019			2018		
Man	Woman	**Total**	Man	Woman	**Total**	Man	Woman	**Total**
5.5%	9.3%	**6.6%**	7.2%	10.5%	**8.2%**	6.5%	7.7%	**6.8%**

PERMANENT STAFF NEGATIVE TURNOVER INDEX

2020			2019			2018		
Man	Woman	**Total**	Man	Woman	**Total**	Man	Woman	**Total**
6.5%	6.8%	**6.6%**	7.1%	7.4%	**7.2%**	4.9%	7.1%	**5.6%**

Over the years, again with the goal of people's professional growth, Barilla has defined and developed its own **Performance Assessment System.** The annual assessment is carried out globally: employees are mapped within a matrix, where each position has a recommended series of actions with regard to development and possible promotions.

2,992 PEOPLE INCLUDED IN AN ANNUAL **PERFORMANCE MANAGEMENT** SYSTEM

This process also applies to the selection for and succession in company leadership posts, as well as to the identification of **Talents** on a Global scale, a group of people with high performance levels and high potential, for whom the company defines specific development paths in order to turn them into potential candidates for a leadership post in the company in the next five years.

1,810 PEOPLE (41% OF WHOM **WOMEN)** INCLUDED IN THE **TALENT MANAGEMENT** SYSTEM

INTERNAL COMMUNICATION

In 2020, the global crisis transformed the way of thinking and communicating, both outside and inside the Company. Since the beginning of the crisis, the Group decided to tackle the pandemic scenario at local and global level with the aim of supporting and involving its people on priority business issues, promoting unity.

In addition, the four main global moments of sharing financial and non-financial results, the **Global Town Hall meetings**, which take place every four months, and the **annual B Together 2020** in December have been revisited and transformed into virtual events, and made available in live-streaming or through registration to a greater share of the company population.

The digital workspace ***OneBarilla*** was introduced in July 2020, fully replacing the ***BarillaWorld*** platform, aiming to facilitate and promote collaboration among people, the sharing of information, and prompt communication of news, thereby facilitating efficiency, innovation and growth. From July to December 2020, OneBarilla recorded 518,650 page views (up from the 311,787 BarillaWorld views recorded between January and July 2020) and 318,862 logins (up from the 213,129 of BarillaWorld recorded between January and July 2020).

FROM JULY TO DECEMBER 2020, ***ONEBARILLA*** **RECORDED 518,650 PAGE VIEWS** AND **318,862 LOGIN**

Lastly, in April, the ***One Hug*** platform was created to support Barilla employees during the Covid-19 emergency period in Italy: an extra-work virtual space to share content on various topics, such as nutrition, healthy lifestyles, their experiences during the pandemic and other issues chosen by the Barilla People themselves. Also through Internal Communication, Barilla favors a feedback culture, promoting listening and involvement laboratories, seminars, enquiries, systems of feedback and face-to-face dialogue.

TRADE UNION RELATIONS

Over the years, Barilla has developed and consolidated with the Trade Union Organizations a constructive relationships based on principles of correctness, transparency and responsibility.
Discussions with the unions take place at different levels, in according to the geographical and organizational areas involved, in according to the contents and the topics of the discussion, always in line with the provisions of the local and international reference standard:

Discussions with the unions take place at three levels:

- ***the European Works Council*** (EWC), is the European representative body that promotes social dialogue, information to and consultation on issues of transnational European relevance, with particular reference to the social, economic and organizational aspect of the Group. The establishment and activities of the EWC are regulated by a specific trade union agreement. The Trade Union representatives within the EWC are appointed directly by the Trade Union Organizations of the individual countries involved and are coordinated by the European Trade Union EFFAT;

- in the ***Countries in which the Group*** is present, Trade Union relations are generally managed, according to the aforementioned approach and guidelines, through a dialogue with the local Trade Union Representatives of the individual sites concerned (whether they are plants or offices), which, in some cases, for issues of greater complexity or of a transversal nature can be integrated or supported by national Coordination structures formed, proportionally, by a part of the Representatives of the sites.

Thanks to the responsible management of relations with Union Representatives, in 2020, only 0.02% of workable hours at Barilla concerned strikes.

COMMUNITY RELATIONS

Over the years, Barilla has continued to strengthen the **relationship with the local areas where it operates**, by actively supporting communities in difficult situations, implementing projects to favour social inclusion and access to food; and improving the attractiveness of the places themselves.

Support that materialised through an **idea** in light of the knowledge gained over the years and through **sponsorships, donations of money and products**, thanks to the cooperation with local authorities, local companies, charities, and non-profit associations.

To guarantee that these activities are managed with respect for the law and in total transparency, Barilla has defined a specific policy, Donations to Non-profit and Charity Organisations, aiming to govern roles, responsibilities and operational means with regard to the management of donations.

Over 5,000,000 euro were donated throughout 2020 to the bodies, institutes and associations that faced the Covid-19 emergency at the forefront to improve equipment and work conditions (including hospitals, the Civil Protection and the Red Cross).

OVER 4,170 TONNES OF FOOD PRODUCTS DONATED DURING THE YEAR

Also, over 4,170 tonnes of product were donated. To manage donations efficiently, Barilla collaborates with various local associations. In particular, the main associations the Group works with are Banco Alimentare, Caritas, the Civil Protection Department, and the Red Cross in Italy; Food Bank New York, Food Bank Texas and Feeding America in the United States; Bancos de Alimentos in Brazil; Food Bank Australia; TIDER Food Bank in Turkey; Banque Alimentaire and Restos du Coeur in France, and Food Bank in Germany.

MORE THAN 5,000,000 EURO DONATED DURING THE YEAR

OVER 2,459 HOURS OF CORPORATE **VOLUNTEERING**

1 MILLION BREAKFASTS FOR THE ITALIAN RED CROSS

Croce Rossa Italiana

For years, **Mulino Bianco** has been committed to donating its products to associations to help struggling people and it has decided to increase its donations by donating a number of products to the **Italian Red Cross** (IRC) equivalent to **1 million breakfasts**.

The products were distributed by the IRC throughout the country to help the most vulnerable, the number of which has increased significantly due to the pandemic. In fact, an evolution is taking over the health emergency from a social point of view, with requests for help between home delivery of groceries and medicine and distribution of basic necessities.

Today as never before, ***Il Tempo della Gentilezza*** (Time for Kindness) has become crucial, when every gesture can make a difference for those who are suffering the most from the health and social consequences of the pandemic.

Mulino Bianco has also launched an appeal to the people registered in its Community, **"Nelmulinochevorrei"** (www.nelmulinocheverei.it), who can convert their points accumulated on the platform into additional breakfasts, if they wish, for the IRC.

ABBRACCI FOR THE NURSES IN ITALY

Mulino Bianco set up a special project in January 2021 to support nurses all around Italy, contributing to the **#NoiConGliInfermieri** campaign of **FNOPI** (National Federation of Orders of Nursing Professions).

The protagonist was the iconic shortbread **Abbracci**, a symbolic reference to one of the gestures that we have sorely missed in these months - Hugs.

A special package was created for this occasion: in light blue and with a message of closeness to the nurses ***These Abbracci are for them***.

The proceeds from the sale of every special Abbracci pack were donated to the FNOPI solidarity fund, worth **euro 2 million, to support 450,000 nurses and their families**.

*CARE*BONARA

On the occasion of the fifth edition of **#CarbonaraDay** (April 2021), Barilla has launched a **short film** to reveal the story of the world's number one recipe.

Legend has it that the Carbonara dish was created from the union of different cultures, when in the 40s, a young American soldier and an Italian cook met in Rome and had the idea of combining American bacon, Italian pasta and eggs to feed the troops, thereby inventing the best loved pasta dish ever.

The internationally awarded short film, shot by Belgian director Xavier Mairesse, praises the power of pasta to bring people together.

To celebrate the spirit of sharing that is promoted with this project, in 2021, **Barilla will donate 1 million pasta dishes to Food For Soul**, the organisation founded by Chef Massimo Bottura and Lara Gilmore, thereby supporting its mission and projects around the world.

Carbonara has therefore become Carebonara: the recipe to take care of the people around us.

HISTORICAL ARCHIVE

Created in 1987 thanks to Pietro Barilla to collect and enhance the history of the company, the **Barilla Historical Archive** holds over 60,000 documents, which include: images, audio recordings, videos, promotional materials and advertising, packaging, awards and specialized library.

The Archive's activity opens up to the world of school and research, collaborates in exhibitions, publications and television productions and makes its heritage available to people through a very rich website.

On 30 November 1999, the **Ministry for Cultural Heritage and Activities** declared the Barilla Historical Archive <<of considerable historical interest>> as <<a reflection of the development in the food industry in Parma and the evolution of custom in Italy>>, emphasizing its importance and consistency.

The Archive website contains 3 sections enriched monthly with the publication of new tales:

• **BARILLA KALEIDOSCOPE**, a section in which events, anecdotes, background and curiosities about the advertising history of Barilla, Mulino Bianco, Pavesi and Voiello are narrated. The collections include advertising films, the first ever being that of the famous Barilla Train, which started the campaign "Where there is Barilla, there is home", and the unforgettable Barilla Carousels with their film cuts that were at times documentary-like, shot by Valerio Zurlini, between '69 and '70. 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 crazy Voiello campaign with the very young Marisa Laurito. Find out more on: https://www.archiviostoricobarilla.com/esplora/focus/caleidoscope/

• **"HE WHO SEEKS, FINDS!" -** Small adventures in the archive, a section full of precious fragments of history during the time when Italy was in constant evolution, to retrace the long life of the Barilla Company and the brands owned by the Group. The collection showcases variety of historical documentation with the aim of recovering the memories from the past, 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 Mulino Bianco surprises in 1983. Find out more on: https://www.archiviostoricobarilla.com/esplora/focus/chi-cerca-trova-piccole-avventure-in-archivio/

• **LONG LIVE SURPRISES**, from 1980s, thanks to Gabriella Carbone's inventiveness surprises appeared inside the snacks: small boxes containing educational games that could be collected The story of surprises, told by the inventor herself, can be found on the Barilla Historical Archive website. Find out more on: https://www.archiviostoricobarilla.com/esplora/focus/evviva-le-sorpresine/

GOVERNANCE

OUR MODEL

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

• THE BOARD OF DIRECTORS composed of eight directors: four executive (two of whom are independent) and four non-executives. The Board deals with the ordinary and extraordinary management of the company, it defines the strategy-related guidelines, it assesses the adequacy of the organizational, administrative and accounting structure, and performs an overall assessment of operations;

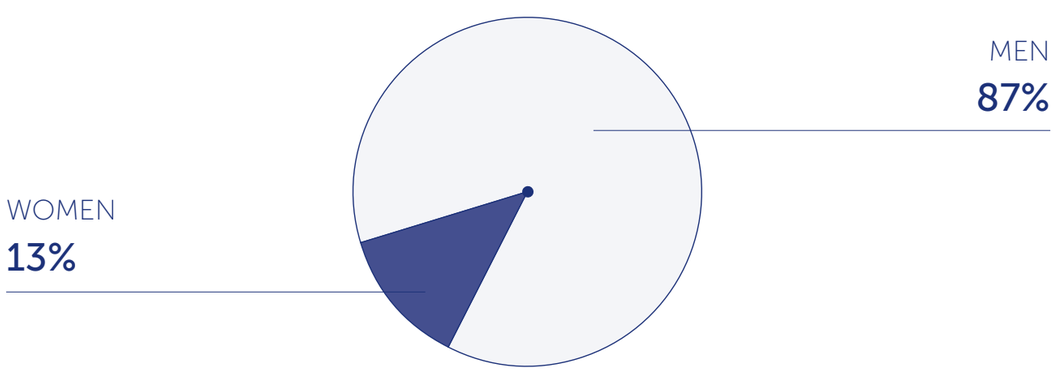
• THE BOARD OF AUDITORS, composed of five auditors appointed for three fiscal years, monitors compliance with the law, with the Articles of Association as well as with the principles of proper administration;

• THE SHAREHOLDERS' MEETING is responsible for appointing the Members of the Board of Directors and of the Board of Auditors as well as approving the Financial Statements.

At the helm of the company, the **Chairman** and **Vice-chairmen** guarantee that the Group's sustainability journey is understood and implemented in line with the values that guide the company's operations.

The Company has also set up the **Group Leadership Team** (GLT Committee), a non-executive committee composed of the CEO and the Group's Top Management with the task of aiding the BoD in defining and implementing the company's strategies, safeguarding the economic, environmental and social outlook.

COMPOSITION OF THE BOARD OF DIRECTORS BY GENDER



SUSTAINABILITY GOVERNANCE

At the helm of the company, the **Chairman** and **Vice-chairmen** guarantee that the Group's sustainability Mission is understood, implemented and in line with the values that guide the Company's activities.

The **Management Committee**, comprised of the **CEO** and the **Directors that report to him**, defines the development strategies and ascertains consistency with the established objectives, assessing progress.

The identification of strategies, guidelines as well as the identification of projects for sustainable development, but also monitoring specific sustainability risks is led on a Group level by a specific Board composed by C-Executive, the **Sustainability Board, led by Chief Communication and External Relations Officer.** In addition, a team of experts cross-functions ensures that the strategies are translated into the activities of each Business Unit. Furthermore, in order to ensure an efficient management of this process, a specific role has been established: Vice-president External Relations, Scientific Affairs and Sustainability, reporting to the Chief Communication and External Relations Officer.

THE CODE OF ETHICS

Barilla's Code of Ethics contains the guidelines and principles that inspire the Company in the daily management of its activities, aimed at supporting sustainable growth and protecting the Company's reputation.

It is a touchstone for everyone at Barilla, for everyone working on behalf of the Company and for the stakeholders.

Internally, compliance with and adherence to these principles are promoted through specific training plans, awareness raising and communication activities. Externally, the Code is shared with all stakeholders at the beginning of every trade relationship and is available online, on the Company website.

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

Compliance with the Code of Ethics and the Organizational Model is guaranteed by the **Group's 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.

The Group also set up the **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, through constant improvement of the efficiency and effectiveness of the existing compliance systems.

In order to allow everyone at Barilla to report abnormal conduct and alleged or actual breaches of the Code of Ethics or regulations in force, a Group-wide **Whistleblowing system** has been set-up, that includes a dedicated digital platform and an e-mail address.

The instructions to use these tools have been detailed in a specific **Corporate Whistleblowing Policy**, available to all the Barilla People on the intranet. The Ethics and Compliance Committee is responsible for the proper management of the tools and related activities.

The Company guarantees the anonymity in the management of any violations, with no exception for any form of retaliation, as a potential consequence of warnings and corrective actions.

Over the course of 2020, 11 reports were made through these channels, 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.

FIGHTING CORRUPTION

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

In particular, integrating the governance tools adopted for the identification, prevention and control of the risks linked to corruption, such as Organizational Model 231 and the Code of Ethics, Barilla also issued the **Corporate Antibribery Policy** which establishes clear guidelines on conduct, aimed at all Barilla people employed in activities at risk of committing this crime. To support this policy, an IT tool has been implemented in purchasing processes that identifies suppliers who have been involved in episodes of corruption in the past.

In addition, Barilla issued:

- **CORPORATE FRAUD POLICY** 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;
- **CORPORATE POLICY ON RECEIVING/OFFERING GIFTS AND ENTERTAINMENT**, composed of two documents that define specific guidelines on the management of gifts given and received, establishing a maximum value threshold above which it is not allowed to receive or offer gifts;
- **CORPORATE NOT FOR PROFIT AND CHARITABLE CONTRIBUTIONS POLICY**, which contains the requirements that the nonprofit and charity organizations 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 have to be reported through the **whistleblowing tools.**

In France, in compliance to Law 2016-1691 Sapin II, the Group has provided an additional e-mail (alerte.ethique@barilla.com).

Over the course of 2020, 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. Over the course of 2020, three Group-wide anti-corruption courses were implemented.

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:

- **29 COMPANY PROCESSES**, approximately 83% of the total of mapped processes, as **most exposed to the potential risk of corruption towards the Public Administration;**
- **26 COMPANY PROCESSES**, approximately 74% of the total of mapped processes, as **most exposed to the potential risk of corruption between private subjects.**

In order to ascertain the adequacy of the internal control system for the purposes of mitigating the risk of committing "231" crimes, specific audit activities were carried out on the following processes in 2020:

- purchasing from co-packers;
- marketing services purchasing;
- gift and donations management;
- refunds and expenses management;
- sales and marketing;
- IT processes management;
- management of relations with the Public Administration.

RISK MANAGEMENT

Barilla adopts an **Integrated Risk Management Model** (Enterprise Risk Management - ERM) in order to guarantee effective monitoring.

The Model requires the cooperation of every Company Units, in order to obtain: the complete and periodically updated mapping of the risks that the Company is exposed to, their assessment and classification through shared metrics aimed at prioritizing them and ensuring correct management and monitoring, shared with top management.

The implemented Integrated Risk Management System consists of two elements:

- **THE RISK GOVERNANCE MODEL** defines the roles and responsibilities 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** entails conducting an annual Risk Assessment, during which the risks are identified, assessed and classified by priority. All identified risks are entered into a database, the Risk Register, which is constantly updated. Based on that, the Group then defines the action plan for the management and treatment of the identified risks, as well as the related monitoring and reporting activities. Specifically, the monitoring activities allow the Company to assess the effectiveness of the action plans and the adequacy of the control measures applied to mitigate the mapped risks. Also, in order to monitor the most critical exposure and implement the planned containment measures, an update of the risk profile is presented periodically to top management.

With reference to the monitoring and reporting activities, the ERM Model requires every company area exposed to risk to be associated to a Risk Owner, who is appointed to supervise and manage said risk. The results of the annual risk assessment activities are brought to the attention of the Board of Directors, which holds 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 treat, contain and minimize the mapped risks. Where necessary, they may also request ERM process improvement activities to be carried out.

THE *ERM* PROJECT

Over the course of 2017 Barilla Group launched a **three-year project aimed at perfecting the internal risk management system**, starting from the revision of the risk measurement model up to the management of said risks, including the governance part.

This project entailed an analysis activity, involving top management, aimed at identifying the main financial and non-financial risks with potential impacts on business, thereby strengthening the bond between risk management and sustainability over the course of the past year.

The activities connected to this project continued throughout 2020 as well, and mainly concerned:

- further **integration between risk management and strategic decision-making processes**, also taking into consideration scenarios beyond the planning horizon;

- performing the **annual risk assessment campaign aimed at updating the Group's risk profile** (including ESG risks) with the direct involvement of Top Management;

- further **integration of the risk management and sustainability processes** in light of the significance of ESG risks in the short and long term;

- conducting **scenario analyses for specific ESG risks identified** as significant for the Group in the medium and long term, in 2020 (which include the climate change risk).

In particular, the analysis conducted led to the identification of potential risks linked to sustainability activities in the following areas: **corruption and fraud, environment, personnel management, products and supplier management.** 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).

In addition, in 2020 an analysis, identification and assessment activity on the risks and threats that emerged from the Covid-19 pandemic was launched.

RISKS CONNECTED TO CORRUPTION AND FRAUD

Barilla promotes behavior that is compliant with the principles defined in the **Code of Ethics** providing guidelines and assigning roles and responsibilities for the prevention, identification and investigation of potential and actual fraud.

The risks connected to crimes of corruption and fraud are constantly monitored, maintaining a "zero tolerance" approach to non ethical attitudes and breaches of the regulations in force.

For this purpose, the **Corporate Anti-bribery Policy** was issued, aimed at promoting ethical behavior and fighting any conduct connected to corruption, as well as a Corporate Fraud Policy aimed at increasing awareness and knowledge of the risks of fraud, and improving the internal control system for their identification.

In order to mitigate these risks, the Internal Audit department performs periodic auditing activities on the various Company processes, it conducts legal checks during the hiring process of new personnel and adopts a monitoring process on suppliers in order to comply with high qualification levels. The Group has also defined a **Corporate Policy on receiving/offering Gifts and Entertainment** and has introduced a specific whistleblowing system available to all stakeholders for reporting any cases of corruption of fraud.

ENVIRONMENTAL RISKS

Barilla periodically monitors the risks connected to its production activities that may generate a negative impact on the environment, with a special focus on: **direct and indirect greenhouse gas emissions** derived from the use of fuel combustion and the use of electricity; the **use of water resources** within production processes; the **use of non-renewable raw materials**, in particular plastic, in product packaging; and the production of waste, particularly from food **production waste**.

With a view to that and in continuity with previous years, the commitment has continued through:

- monitoring the environmental impact of the products throughout their life cycle, increasing the volumes of products subject to the *Life Cycle Assessment*;

- sharing, with an increasing number of farmers, tools that foster farming and animal husbandry practices that are less impactful in terms of CO_{2eq} emissions, water consumption, use of fertilizers or that help protect the soil and biodiversity. These tools include: *Granoduro.net, the Handbook for Quality Durum Wheat Farming*, *La Carta del Mulino* (The Mill Charter) and *La Carta di Harrys* (The Harrys Charter);

The results achieved stem from a continuous and active dialogue with research institutes, the scientific and no-profit worlds.

With reference to CO_{2eq} emissions, three of the Group's brands have taken a further step and entirely offset emissions: Wasa and Grancereale in 2018, and Harrys in 2020. Mulino Bianco joined them in 2021.

Lastly, the commitment to use product packaging that is designed to be recycled continues.

RISKS CONNECTED TO PERSONNEL MANAGEMENT

The most extensively monitored risks concern **the protection of people's health and safety in the workplace, the attraction and retention of talent** in some countries, **losing people in significant positions** and the issues of **diversity and inclusion**. Further risks, emerging from the pandemic, concern failure to ensure the involvement of employees in relation to new work methods (remote working) and failure to ensure the inclusion of diverse communities and groups in the Company.

As for health and safety in the workplace, Barilla is committed to the constant reduction of accidents in production processes as well as during employee business trips. With this aim, initiatives were launched to define an international support system for mobility, the certification of production plants according to standard OHSAS 18001, ISO 45001 certification, training and the implementation of systems aimed at achieving the *zero-accident* plan. In light of the Covid-19 emergency, the Group has also defined further specific policies and procedures to guarantee the safety and wellbeing of its employees.

With reference to attraction and retention of talent, the commitment continued through specific career development plans, monitoring satisfaction levels and the promotion of employer branding initiatives.

On the topic of Diversity and Inclusion, the main measures adopted in recent years were: training sessions for Company resources; the adoption of the UN corporate Code of Conduct against LGBTQ+ discrimination in the workplace; the Code of Ethics; communication campaigns on the topics of diversity; remote working; the *Winparenting* project; and the removal of the unjustified gender pay gap.

Lastly, seminars were held for managerial positions on inclusive leadership,

in order to guarantee inclusion of diverse communities and groups in the Company, also in light of the new work method.

RISKS CONNECTED TO THE VIOLATION OF HUMAN RIGHTS

Aware of the potential risk of **violation of human rights**, Barilla is committed to enforce the respect of the inalienable rights of each person, in the performance of their activities and throughout the entire supply chain.

The Code of Ethics, which applies to employees as well as to third parties, defines the principles for the respect of the rights of the individual in the company's activities and sphere of influence, as well as the commitment to guarantee equal opportunities for the development of its people and the protection of privacy.

The following international pillars are used as reference in defining the Company's values and principles: the ***UN's Universal Declaration of Human Rights, the International Labour Conventions and Recommendations issued by the International Labour Organization*** – *ILO* – and the ***Earth Charter*** drawn up by the ***Earth Council***.

PRODUCT-RELATED RISKS

The potential impact of the risks connected to products is measured in terms of **consumer health and safety**. These risks may stem from any non conformities to product quality-related regulations and standards (also in relation to the constant evolution of the regulatory framework) or for reasons due to employees, suppliers or co-packers.

The Global Quality & Food Safety Unit was set up with the specific task of identifying and assessing product quality and safety risks, assessing existing and emerging risks. Barilla has set up multiple measures concerning the quality and safety of its products: collaboration with universities, continuous testing, assessment of potential associated risks, training courses in the supply chain to prevent infestations and the placement of X ray equipment to detect any foreign bodies.

Barilla has identified additional risks connected to nutrition and the nutritional profile of its recipes. In fact, a significant change in consumer choices has taken place over the years, as people care increasingly more about the quality of the products, especially the nutritional characteristics and ingredients.

In order to manage and mitigate these risks, the Group provides consumers with complete and transparent nutritional information on its products, on the product packages and through some of the websites of its brands. Also, specific improvement objectives have been defined for the nutritional profile, monitoring the progress through specific KPI, in line with the Nutritional Guide Lines.

RISKS CONNECTED TO SUPPLIER MANAGEMENT

The main risks connected to the management of suppliers stem from the **unavailability of high-quality raw materials**, from the development of **supply chains that do not comply with Barilla's sustainability criteria** and episodes of **food fraud** committed by third parties.

In this area, the Group carries out regular risk assessment campaigns to identify and monitor the most critical product risk categories associated to the main raw materials used by the Group.

The principles aimed at guaranteeing sustainable purchasing management practices and ethical relationships with all the players involved in the supply chain have been included in Barilla's Sustainable Agriculture Code and these indications led to specific indicators.

As regards exposure to "non-physical damage", the Group has implemented a Security by Design project (for example: the definition of contractual responsibilities with partners, in-house engineer team and cyber security experts) and a 2020-2024 IT Security Plan for the production facilities. In addition to these, Barilla is extending the scope of its ISO 27001 Certification.

With the onset of Covid-19, the interruption of the global supply chain forced many companies to revisit their operational models and restructure their value chains. Barilla Group did not experience major issues linked to the operational continuity of its production facilities or its supply chain. In order to prevent and mitigate any interruptions, the Group promptly started looking for alternative transportation methods and increasing its production capacity in order to satisfy any peaks in demand.

TAX RESPONSIBILITY

Barilla implements principles for the correct **management of tax issues** through **adequate policies, procedures, solutions and organizational structures** and **communication tools**, in compliance with the Company's risk tolerance. For this purpose a tax strategy was defined, developed on the basis of 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.

TAX STRATEGY

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

- **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, optimizing 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 through a continuous dialogue, so as to be recognized as a reliable counterparty.

- **SUPPORTING INTERNAL RESOURCES**

Continuous development of the personal and professional skills of the resources involved in the tax process and in the management of the associated risks.

- **RISKS AND REPUTATION**

Control and management of the risks with the aim of protecting the reputation of the Company and the brands.

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.

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.

The **Tax Control Framework** is considered to be the set of tools, of organizational 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 minimizes 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.

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.

A collaborative relationship has been established with the Financial Administration over the years, confirming Barilla's way of doing business which applies to all 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

Barilla immediately reacted to the emergency, addressing various priorities: protecting the health of its workers, guaranteeing the continuity of the activities and offering support to the communities.

"The agri-food sector plays an even more crucial role at such a difficult time: thanks to the incredible commitment of our People, Barilla products continued to offer an island of normality to millions of consumers around the world."

Guido Barilla, Chairman

To guarantee effective and coordinated management on a global level, a central Crisis Team (at the Headquarters in Parma) and local Crisis Teams in the individual countries were set up immediately. Specific protocols were developed and updated consistently with the measures defined nationally, closely collaborating with trade associations. The efficiency of the measures and safety measures was validated by the competent local bodies and by the various audits requested by the Supervisory Body. Furthermore, in all the plants in Italy, Covid Committees have been set up to facilitate dialogue between the Company and workers. In the other plants worldwide, audits have been performed with a specific focus on the safety measures regulations to ensure health and safety of People.

PROTECTING PEOPLE'S SAFETY

The Human Resource and Internal Communication departments performed a key role, periodically sharing information with Barilla People and involving them in various initiatives.
The first step was defining the guidelines to boost worker safety, in offices and plants, by introducing containment measures and controlling access to the spaces.
This information and the following updates were shared through periodic communications and a dedicated e-mail address was set up to manage questions. Smartworking was made compulsory for all Barilla People in the offices in the most difficult times. When the epidemiological situation settled, smartworking remained recommended and daily accesses to the offices were allowed in compliance with a maximum capacity.
In Italy, to better manage the flows, an app was created and provided to all employees to book free workstations, access time to the offices and access time to the Company Restaurant. For all Barilla People in the plants, the prevention, containment and monitoring measures were increased in all spaces.
Thank you pages to the Barilla People of the plants were published in the local newspapers of the main Group plants for their commitment and dedication in the most difficult weeks of the pandemic.

Various tools for People were also introduced, aimed at strengthening the sense of belonging and support, including:

- **THE CREATION OF THE ONE HUG PORTAL**, a virtual meeting and discussion place to share information and contents on various topics, such as practical tips for wellbeing and diet;

- **THE ONE LEARNING PLATFORM**, a training space to continue one's journey of professional growth;

• In Italy, the ***AL TUO FIANCO - AT YOUR SIDE*** project was implemented, designed to provide employees and their families with support services, including psychological support, help finding babysitters and personnel to care for the elderly;

• **THE GLOBAL NEWSLETTER**, maintained throughout 2020 as a tool to inform People about news in the Company.

Lastly, thanks to an agreement signed by the trade unions, a solidarity work-hours fund was created to donate extra holidays to colleagues who, being unable to work from home, had used up all their holidays and special leave. Also, a global insurance coverage was activated, thus guaranteeing allowance in the event of hospitalization caused by Coronavirus, a convalescence allowance and a post-hospitalization care package.
Thanks to the commitment and dedication of everyone at Barilla it was possible to guarantee the continuity of the activities and the supply of food products in every country where Barilla operates. In acknowledgement of this commitment, Barilla awarded a thank-you bonus during the year.

SUPPORT TO COMMUNITIES

Barilla has always endeavored to support the communities in which it operates.
During the Coronavirus emergency, this support has taken the form of a series of concrete actions implemented in many countries where the Group operates, for a total of over 5 million euro and over 4,170 tonnes of products donated.
Specifically, donations were made in the form of:

• **PRODUCT DONATIONS:** for people in difficulty as well as for first-line healthcare workers, for the Red Cross and charities such as food banks, and in support of solidarity initiatives organized by associations or individual chefs;

OVER **5 MILLION** EURO AND OVER **4,170 TONNES** OF PRODUCTS DONATED

• **DONATIONS OF MEDICAL SUPPLIES:** ventilators, masks, sanitizers and other medical supplies were donated to hospitals, to the Red Cross and to bodies such as the Italian Civil Protection Department;

• **CHARITABLE PAYMENTS:** Donations to support and strengthen some medical facilities, such as Parma's *Maggiore* Hospital, or for the purchase of useful materials and digital equipment for home-schooled children;

• **FINANCIAL SUPPORT TO RESEARCH:** a donation of 500,000 dollars to *The Cure Alliance*, intended to fund a cure for Covid-19 based on mesenchymal stem cells, developed by an international team of scientists led by the Italian Camillo Ricordi.
Furthermore, some of the Group's brands implemented specific supporting projects, including Mulino Bianco which donated to the Italian Red Cross (CRI) 1 million of breakfasts for people in need. At the beginning of 2021 another initiative was carried out in addition to this: a special edition of Abbracci cookies, the proceeds of which, equal to 2 million euro were donated to *FNOPI* (National Nurses Federation).

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ANNEX

METHODOLOGICAL NOTE

The **Sustainability Report** represents the main reporting tool on the environmental and social performance of Barilla Group. The achieved results 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 particular. The topics covered are in fact those that, after a specific evaluation, are able to reflect the social and environmental impacts of the Group's activities or to influence the decisions of its stakeholders.

The reported data and information refer to the **fiscal year 1 January – 31 December 2020**[1], 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 December 31 2020; any period limitations are specified in the document. The data relating to production aspects refer to the Group's companies operating in Italy, France, Sweden, Germany, Greece, Turkey, Russia, 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, The Netherlands, Poland, Slovenia, Spain, Switzerland, Arab Emirates, Brazil, Canada, 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.

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.
SUSTAINABILITY CONTEXT	Barilla measured and described its sustainability performance, considering the broader international context and the global debate on issues related to food and nutrition.
MATERIALITY	This document reports the social-environmental aspects which, based on stakeholder engagement, the company management assessments and the context analysis are highly interesting in terms of relevance for Barilla and the communities it operates in.
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.
BALANCE BETWEEN POSITIVE AND NEGATIVE ASPECTS	In view of complete transparency, the document describes the main performance items of the Group, reporting the strengths, the areas for improvement and future challenges.

[1]With respect to the reporting scope, in line with the data presented in the Consolidated Financial Statements as at 31 December 2020, the consolidation area also includes Pasta Zara S.p.A., a company branch acquired by Barilla G. e R. Fratelli S.p.A. on 30 September 2020 and with effect from 5 October 2020, focusing on the production, marketing and distribution of pasta, based in Muggia. It is also reported that, in January 2021, the acquisition of Catelli business was carried out. With reference to this Report, as at 31 December 2020, the latter was considered only with regard to the general information relating to the Group profile and brands.

PRINCIPLES FOR DEFINING THE CONTENT OF THE REPORT	
COMPARABILITY	Where available, the Report indicates the data pertaining to the last two financial years as at 31 December 2018 and 2019. A comparison with data relating to previous financial years is also proposed where deemed relevant for a more precise analysis.
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 – I*ntergovernmental Panel on Climate Change* – were used for the calculation of data on consumption and emissions.
TIMELINESS	Barilla Group's reporting cycle is annual. As for the previous edition, the document is published together with the presentation of the Consolidated Financial Statements for the year ended 31 December 2020.
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.
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.

MATERIAL TOPICS IDENTIFIED	GRI REFERENCE STANDARDS	SCOPE OF IMPACTS		
		Internal impact	*External impact*	*Limitations*
Selected raw materials	Materials	●	●	
Traceability and transparency	Procurement practices Marketing and labelling activities of products and services	●	●	
Innovation and quality for food safety	Consumer health and safety		●	
Excellent recipes for superior tastes	*		●	
Wellbeing of people and animals	Assessment of suppliers for their impact on society Animal welfare		●	
Perfect nutritional profile	Consumer health and safety		●	
Diversity and Inclusion	Diversity and equal opportunities Non-discrimination	●	●	
Promotion of healthy lifestyles and nutritional education	Health and food accessibility	●	●	
"Modern" food trends	*	●	●	
Sustainable agriculture	Procurement practices Assessment of suppliers for their impact on society		●	

MATERIAL TOPICS IDENTIFIED	GRI REFERENCE STANDARDS	SCOPE OF IMPACTS		
		Internal impact	*External impact*	*Limitations*
Human Rights	Non-discrimination Assessment of suppliers for their impact on society	●	●	
Recyclability and food waste	Effluents and waste		●	
Care for local communities and region	Indirect economic impacts		●	
Responsible marketing and labelling	Marketing and labelling activities of products and services		● ●	
People Care	Employment	●		
Sustainable production sites and health and safety	Energy Water Emissions Effluents and waste Occupational health and safety	●	●	

* With regard to the issue in question (not directly related to specific GRI information), in this Report, the Group indicates the adopted management approach.

GRI INDEX

ORGANISATION PROFILE (2016)			
Indicator	*Indicator description*	*Report Section*	*Omissions*
102-1	Name of the organization	The Group > Group profile	
102-2	Activities, brands, products and services	The Group > Group profile	
102-3	Location of headquarters	The Group > Group profile	
102-4	Location of operations	The Group > Group profile	
102-5	Ownership and legal form	The Group > Group profile	
102-6	Markets served	The Group > Group profile	
102-7	Scale of the organization	The Group > Group profile	
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	Iniziative esterne	How we respond to global challenges > International scenario How we respond to global challenges > Our Mission	
102-13	Membership of associations	How we respond to global challenges > International scenario	
STRATEGY (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
102-14	Statement from senior decision-maker	We are what we do Interview to Claudio Colzani, CEO	
102-15	Key impacts, risks and opportunities	Governance > Risk management How we respond to global challenges > International scenario How we respond to global challenges > BCFN Foundation	

ETHICS AND INTEGRITY (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
102-16	Values, principles, standards and norms of behavior	The Group > Values How we respond to global challenges > Our Mission Governance > The Code of Ethics	
102-17	Mechanisms for advice and concerns about ethics	Governance > The Code of Ethics	
GOVERNANCE (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
102-18	Governance structure	Governance > Our model	
102-19	Delegating authority	Governance > Our model	
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance > Our model	
102-22	Composition of the highest governance body and its committees	Governance > Our model	
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance > Our model	
102-29	Identifying and managing economic, environmental, and social	Governance > Our model Governance > Risk management	
STAKEHOLDER ENGAGEMENT (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
102-40	List of stakeholder groups	How we respond to global challenges > Stakeholder engagement	
102-41	Collective bargaining agreements	In Italy, 100% of Barilla employees is 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	How we respond to global challenges > Stakeholder engagement	
102-43	Approach to stakeholder engagement	How we respond to global challenges > Stakeholder engagement	
102-44	Key topics and concerns raised	How we respond to global challenges > Stakeholder engagement	

REPORTING PRACTICES (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
102-45	Entities included in the consolidated financial statements	Appendix > Methodological note	
102-46	Defining report content and topic Boundaries	How we respond to global challenges > Stakeholder engagement Appendix > Methodological note	
102-47	List of material topics	How we respond to global challenges > Materiality analysis	
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	
GRI 200: ECONOMIC PERFORMANCE (2016)			
GRI 203: INDIRECT ECONOMIC IMPACTS			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1,	Modalità di gestione	People and Communities > Community relations	
103-2, 103-3	Management approach	People and Communities > Community relations	
GRI 204: PROCUREMENT PRACTICES (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Modalità di gestione	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)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	Governance > Fighting corruption	
205-1	Operations assessed for risks related to corruption	Governance > Fighting corruption	
205-2	Communication and training about anti-corruption policies and procedures	Governance > Fighting corruption	
205-3	Confirmed incidents of corruption and actions taken	The Barilla Group did not record any incidents of corruption during the year	

GRI 206: ANTI-COMPETITIVE BEHAVIOUR (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	The Barilla Group did not record any legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	

GRI 207: TAX (2019)			
Indicator	*Indicator description*	*Report section*	*Omissions*
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	Governance > Tax responsibility	

GRI 300: ENVIRONMENTAL PERFORMANCE

GRI 301: MATERIALS (2016)

Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Recycled input materials used	Environment > Product packaging	
301-1	Reclaimed products and their packaging materials	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)

Indicator	*Indicator description*	*Report section*	*Omissions*
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	

GRI 303: WATER (2018)

Indicator	*Indicator description*	*Report section*	*Omissions*
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 division of water withdrawals by fresh water and other types is not available. Over the next few financial years, the Group is committed to integrating reporting with this Disclosure.
303-4	Water discharge	Environment > Production	

GRI 305: EMISSIONS (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
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 Environment > Production	

GRI 306: EFFLUENTS AND WASTE (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	Environment > Production	
306-2	Waste by type and disposal method	Environment > Production	

GRI 400: SOCIAL PERFORMANCE			
GRI 401: EMPLOYMENT (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Barilla People People and Communities > Training and development	
401-1	New employee hires and employee turnover	People and communities > Training and development	
401-3	Parental leave	People and Communities > Barilla People	
GRI 402: LABOR/MANAGEMENT RELATIONS (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
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	*Omissioni*
GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018)			
Indicator	*Indicator description*	*Report section*	*Omissions*
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		People and Communities > People health and safety	
403-4	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	The rate of recordable occupational accidents and the rate of accidents with serious consequences for non-employees is only available for 2020. Over the next few financial years, the Group is committed to integrating reporting with this Disclosure.
403-10	Work-related ill health	People and Communities > People health and safety	

GRI 404: TRAINING AND EDUCATION (2016)

Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Training and development	
404-1	Average hours of training per year per employee	People and Communities > Training and development	
404-2	Programs for upgrading employee skills and transition assistance programs	People and Communities > Training and development	
404-3	Percentage of employees receiving regular performance and career development reviews	People and Communities > Training and development	

GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
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 > Our model	

GRI 406: NON-DISCRIMINATION (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	People and Communities > Barilla People	
406-1	Incidents of discrimination and corrective actions taken	The Barilla Group did not record any incidents of discrimination during the year	

GRI 414: SOCIAL ASSESSMENT OF SUPPLIERS (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
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	

GRI 416: CUSTOMER HEALTH AND SAFETY (2016)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	Products > Food quality and 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)			
Indicator	*Indicator description*	*Report section*	*Omissions*
GRI 103-1, 103-2, 103-3	Management approach	Products > Responsible marketing	
417-1	Requirements for product and service information and labeling	Products > Responsible marketing	
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements	Products > Responsible marketing	

SECTOR SPECIFIC: HEALTH AND FOOD ACCESSIBILITY			
Indicator	*Indicator description*	*Report section*	*Omissions*
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			
Indicator	*Indicator description*	*Report section*	*Omissions*
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	

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