



Sustainability Report and business update

Conference call – October 6, 2021



Important information

This presentation is being shown to you solely for your information and may not be reproduced, distributed to any other person or published, in whole or in part, for any purpose.

The information in this presentation could include forward-looking statements which are based on current expectations and projections about future events. These forward-looking statements are subject to risks, uncertainties (including those on the duration and severity of the COVID-19 outbreak and from the restrictive measures taken to face it) and assumptions about the Company and its subsidiaries and investments; including, among other things, the development of its business, trends in its operating industry, and future capital expenditures and acquisitions. In light of these risks, uncertainties and assumptions, the events in the forward-looking statements may not occur. No one undertakes to publicly update or revise any such forward-looking statements.

The Group's business is also correlated to tourism flows. Q1 and Q4 represent the low point of the business year, whereby Q2 and Q3 the peak of the seasonality. Therefore quarterly sales, operating results, trade net working capital and net financial indebtedness are impacted by the seasonality and may not be directly compared or extrapolated to obtain forecasts of year-end results.

Summary

- Business update - 3Q 2021 preliminary Total Revenues and Net Debt



- Business update - investment objectives



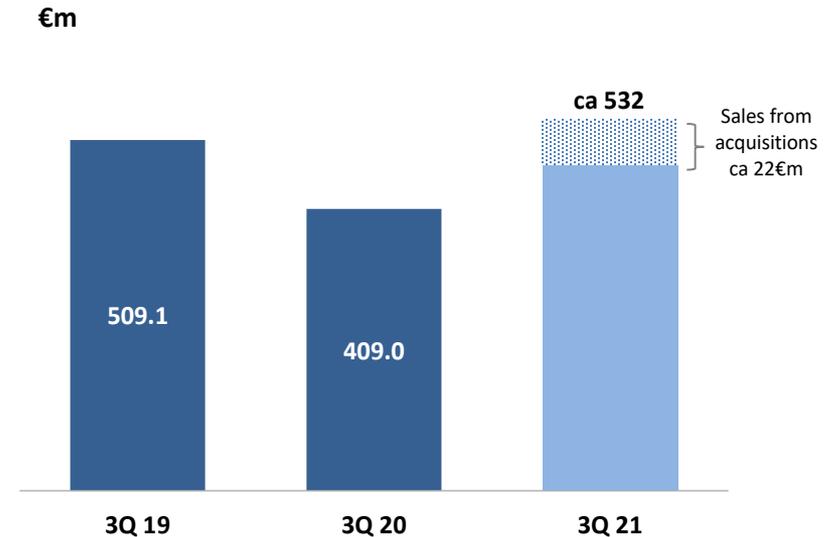
- Sustainability Report



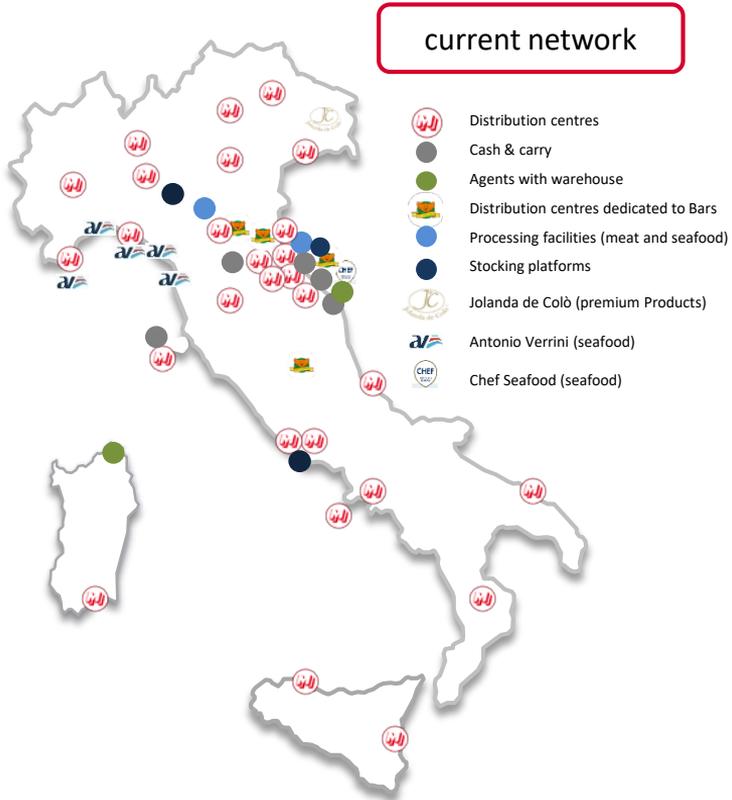


3Q 2021 - Preliminary Total Revenues and Net Debt

- 3Q 2021 was characterized by a significant recovery of tourism thanks to domestic demand, that made up to a large extent the lower flows of foreigners
- In this context, MARR achieved Total Revenues of ca 532€m, ca +30% vs 409€m of 3Q 2020 and ca +4% vs 509€m of 3Q 2019
- Organic sales performance was on levels similar to those of 2019, pre-pandemic, particularly for the reference channel of restaurants, hotels and resorts. This result was not homogeneous by geography (seaside and mountain better than art cities) and products (seafood better)
- Contribution of acquisition Verrini was confirmed positive (about 22€m in the quarter)
- Sales performance in the Wholesale segment (frozen seafood to Wholesalers) was over the average due to some fishing campaigns concentrated in the quarter
- Net Debt at the end of 3Q 2021, including a debt of 23€m for the dividends to be paid on 20 October, is currently estimated to be over 50€m lower than that of 30 June 2021



Investment objectives



- On the basis of solid perspectives of growth for the foodservice sector, MARR confirms its objective of further increasing its level of service to clients. This implies specific investment objectives for an improvement of MARR’s logistic network aimed at optimizing its processes and gaining efficiency
- This plan of investments, cyclical in the history of MARR in order to maintain an adequate operating capacity, concerns:
 - i. new distribution centers (such as that of MARR Catania opened last April)
 - ii. strengthening of stocking platforms (including the project of a new facility of 40,000+ sqm already communicated with the press release of 5 October 2020)
 - iii. revamping of presence in certain areas
- Investments in the logistic network – including maintenance CapEX and excluding M&A – are expected to be about 170€m over the 2021-2024 period



- The first Sustainability Report of MARR (www.marr.it/sostenibilita/bilancio-di-sostenibilita) outlines the objectives for the ethical and sustainable development of the Company in the coming years. This document aims to illustrate, to all its stakeholders, the path undertaken by MARR for a growth also innovative that will continue to characterize its choices for the future
- In fact the MARR Sustainability Report is driven by clear objectives desired and indicated by the Board of Directors and is drawn up, with involvement and conviction, by Management according to universally accepted GRI standards
- The five integrated pillars on which the perspective vision of MARR is based are: the enhancement of People, the increasing attention in the selection of sustainable sources of supply, the rigorous contribution to respect the environment and the ecosystem, the concrete support for the reduction of waste, and the strong focus on profitability without speculation, but through optimization processes. These are in addition to the correct and complete implementation of the Best Practices in the field of Governance, such a as the implementation of the contacts for the Shareholder-Director Engagement (www.marr.it/en/investor-relations/SD-engagement-contacts)
- All this with the aim of allowing, with great responsibility on the part of the entire organization commercial, logistic, managerial and administrative, an impact that we expect can be objectively positive and that, over time, will also be quantifiable. All for the benefit not only of stakeholders, of the community and of individuals, but also of the economic system, environment that surrounds us and with which we come into daily contact





The Sustainability Report outlines what MARR has developed in the ESG field and explains the projects and initiatives through which the Group can contribute to the achievement of the SDGs (Sustainable Development Goals) as set out by the UN

MARR's sustainability in figures

MARR Products

A RANGE OF OVER **15,000** PRODUCTS of which

- over **2,000 GREEN PRODUCTS**
- over **3,000 PRODUCTS Made in Italy**
- over **1,000 PRODUCTS private label**

(according to the Green Public Procurement envisaged by Ministerial Decree no. 85 of 10 March 2020)

MARR Suppliers

2,200 SUPPLIERS

OF WHICH **680** MEETING ENVIRONMENTAL OR SOCIAL SUSTAINABILITY CRITERIA

International Certifications

9 IN THE FIELD OF QUALITY, FOOD SAFETY, ENVIRONMENT, SUSTAINABILITY WITH CERTIFICATIONS ON ITS CONTROL REGULATIONS

Recovery

over **1,600** TONS OF WASTE DESTINED FOR RECOVERY

Sustainability

December 2020:

MSCI ESG RATINGS A

MARR obtained the A rating for the ESG assessment 2020 of MSCI

(confirmed in June 2021, reinforcing the path of strengthening the approach to sustainability for high-impact material projects in each of the three ESG areas (Environment, Social and Governance)).

SUSTCO COMPANY SNAPSHOT

SUSTCO a scoring methodology specifically developed for facilitating investment decisions on listed companies by reporting environmental, social, governance and financial performance data, awarded MARR 3 stars.

over **1,000** products of the line "DELLA NOSTRA TERRA"

over **300** trucks low environmental impact (LNG and CNG, euro 6, electric)

PESCA SOSTENIBILE E CERTIFICATA MSC

www.msc.org/it

FARMED RESPONSIBLY asc

CERTIFIED ASC-AQUA.ORG

SAVING OF WATER AS A CONSEQUENCE OF REDUCTION OF PERCENTAGE OF GLAZE FROM 2015

about **-10%** REDUCTION OF WATER USED

OVER **9,000t** OF WATER SAVED IN **6 years**

= **1,125** TANK TRUCKS OF THE FIRE BRIGADE

Sustainability Report

Material/relevant topics

Those tables show the priority topics on which MARR invests, taken from the materiality matrix from the Consolidated Non-financial Declaration as 31 December 2020 and integrated with other deemed relevant



SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	Reference chapters
	ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT OF HUMAN RIGHTS	Chapter 6 - Supply Chain 6.3 Ethical and sustainable procurement and respect of human rights
	FIGHT AGAINST FOOD WASTAGE	Chapter 5 - MARR for the environment 5.1 Packaging and waste management Chapter 7 - Integration and engagement with other stakeholders 7.2 Local communities
	PRODUCT QUALITY AND SAFETY	Chapter 4 - Quality within MARR
	PROTECTING DIVERSITY	Chapter 3 - People in MARR 3.3 Protection of diversity and equal opportunities
	WATER CONSUMPTION	Chapter 5 - MARR for the environment 5.4 Water consumption
	CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS	Chapter 5 - MARR for the environment 5.3 Consumption of electricity and combustibles and emissions

SDG (Sustainable Development Goals)	MATERIAL / RELEVANT TOPICS	Reference chapters
	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	Chapter 3 - People in MARR 3.4 Health and safety of employees and collaborators
	TRAINING OF EMPLOYEES AND COLLABORATORS	Chapter 3 - People in MARR 3.2 Skills and wellbeing of workers
	PACKAGING MANAGEMENT	Chapter 5 - MARR for the environment 5.1 Management of packaging and waste
	WASTE	
	IMPACTS OF LOGISTICS	Chapter 5 - MARR for the environment 5.2 Impacts of logistics
	IMPACTS - INTEGRATION WITH REGARD TO THE REFERENCE STAKEHOLDERS	Chapter 7 - Integration with and engagement of other stakeholders



Sustainability Report

Material/relevant topics, commitments, initiatives and projects of Sustainability

Material and relevant topics are associated to commitments, initiatives and projects (done, in progress and planned) and summarized in the Sustainability report of MARR through specific tables of correlation



SDG (Sustainable Development Goals)	MATERIAL/RELEVANT TOPICS	MARR commitment	Initiatives and projects	Initiative status (Done, In progress, Planned)
SDG 12 (Responsible Consumption and Production)	ETHICAL AND SUSTAINABLE PROCUREMENT AND RESPECT OF HUMAN RIGHTS	MARR commitment	Support for the national food production chain through the Made in Italy and Delta Nostra Terra lines	Done
		Initiatives and projects	Partnerships with small local businesses in order to contribute towards their development	In progress
		Initiatives and projects	Customer assistance services as part of the Diet of Home food consumption fund for purchasing Made in Italy products	Done
		Initiatives and projects	Increase of green products (in compliance with Green Public Procurement) and suppliers with social or environmental certifications	In progress
SDG 13 (Climate Action)	FIGHT AGAINST WASTING FOOD	MARR commitment	Setting up a management regulation, subject to voluntary certification, for controlling the "Sustainable fish supply chain" which promotes ecologically and socially sustainable fishing	Done
		Initiatives and projects	Scheduling annual inspections to assess the compliance of livestock with animal welfare standards	In progress
SDG 14 (Life Below Water)	PROTECTION OF OCEAN RESOURCES	MARR commitment	Offer of products of animal origin coming from production lines that respect animal welfare	Done
		Initiatives and projects	Suspension of the sale of eggs and egg based products from chickens raised in cages and in combined systems by the end of 2025	Planned
SDG 15 (Life on Land)	VALORIZING SUSTAINABLE PRODUCTS AND OF THE TERRITORY	MARR commitment	Strategic and focused management of inventories, turnover, supplier and relations	Done
		Initiatives and projects	Redirection of possible excess food products to charities	In progress
SDG 17 (Partnerships for Sustainable Development)	FIGHT AGAINST WASTING FOOD	MARR commitment	Offer of products with a high service content to reduce sizes in the food storage and to favor the reduction of waste by the Customer	Done
		Initiatives and projects	Ensuring frequent deliveries to Customers thanks to the efficient logistical network	Done

SDG (Sustainable Development Goals)	MATERIAL/RELEVANT TOPICS	MARR commitment	Initiatives and projects	Initiative status (Done, In progress, Planned)
SDG 16 (Peace, Justice and Strong Institutions)	PRODUCT QUALITY AND SAFETY	MARR commitment	Definition of selection criteria of suppliers according to the Quality System procedures	Done
		Initiatives and projects	Obtaining the main ISO certifications in terms of product quality safety and traceability (ISO 9001, ISO 22000 and ISO 23009)	Done
		Initiatives and projects	HACCP control system	Done
		Initiatives and projects	System of analytical checks and inspections	Done
SDG 17 (Partnerships for Sustainable Development)	PROTECTION OF OCEAN RESOURCES	MARR commitment	Control system for maintaining the cold chain for the conservation of food products	Done
		Initiatives and projects	Training and increasing the responsibility of staff regarding Food safety in order to ensure the proper application of the procedures and provide effective responses to Customers and Institutions	In progress
		Initiatives and projects	Prompt communication to Customers through digital tools to inform them of estimates and regulatory updates	In progress
		Initiatives and projects	Adoption of a human resource management policy aimed at rewarding the merit and preventing all forms of discrimination	Done
SDG 10 (Reduced Inequalities)	PROTECTION OF OCEAN RESOURCES	MARR commitment	Ensuring the right to equal pay for equal duties and results	Done
		Initiatives and projects	Creation of flexible organizational conditions to deal with eventual requests and favoring the return from maternity leave	Done
SDG 13 (Climate Action)	WATER CONSUMPTION	MARR commitment	Reduction of the water for glazing seafood products	Done
		Initiatives and projects	Purchasing seafood products with per centage of ice glazing the only necessary for ensuring the function of protection	Done
SDG 13 (Climate Action)	WATER CONSUMPTION	MARR commitment	Monitoring and controlling the quality of waste water through laboratory analysis	Done
		Initiatives and projects	Rationalizing the consumption of detergents and disinfectants which have a direct impact on the waste water	Done
SDG 13 (Climate Action)	WATER CONSUMPTION	MARR commitment	Improving the management of water resources	Done
		Initiatives and projects	Increasing the awareness of employees and operators in order to reduce the waste of drinking water	Done

SDG (Sustainable Development Goals)	MATERIAL/RELEVANT TOPICS	MARR commitment	Initiatives and projects	Initiative status (Done, In progress, Planned)
SDG 7 (Affordable and Clean Energy)	CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS	MARR commitment	Monitoring and managing the impacts in the various distribution centers	Done
		Initiatives and projects	Optimizing energy consumption	In progress
		Initiatives and projects	Periodically scheduling energy modernization and rewiring interventions	Done
		Initiatives and projects	Increasing the awareness of employees and operators in order to reduce electricity waste in offices and warehouses	Done
SDG 13 (Climate Action)	CONSUMPTION OF ELECTRICITY AND COMBUSTIBLES AND EMISSIONS	MARR commitment	Increasing the portion of renewable sources in the energy mix	Done
		Initiatives and projects	Acquisition of electricity from renewable sources only by 2025	Planned
SDG 16 (Peace, Justice and Strong Institutions)	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	MARR commitment	Promotion of an approach to responsible safety	Done
		Initiatives and projects	Constant monitoring and supervision through a system of designation	In progress
		Initiatives and projects	Adoption and spreading of the necessary prevention and protection measures	Done
		Initiatives and projects	Management of the biological risk caused by the Covid-19 pandemic, through the setting up of the Internal Crisis Committee and the adoption of specific work safety protocols	Done
SDG 16 (Peace, Justice and Strong Institutions)	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	MARR commitment	Guarantee safe, healthy and comfortable working conditions	Done
		Initiatives and projects	Installation of defibrillators and training the person responsible for their use in all distribution centers and facilities of the Group	Done
SDG 16 (Peace, Justice and Strong Institutions)	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	MARR commitment	Implementation of the "Man down" system for maintenance workers operating in isolation or on their own	Done
		Initiatives and projects	Development of a training, professional growth and career advancement programme, which is not only vertical but also transversal, called "Let's take care of our future"	Done
SDG 16 (Peace, Justice and Strong Institutions)	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	MARR commitment	ValORIZING THE WORK OF EMPLOYEES AND COLLABORATORS AND PROVIDING THEM WITH ADEQUATE TRAINING	Done
		Initiatives and projects	Increasing the spread of remote training methodologies on the online MARR Academy platform, through engagement and gamification mechanisms	Done
SDG 16 (Peace, Justice and Strong Institutions)	HEALTH AND SAFETY OF EMPLOYEES AND COLLABORATORS	MARR commitment	ValORIZING THE WORK OF EMPLOYEES AND COLLABORATORS AND PROVIDING THEM WITH ADEQUATE TRAINING	Done
		Initiatives and projects	Consolidating relations with universities, through the inclusion of an increasing portion of newly graduated young workers	Done

SDG (Sustainable Development Goals)	MATERIAL/RELEVANT TOPICS	MARR commitment	Initiatives and projects	Initiative status (Done, In progress, Planned)
SDG 12 (Responsible Consumption and Production)	PACKAGING MANAGEMENT	MARR commitment	Optimizing the packaging management process	Done
		Initiatives and projects	Reducing packaging	In progress
		Initiatives and projects	Promoting the use of recycled and recyclable materials	Done
		Initiatives and projects	Assessing packaging with lower environmental impact and easily recyclable	Done
SDG 13 (Climate Action)	PACKAGING MANAGEMENT	MARR commitment	Favoring the sustainable use of the earth's ecosystem and sustainable forest management	Done
		Initiatives and projects	Use of cardboard packaging for transportation constituted by books in terms of weight by recycled material or FSC MIX certified material (if required by the type of service and yield)	Done
SDG 13 (Climate Action)	PACKAGING MANAGEMENT	MARR commitment	Requesting that the suppliers of private label products use cardboard packaging made from recycled or FSC certified material	Done
		Initiatives and projects	Voluntary adoption of environmental labelling to facilitate the disposal of packaging from private label products	Done
SDG 12 (Responsible Consumption and Production)	WASTE	MARR commitment	Improving waste management with a view to the circularity economy	Done
		Initiatives and projects	Implementation of digital supports for information on the environmental labelling of packaging material if it is not feasible to include this information directly on the support system	Done
SDG 12 (Responsible Consumption and Production)	WASTE	MARR commitment	Improving waste management with a view to the circularity economy	Done
		Initiatives and projects	Improvement of the percentage of waste recovery with a view to recycle and/or reuse	Done
SDG 12 (Responsible Consumption and Production)	WASTE	MARR commitment	Improving waste management with a view to the circularity economy	Done
		Initiatives and projects	Project for the transformation of polystyrene boxes into reusable resources ("second raw material")	Done
SDG 13 (Climate Action)	IMPACTS OF LOGISTICS	MARR commitment	Reducing emissions and the impact of means of transportation	Done
		Initiatives and projects	Centralizing the deliveries from suppliers in the platforms and logistical planning efficiency	Done
SDG 13 (Climate Action)	IMPACTS OF LOGISTICS	MARR commitment	Reducing emissions and the impact of means of transportation	Done
		Initiatives and projects	Increasing the level of saturation of vehicles	Done
SDG 13 (Climate Action)	IMPACTS OF LOGISTICS	MARR commitment	Reducing emissions and the impact of means of transportation	Done
		Initiatives and projects	Optimizing the routes for the transfer of products from the Group's depots	Done
SDG 13 (Climate Action)	IMPACTS OF LOGISTICS	MARR commitment	Reducing emissions and the impact of means of transportation	Done
		Initiatives and projects	Enhancement of the integrated systems for planning and tracing the routes for deliveries to Customers	Done
SDG 13 (Climate Action)	IMPACTS OF LOGISTICS	MARR commitment	Reducing emissions and the impact of means of transportation	Done
		Initiatives and projects	Continuing the plan for the conversion of the fleet with latest generation reduced environmental impact vehicles	Done
SDG 17 (Partnerships for Sustainable Development)	IMPACTS OF LOGISTICS	MARR commitment	Open, transparent and constant engagement with the stakeholders	Done
		Initiatives and projects	Constant focus on the creation and maintenance of stable relations with the stakeholders based on transparency and responsibility	Done
SDG 17 (Partnerships for Sustainable Development)	IMPACTS OF LOGISTICS	MARR commitment	Open, transparent and constant engagement with the stakeholders	Done
		Initiatives and projects	Application and development of the procedures defining the lines of conduct in the management of information and relations with the media and certain categories of stakeholder	Done



Investor Relations contacts

Antonio Tiso

atiso@marr.it

tel.

+39 0541 746803

mob.

+39 331 6873686

Léon Van Lancker

lvanlancker@marr.it

mob.

+39 335 1872014

MARR S.p.A.

Via Spagna, 20 - 47921 Rimini (Italy)

website www.marr.it