



**MARR**

## Full year 2010 Results

*Conference call – March 11, 2011*

# Important information

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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 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.

# Reference market

The economic conditions remain uncertain but the trend for the Italian Foodservice is encouraging

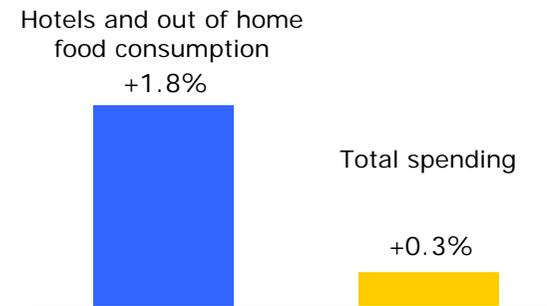
- In 2010 Out of home food consumption grew more than the total spending of Italian families

*Ufficio Studi Confcommercio data (February, 2011)*

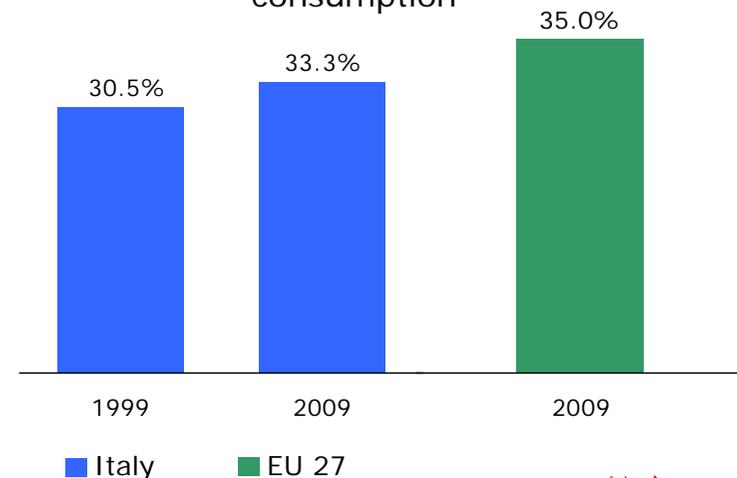
- Share of Out of Home in Italy continues to increase and with positive outlook since Italy is still below the European average

*Ufficio Studi FIPE data (February, 2011)*

Italian families spending in 2010



Trend of Out of Home on total food consumption



# Financial highlights

## FY 2010

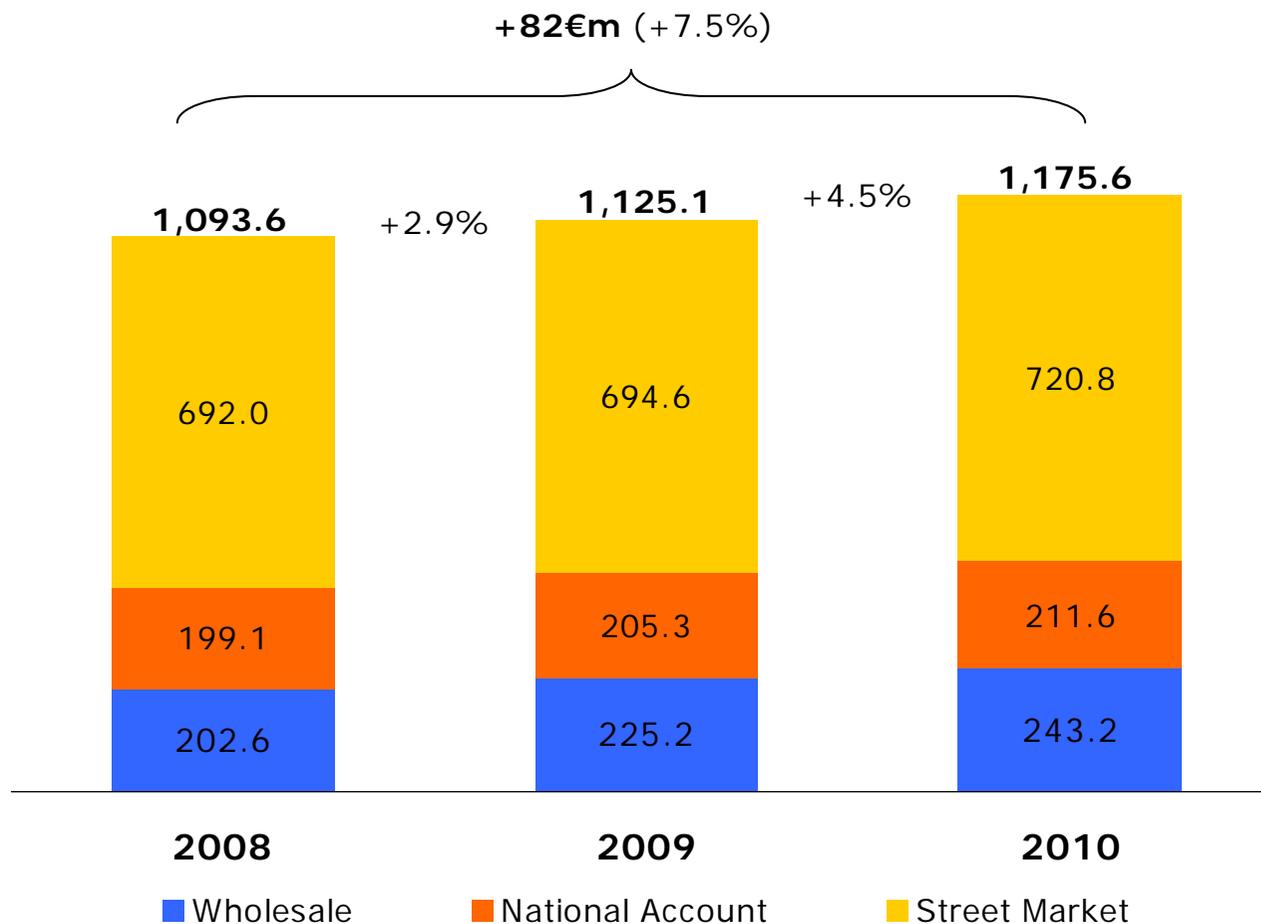
| €m                     | FY 09   | <b>FY 10</b> | % ch   |
|------------------------|---------|--------------|--------|
| Total Revenues         | 1,138.4 | 1,193.0      | +4.8%  |
| EBITDA                 | 73.8    | 83.0         | +12.4% |
| <i>EBITDA margin %</i> | 6.5%    | 6.9%         |        |
| EBIT                   | 63.2    | 71.1         | +12.5% |
| Net income             | 38.5    | 45.7         | +18.5% |

- Revenues growth confirmed year on year and profitability grew double digit

| €m                              | 31.12.09 | <b>31.12.10</b> |
|---------------------------------|----------|-----------------|
| Net debt                        | (156.3)  | (156.3)         |
| Trade net working capital       | 190.4    | 190.1           |
| Free cash flow before dividends | +23.1    | +30.6           |

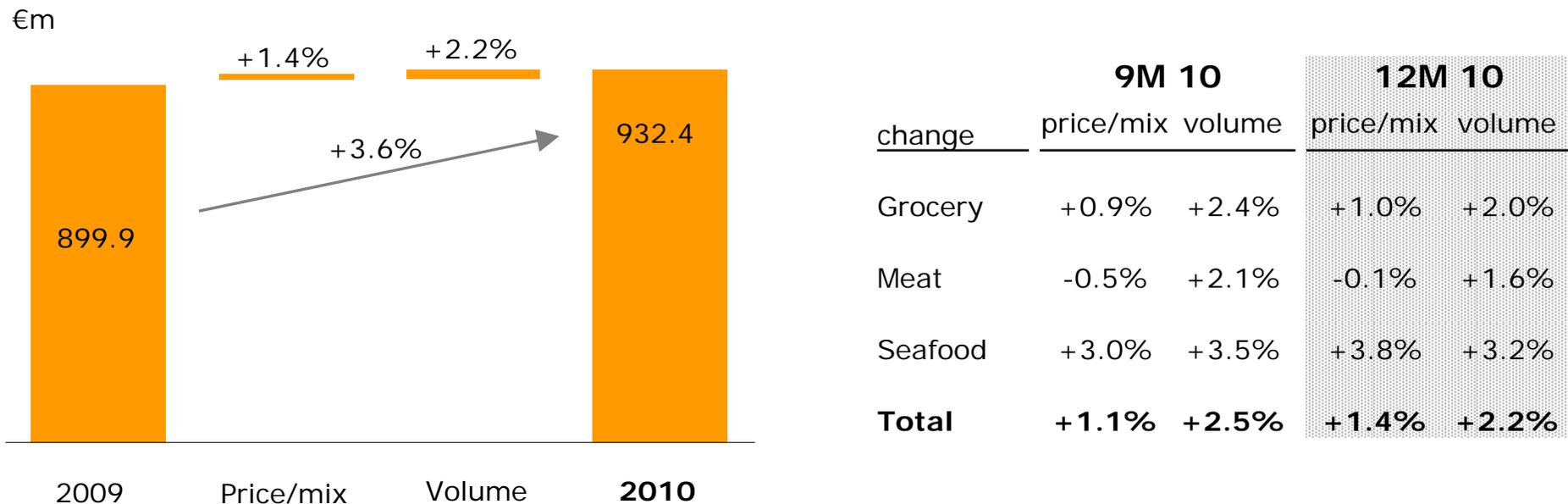
- Net debt remained in line, with reduction of Trade NWC and improvement of cash generation

€m



Over the recent period of general economic downturn, MARR grew organically each year and in every client segment

## Street Market - National Account client segments (direct sales to Foodservice operators)



MARR continues to grow (+3.6%) more than the Foodservice market growth, thereby gaining market share

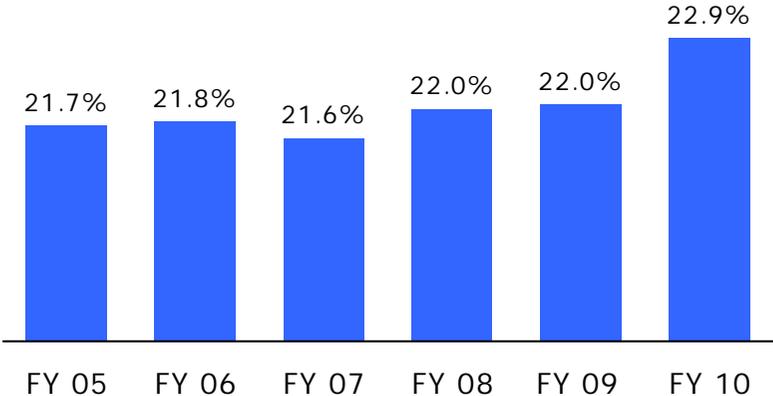
| Price scenario for MARR              | Severe inflation<br>in Dairy products<br>and Wheat | General deflation<br>(especially in<br>Seafood) | Deflation (first<br>part of the year)<br>and inflation<br>(thereafter) |
|--------------------------------------|--|---|--|
| Period                               | 2007-2008  | 2009  | 2010   |
| Organic growth in SM and NA segments |  |   |  |
| Price/mix (annual)                   | +2.3%  | -2.8%   | +1.4%  |
| Volume (annual)                      | +2.2%  | +3.8%   | +2.2%  |
| GM% of the period                    | 21.8%  | 22.0%   | 22.9%  |
| EBITDA% of the period                | 6.5%   | 6.5%  | 6.9%   |

MARR in different market conditions is able to preserve its margins thanks to:

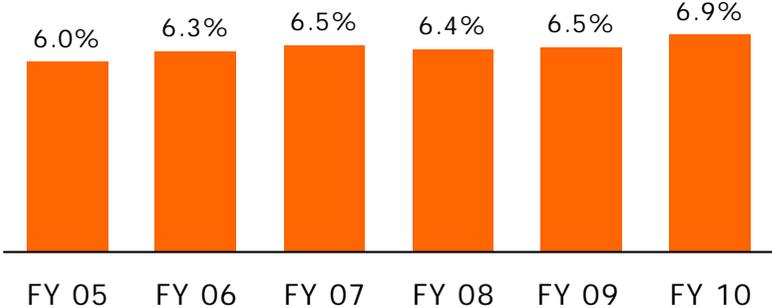
- i) access to a wide range of suppliers (>2,200);
- ii) wide product range (>10,000);
- iii) unique private label offer;
- iv) consultancy feature of its sales force

# Operating profitability

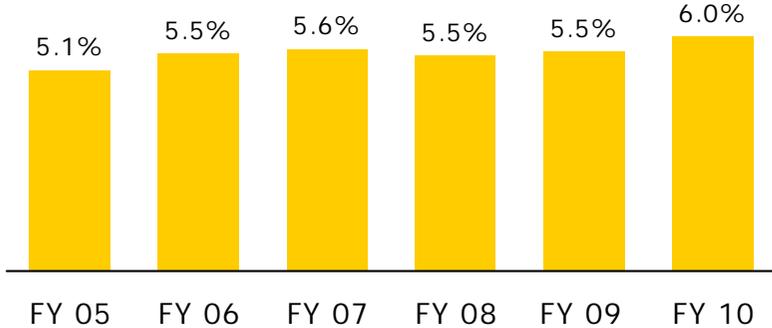
**GM%**



**EBITDA%**



**EBIT%**



Thanks to its flexible business model, MARR confirmed and even improved its profitability since the IPO

# Income statement

## FY 2010

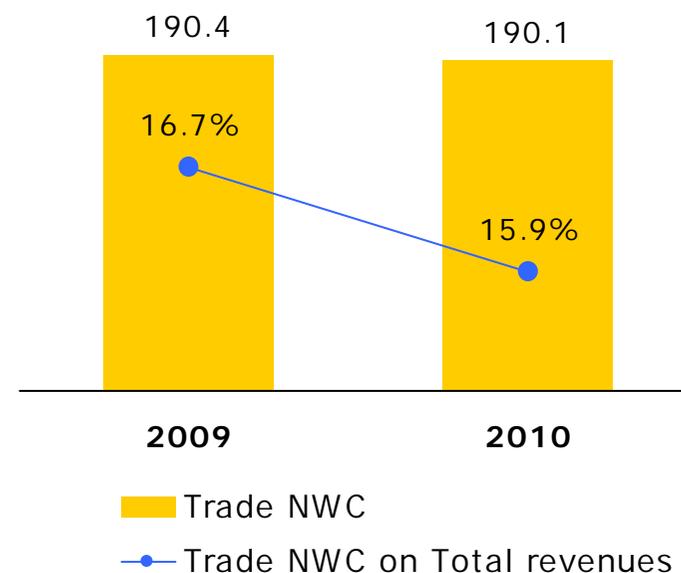
| €m                       | FY 2009        | %      | FY 2010        | %      | % ch   |
|--------------------------|----------------|--------|----------------|--------|--------|
| <b>Total Revenues</b>    | <b>1,138.4</b> | 100.0% | <b>1,193.0</b> | 100.0% | +4.8%  |
| COG's                    | (887.2)        | -78.0% | (920.3)        | -77.1% |        |
| <b>Gross margin</b>      | <b>251.2</b>   | 22.0%  | <b>272.7</b>   | 22.9%  | +8.6%  |
| Services                 | (130.8)        | -11.5% | (143.2)        | -12.0% |        |
| Other operating costs    | (9.3)          | -0.7%  | (9.3)          | -0.8%  |        |
| Personnel costs          | (37.3)         | -3.3%  | (37.2)         | -3.2%  |        |
| <b>EBITDA</b>            | <b>73.8</b>    | 6.5%   | <b>83.0</b>    | 6.9%   | +12.4% |
| D&A – Provisions         | 10.6           | -1.0%  | 11.9           | -0.9%  |        |
| <b>EBIT</b>              | <b>63.2</b>    | 5.5%   | <b>71.1</b>    | 6.0%   | +12.5% |
| Net interest             | (4.7)          | -0.4%  | (2.2)          | -0.2%  |        |
| <b>Profit before tax</b> | <b>58.5</b>    | 5.1%   | <b>68.9</b>    | 5.8%   |        |
| Taxes                    | (19.9)         | -1.7%  | (23.2)         | -2.0%  |        |
| <b>Net income</b>        | <b>38.5</b>    | 3.4%   | <b>45.7</b>    | 3.8%   | +18.5% |
| Minorities               | (0.4)          |        | (0.6)          |        |        |
| <b>Group net income</b>  | <b>38.1</b>    | 3.4%   | <b>45.1</b>    | 3.9%   |        |

| €m                    | ch '09-'10 |
|-----------------------|------------|
| Financial (charges)   | +1.5       |
| Financial income      | +0.6       |
| ForEx gains or losses | +0.4       |

# Trade NWC

as at December 31, 2010

| €m                                  | 31.12.09 | 31.12.10 | Δ days |
|-------------------------------------|----------|----------|--------|
| Accounts Receivable                 | 342.7    | 350.6    |        |
| <i>Days</i>                         | 110      | 107      | -3     |
| Inventory                           | 84.6     | 99.6     |        |
| <i>Days</i>                         | 34       | 39       | +5     |
| Accounts Payable                    | (236.9)  | (260.0)  |        |
| <i>Days</i>                         | 97       | 103      | +6     |
| Trade Net Working Capital           | 190.4    | 190.1    |        |
| <i>Cash conversion cycle (Days)</i> | 47       | 43       |        |



Trade Net working Capital decreased in absolute value and in incidence

Cash conversion cycle continued to improve:

- Days of outstanding continue to recover (107 vs 113 Days as at 30 Sept. 2010)
- Increase in Inventory is due to commercial opportunities (namely in Seafood)
- Delay of payments lengthened with the view to matching the outstanding of the clients

# Cash flow and Net debt

as at December 31, 2010

| €m  | 31.12.09    | <b>31.12.10</b> |
|---|-------------|-----------------|
| Operating cash flow                               | 43.4        | 50.3            |
| change in NWC                                     | (14.4)      | (13.9)          |
| CapEx and other                                   | (5.9)       | (5.8)           |
| <b>Free cash flow<br/><i>before dividends</i></b> | <b>23.1</b> | <b>30.6</b>     |
| Dividends   | (28.3)      | (30.3)          |

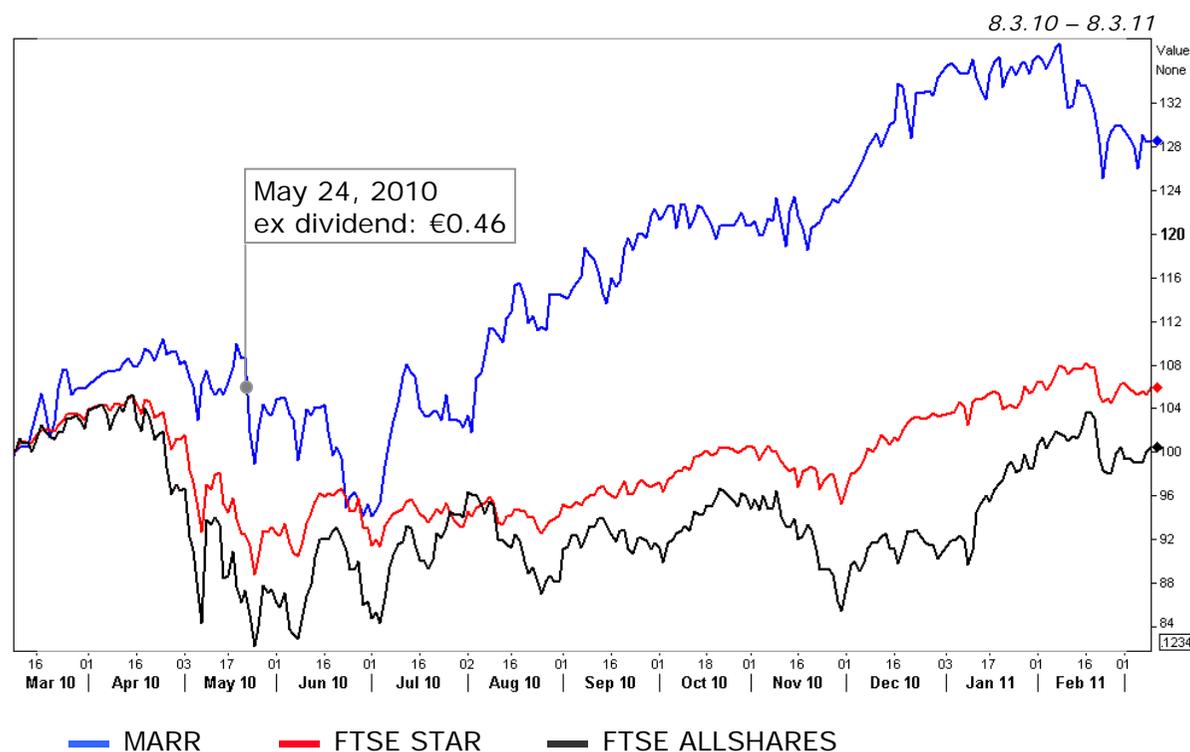
Cash generation increased and went to sustain dividends payment

| €m                  | 31.12.09     | <b>31.12.10</b> |
|---------------------|--------------|-----------------|
| Short-term Net debt | 112.8        | 49.3            |
| Long-term debt      | 43.4         | 107.0           |
| <b>Net debt</b>     | <b>156.3</b> | <b>156.3</b>    |

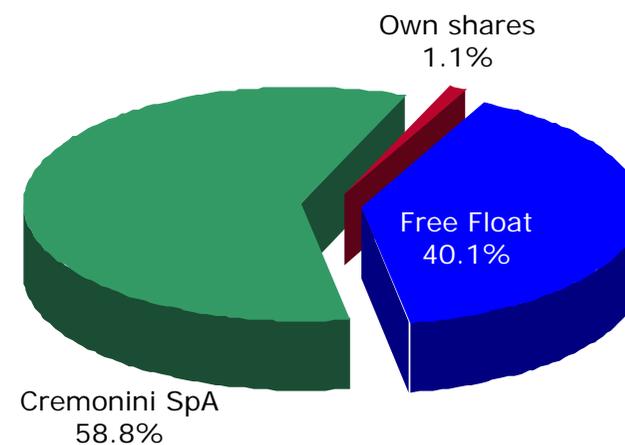
Net debt remained in line and  
Net debt/EBITDA stays at 1.9x (2.1x last year)

Maturity has been lengthened with a 65€m  
loan facility of 36 months

# Share price – Shareholding structure



## Shareholding structure



of which holdings(\*) > 2%

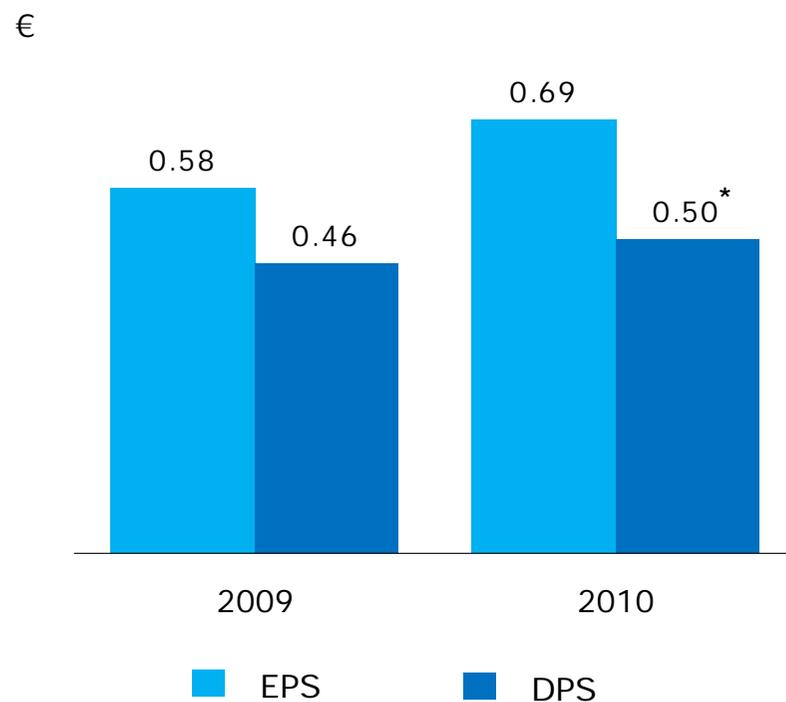
|                    |      |
|--------------------|------|
| • Capital Research | 4.9% |
| • Gartmore Plc     | 2.8% |
| • Artisan Partners | 2.0% |

(\*) major holdings declared pursuant art 120 Law Decree 58/1998. Information integrated by communications of Servizio Titoli

|                               |            |
|-------------------------------|------------|
| Share price                   | €8.30      |
| Stock exchange capitalisation | €551m      |
| n. of shares outstanding      | 66,525,120 |
| n. of Own shares              | 705,647    |

Data as at March 8, 2011

# Dividend proposal



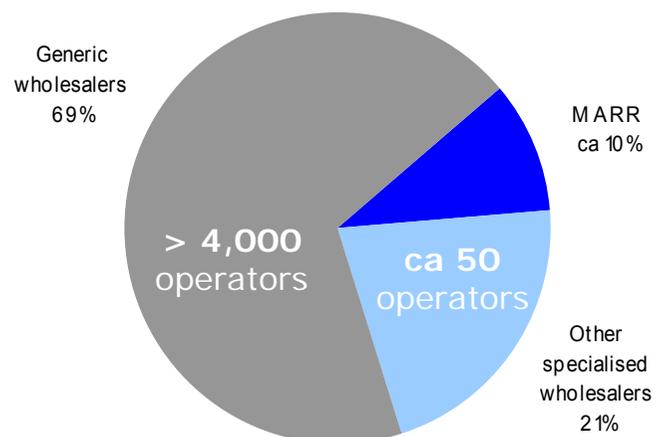
| €m                  | FY 09  | FY 10   |
|---------------------|--------|---------|
| Net Income MARR SpA | 38.5   | 45.1    |
| Dividends           | (30.3) | (32.9)* |
| to Reserves         | 8.2    | 12.2    |

\* proposed by the BoD and subject to the approval by the General Shareholders' Meeting  
Ex dividend on 23 May with payment on 26 May



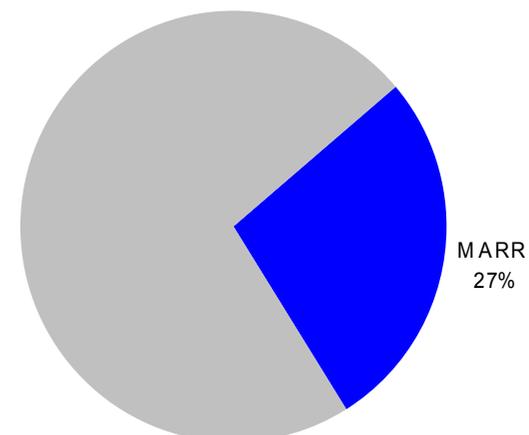
# Market leadership

Market share in value



Wholesalers' segment of Food supply to the Italian Foodservice is valued ca 11€bn and MARR with a market share of ca 10% is leader and consolidator

Market share in no. of clients

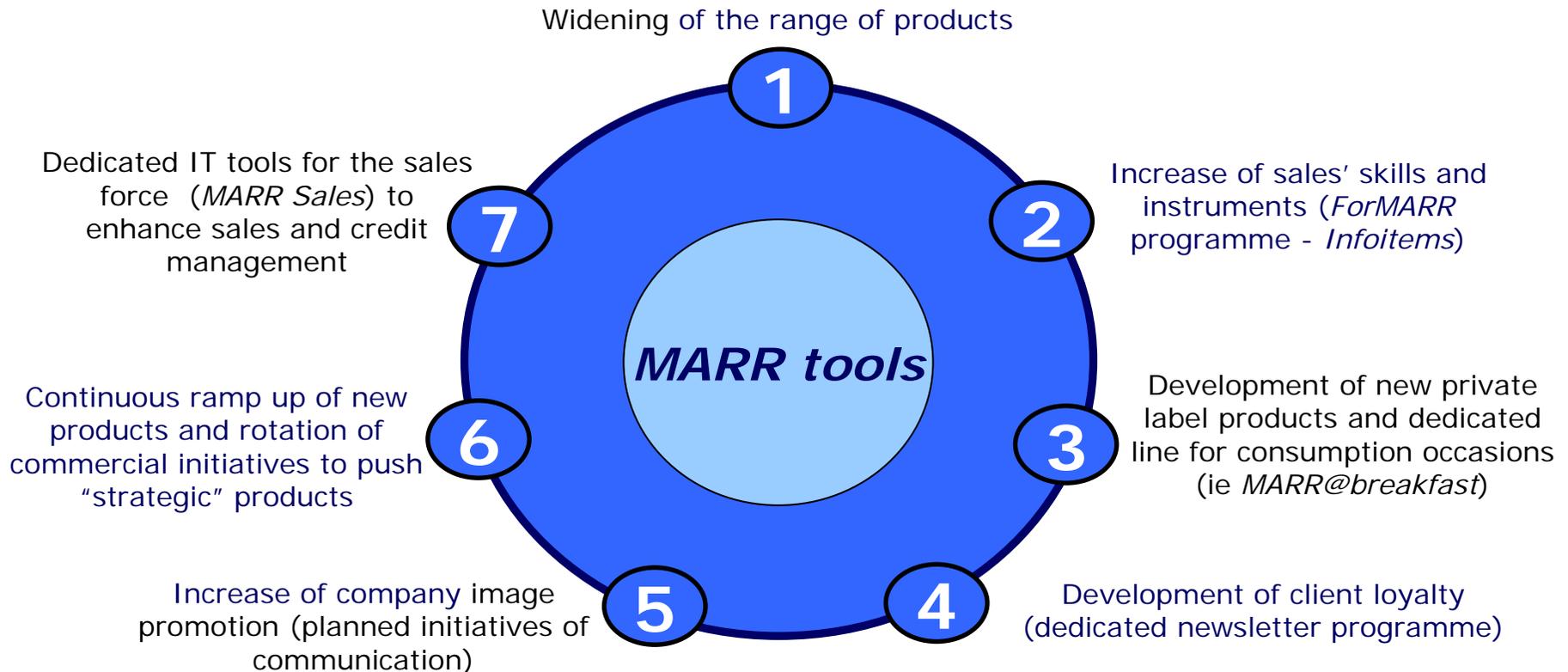


MARR serves ca 38,000 clients out of ca 140,000 Foodservice operators in Italy (excluding bars)

Market fragmentation and the coverage of the existing clients provide a solid base for further Organic Growth

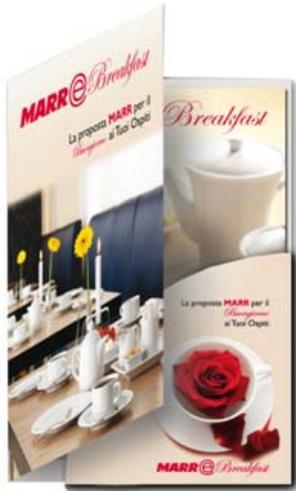
# Large set of tools for growth

MARR implemented a set of commercial policies to sustain the Organic Growth



# New products

New private label products were launched at the National Commercial Convention (February, 2011), widening MARR's offer with value added products that further address market demands



MARR@breakfast, a large line with MARR's products (La Doucerie, Barnes, etc) and an exclusive range of brand products



Vegetable gratin, a value added line of products ready to cook



Filet of Tilapia



Filet of turbot

MARR launches two filet of fish that have different positioning and are largely available worldwide but little known in Italy



Australian Angus an exclusivity of MARR

# Prospects 2011

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- General economic recovery trend is still uncertain but perspectives for the Italian Foodservice remain encouraging
- MARR thanks to its market leadership and its large offer is well positioned to continue to outperform the reference market and gain further market share
- Focus on confirmation of operating margins and Trade net working capital management will continue

# Contacts

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