Full Year 2014 Results

Conference call – March 12, 2015

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 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.

FY 2014 - Highlights

- **Reference Market** — According to Confcommercio data (March, 2015) consumption (in quantity) for "Hotels and out of home food consumption" in 2014 was -1.4%, with an improvement in 4Q (-0.6%)

- **Sales** — Against this background, MARR's Organic growth towards clients of Street Market and National Account segments in 2014 was +3.8%

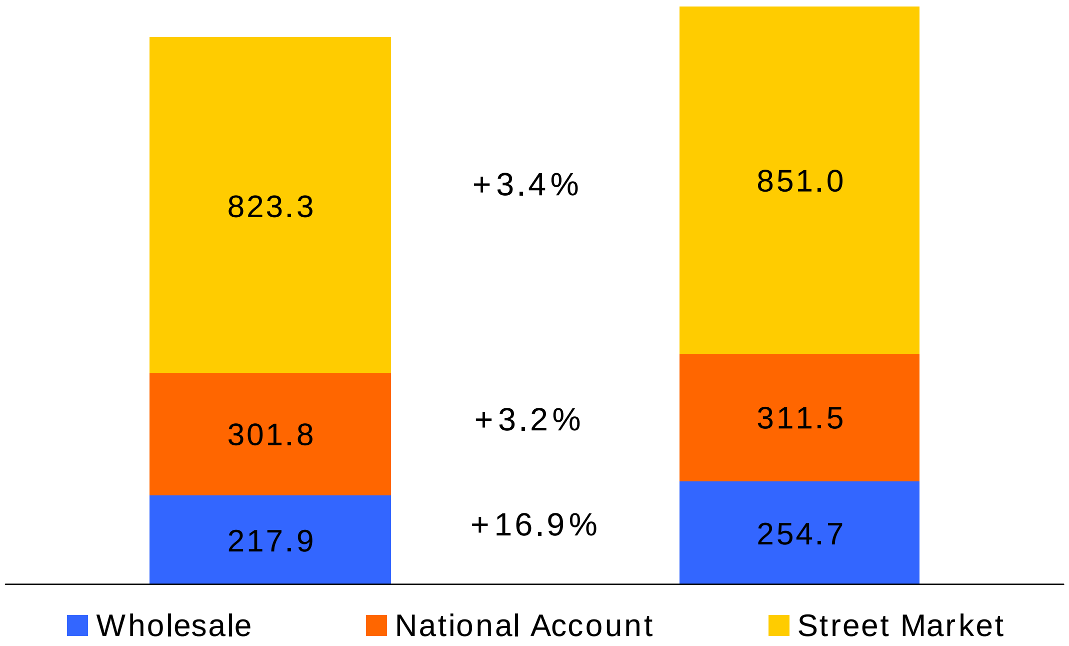
- **Operating profitability** — EBITDA exceeded 100 million Euros (101.8€m) and remained in the 7% area: 7.1% in 2014 vs 7.0% of the previous year

- **Cash generation** — Free cash flow before dividends in 2014 was 58.4€m

- **Dividend proposal** — A gross DPS of 0.62€ is proposed with an increase of 4 cents versus 0.58€ of the previous year

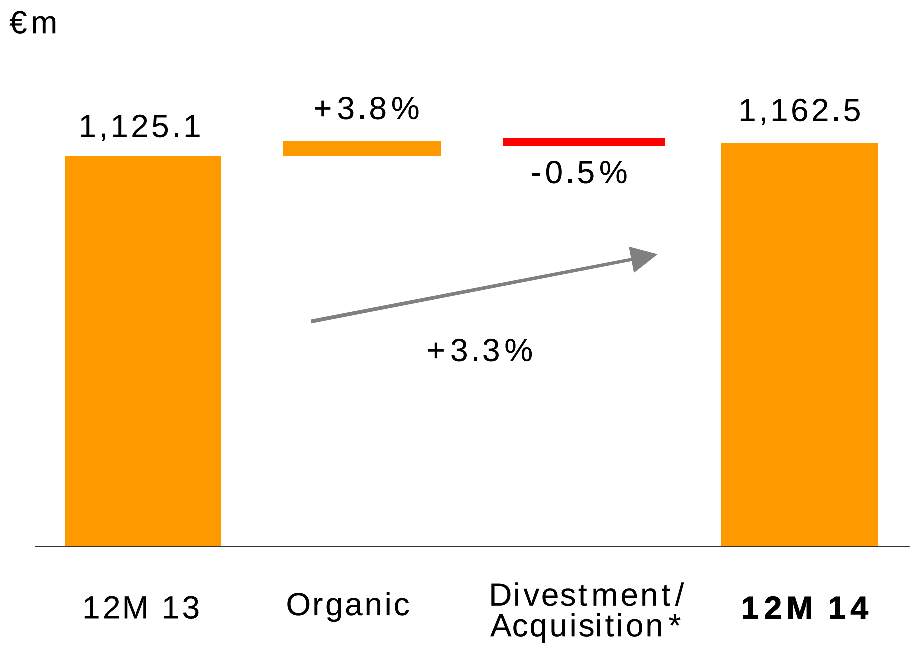
FY 2014 Sales

	FY 2013	% ch	**FY 2014**
Total revenues	1,364.7	+5.6%	1,441.4
Total sales	**1,343.0**	**+5.5%**	**1,417.2**



Sales increased in all segments, with also a positive contribution from sales of frozen seafood to Wholesalers, that in 2014 benefitted from an improved price scenario in the seafood category

FY 2014 – Trend in SM and NA segments



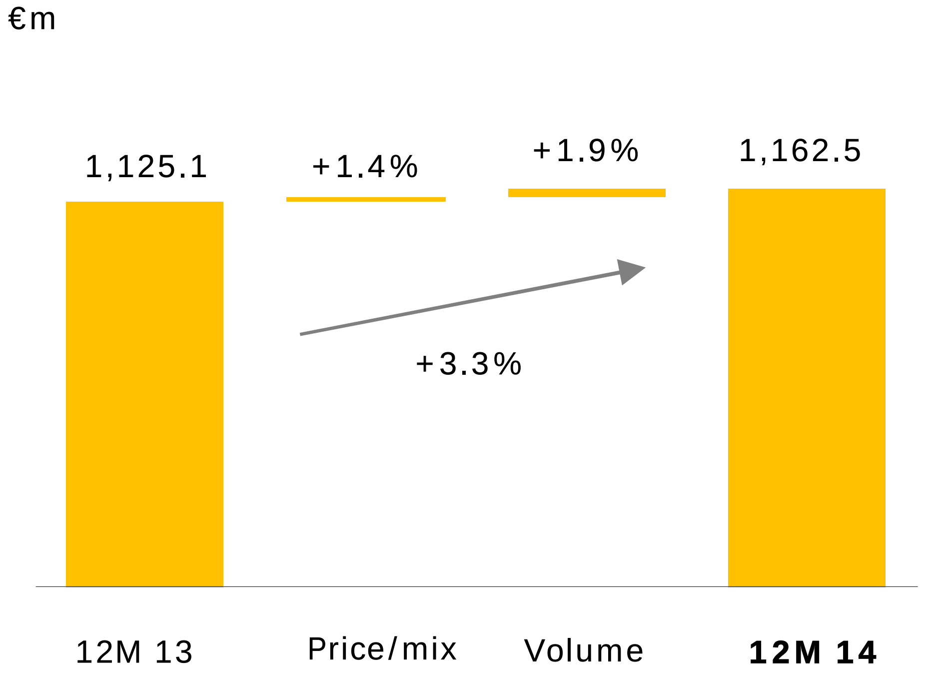
* Management of Scapa going concern from February 2013 and divestment of Alisea in March 2014

- Organic growth in Street Market and National Account segments (+43.1€m) was driven by sales (+26.8€m) to "Independent hotels and restaurants" - the Street Market – that are the client segments that represents ca 80% of the value of the Italian Foodservice (Gira Foodservice, 2014)

FY 2014 - Price / mix - volume

Street Market - National Account

client segments



% change	**Price / mix**	**Volume**
Grocery	+0.5	+2.5
Meat	+1.2	+1.8
Seafood	+3.9	+0.9

- In 2014, the price/mix contribution remained above +1% (+1.5% as at September 30 last) and driven by inflation in Seafood.

FY 2014 - Income statement

€m	FY 2013	%	FY 2014	%	% ch
Total Revenues	**1,364.7**	100.0%	**1,441.4**	100.0%	+5.6
COG's	(1,055.2)	-77.4%	(1,122.4)	-77.9%	
Services	(162.1)	-11.8%	(169.1)	-11.8%	
Other operating costs	(12.6)	-0.9%	(10.9)	-0.7%	
Personnel costs	(39.8)	-2.9%	(37.1)	-2.5%	
EBITDA	**94.9**	7.0%	**101.8**	7.1%	+7.2
D&A	(4.5)	-0.3%	(4.9)	-0.4%	
Provisions	(10.4)	-0.8%	(11.2)	-0.8%	
EBIT	**80.0**	5.9%	**85.7**	5.9%	+7.1
Net interest	(6.8)	-0.5%	(8.8)	-0.6%	
Non recurrent items	(1.9)	-0.2%	0.1	0.0%	
Profit before tax	**71.3**	5.2%	**77.0**	5.3%	+8.0
Taxes	(24.0)	-1.7%	(25.9)	-1.8%	
Net income	**47.3**	3.5%	**51.1**	3.5%	+8.0
Tax rate	*33.7%*		*33.7%*		

Divestment (March 2014) of Alisea (catering service to hospitals) affected: i) negatively GM (Alisea→ < Cogs); ii) positively Personnel costs (Alisea→ > workforce)

EBITDA passed 100€m and operating margin is confirmed in the 7% area

Confirmed the cautious determination of provisions

one off costs of 2013 were due to integration of Scapa

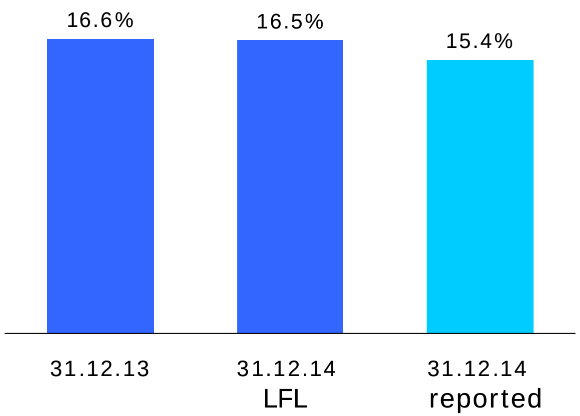
FY 2014 - Trade NWC

30.09.13	like for like **30.09.14**	reported **30.09.14**	€m	31.12.13	like for like **31.12.14**	reported **31.12.14**
		△18.9€m				△16.8€m
447.0	444.2	425.3	Accounts Receivable	400.2	396.4	379.6
114	*107*	*103*	*Days*	*107*	*100*	*96*
98.3	106.4	106.4	Inventory	100.7	116.4	116.4
33	*33*	*33*	*Days*	*35*	*38*	*38*
(319.3)	(324.6)	(324.6)	Accounts Payable	(274.3)	(274.4)	(274.4)
106	*101*	*101*	*Days*	*95*	*89*	*89*
226.0	**226.1**	**207.2**	**Trade Net Working Capital**	**226.6**	**238.3**	**221.5**
41	*39*	*35*	*Cash conversion cycle (Days)*	*47*	*49*	*45*

Increase of Inventory is due to stocking policies in frozen seafood product category

- At the year end the improvement of Days of receivable is confirmed, also "like for like", i.e. net of the effect of the securitization programme implemented in second part of the year
- Absorption of Trade NWC improved, also net of the securitization and despite the increase of stock of seafood: from 16.6% to 16.5%

Trade NWC / Total revenues

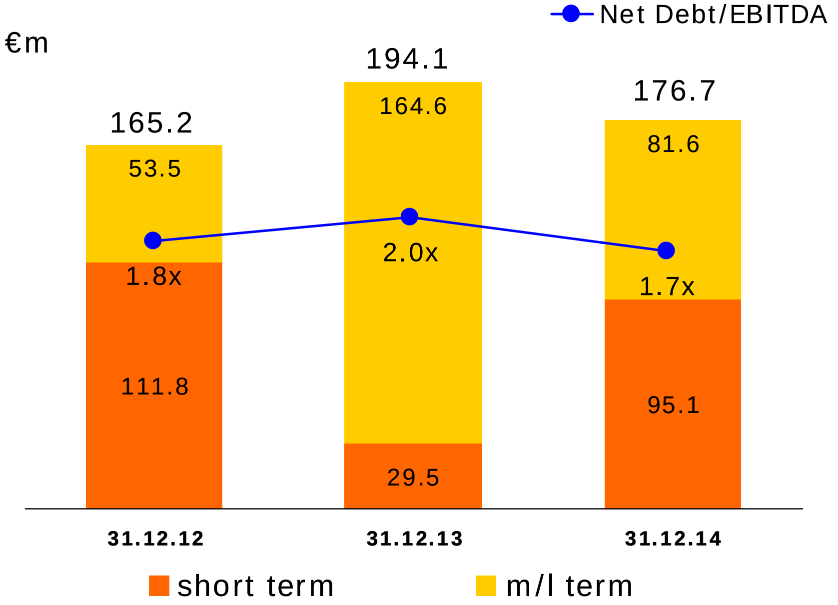


FY 2014 - Cash flow and Net debt

Cash flow

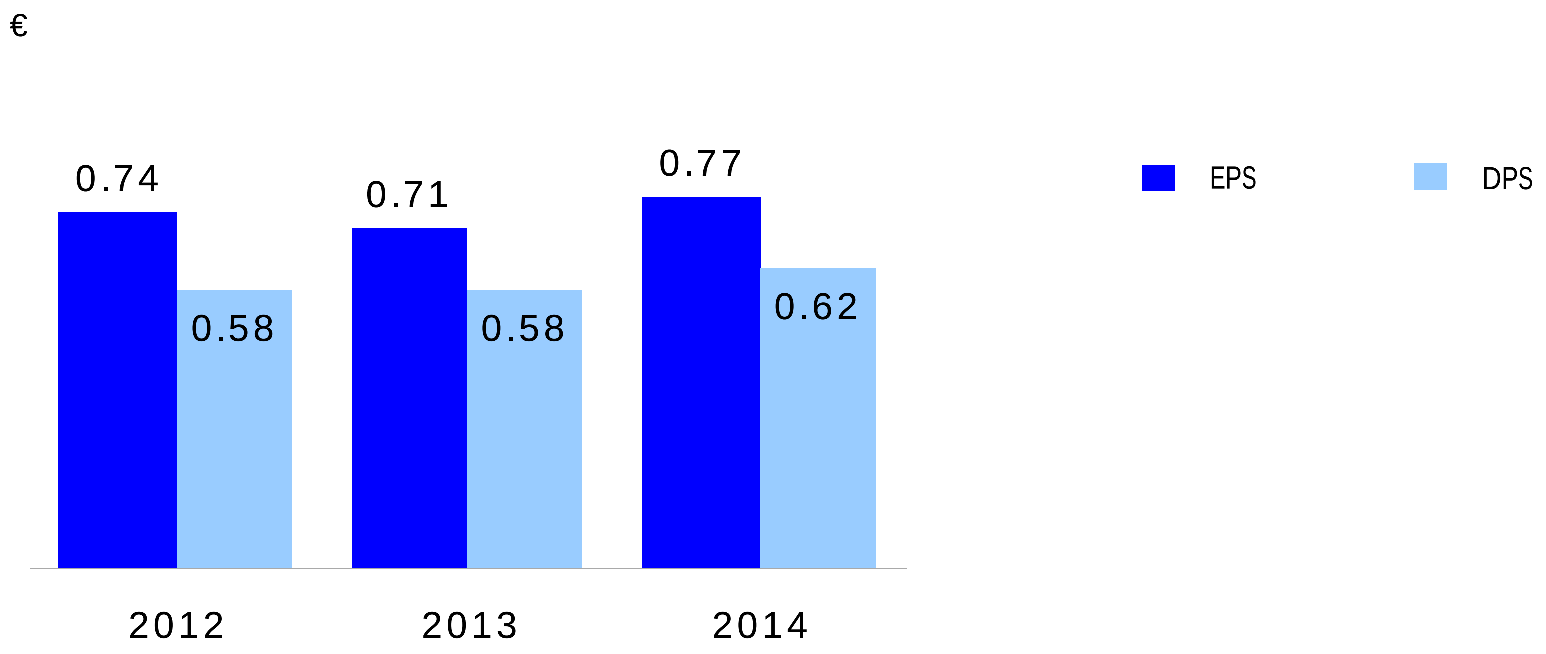
€m	31.12.13	**31.12.14**
Operating cash flow	52.4	55.4
Change in Total NWC	(23.6)	14.0
Investments	(20.2)	(11.8)
Others	(4.9)	0.8
Free cash flow (before dividends)	**3.7**	**58.4**

Net Debt



- Free cash flow before dividends (38.6€m of dividends paid in 2014) reached 58.4€m
- Investments of 2014 were: 7.6€m for the acquisition of the going concerns Scapa and Lelli, 1.7€m for the increase of capacity in some distribution centres and 2.5€m for maintenance CapEx. Investments of 2013 were affected by the acquisition of the Carnemilia facilities (15.5€m)
- The ratio Net Debt on EBITDA went back below 2x and also net of the securitization effect (1.9x)

FY 2014 – Dividend proposal



- Board of Directors proposes for the approval of the AGM of next 28 April a gross dividend per share of 0.62€ (+4 cents or +6.9% compared to the previous year)
- Net income not distributed will be allocated to Reserves in order to continue to finance the growth, primarily in terms of financing the absorption of Trade NWC due to the Organic growth

Outlook

- Expectations for recovery and improvement of internal demand have not yet been evident in the Italian Foodservice
- End of 2014 and start of 2015 showed a slightly recovering trend: in January consumption for “Hotels and out of home food consumption” is no longer negative (Confcommercio, March 2015)
- MARR’s focus remains on:
  - increasing its market share, also continuing to be innovative in terms of products and particularly in the private label offer, by introducing top quality products (e.g. Top range Parma ham)
  - maintaining the operating profitability achieved, even with a selective approach: for example towards direct supply to Public Administration, where tender rules changed
  - controlling absorption of Trade NWC

- *EXPO 2015* is an opportunity and MARR will be prepared increasing its level of service, towards: i) the operators providing catering service in the exhibition; ii) the hotels and restaurants of Lombardy area and also Big cities, that would benefit from higher tourist flows

Contacts

Investor Relations Department

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