

THE MASTER GOOD GROUP OF COMPANIES IS THE LARGEST INTEGRATED POULTRY PROCESSOR IN CENTRAL EUROPE AND IS SET FOR FURTHER EXPANSION.

INTEGRATED TO LEAD

PROJECT MANAGED BY: CAMERON BEAZER

Master Good, a family-owned poultry business, has grown to be one of Eastern Europe's largest integrated producers and the biggest one in central Europe. Its foundation rests on a vertically integrated model that spans the complete poultry production process, from breeding and feed production to primary processing and by-product utilisation.

The company continues to be owned by the Bárány family that established the business in the early 1900s, making it the oldest poultry breeding dynasty in Hungary. The turn of the new millennium was a time of intensive development and investment that led to the creation of a highly successful international business, now managed by two brothers of the fourth generation of the Bárány family, together with their still active father.

Bringing a new perspective to the business, they focused on free-range poultry farming in Hungary under the Free-range Chicken Programme that was launched in 2001 and set out the basis for full-scale poultry integration for both organic poultry products as well as industrial broiler production on a much larger scale.

Managing Director László Bárány highlights the importance of vertical integration, one of the reasons behind the company's growth and its clear competitive

advantage. "Covering the whole value chain from fodder production (non-GM feed only), through parent stock raising, hatching, chick raising to processing and fertiliser production, gives us full control over quality, efficiency, and animal welfare."

CLOSED LOOP

The process starts with grains – the company manages nearly 5,500 hectares in Hungary and 30,000 hectares in Slovakia on which raw fodder material is produced to be processed into fodder. The chain then processes through the individual stages of live bird raising all the way to final product processing and fertilising.

"We operate the largest manure fermentation factory in Europe which converts chicken manure into natural fertilizer, rich in phosphorus – a nutrient rarely found in nature – benefiting both crop production and the environment. The fertiliser is then sold to our farmers, closing the loop," says Bárány. "The full-cycle approach underscores our >>



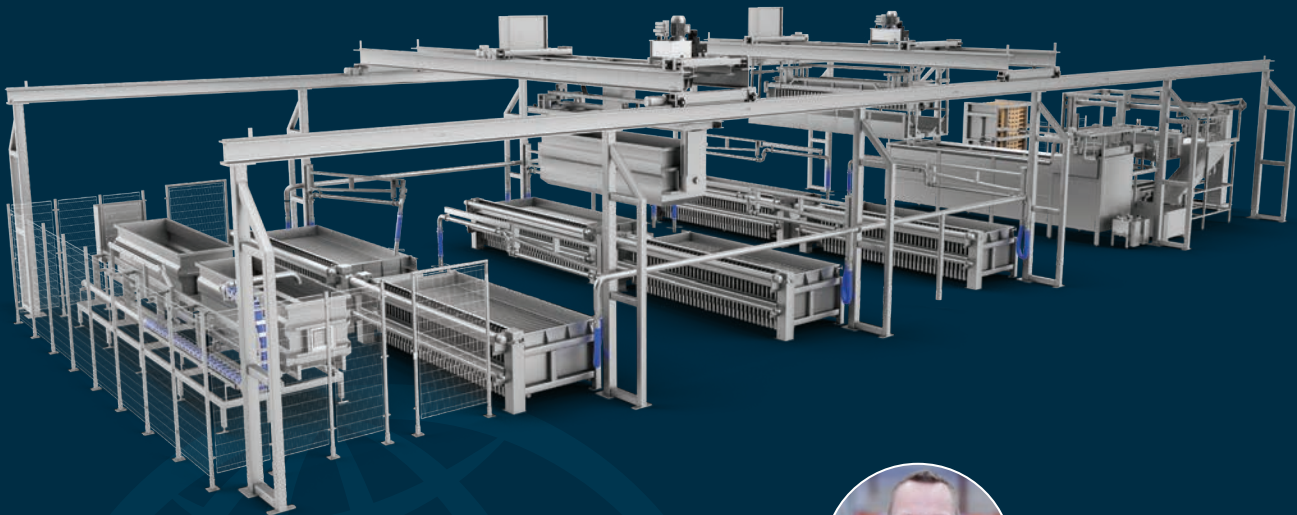
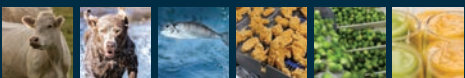
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says Thomas Jørgensen, CEO & Partner

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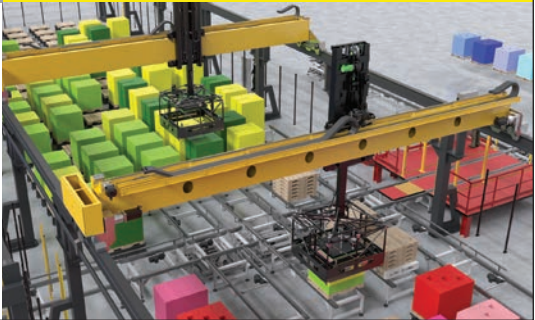
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In today's fresh market, competitiveness is fierce, and the imperative to swiftly deliver goods to maintain their freshness presents a myriad of challenges. The Skilled picker gantry presents an exceptional approach to constructing mixed pallets, comprising layers or single SKUs sourced from diverse pallet origins. Its primary advantage lies in its capacity to accommodate a considerable number of source pallets or SKUs while dynamically picking from above. Pallet outputs include rainbow pallets, customer pallets, sandwich pallets, and mixed-layer pallets. Similarly, input pallets go by different labels such as single-SKU pallets, inbound pallets or source pallets. The Skilled gantry solution can support 24/7 operations in distribution centres, making it an ideal choice for automating the handling of fresh products, perishable goods, and ambient-temperature items. With its universal head, it delicately manages a wide array of product types, including lightweight and heavy-duty items, multiple layers, cartons, open crates, plastic totes, and various others. The Skilled layer picker gantry can also be integrated with our modular upstream and downstream equipment, such as conveyors, palletizing robots, stretch wrappers. Our experts can assist you in selecting from our standardized modules and designing a tailored solution to meet your business needs, including within fresh food and retail markets (such as poultry, meat, bakery, dairy, vegetables, fruits, etc.). The system's flexibility allows for easy scalability to adapt to different sizes and quantities of pick pallets, ensuring it meets your specific needs efficiently. Furthermore, it can be enhanced with a pallet-to-descrambler solution, adding to its versatility and capabilities.

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dedication to sustainability and waste reduction. We are the only company in Europe that operates this circular economy model, enabled by our deep vertical integration."

With regard to poultry processing, Master Good is the largest company in its sector in central Europe, employing over 3,600 people in its numerous facilities. It is the market leader in chicken food products in Hungary and a major regional supplier to retailers, as well as one of the largest members of the McDonald's supply chain in Europe. In addition, the company is also Hungary's market leader in pet food sausage production, another branch of the diversified Group.

Master Good is highly self-sufficient, and only uses suppliers for packaging, some raw materials and specialised equipment, says Bárány. "We try to select the very best suppliers, who are market leaders themselves in their fields of business. As such, we employ the very latest technology in our operations which helps us to be in the top 1% of our industry."



Innovation is an integral part of Master Good's operations, where all production facilities use advanced machinery and automation systems to increase efficiency and reduce labour. Now the company is exploring, in collaboration with universities in the UK and the Netherlands, robotic solutions for live bird management.

"THE FULL-CYCLE APPROACH UNDERSCORES OUR DEDICATION TO SUSTAINABILITY AND WASTE REDUCTION.

WE ARE THE ONLY COMPANY IN EUROPE THAT OPERATES THIS CIRCULAR ECONOMY MODEL, ENABLED BY OUR DEEP VERTICAL INTEGRATION."

DRIVEN BY TALENT, COMMITTED TO SUSTAINABILITY

When asked what is behind this growing success of the group, Bárány reflects that the level of integration, unique in Europe, certainly plays a major part. The other key aspect are the people. "We truly believe in developing our own managers internally – some 80-90% of our managers have been trained within our in-company programme."

The programme, called 'Master Good University' trains around 10 to 15 new managers each year across >>

MASTER GOOD

various sectors of the company, ensuring a steady pipeline of skilled professionals who understand Master Good's values and operations. "This focus on talent development has been instrumental in supporting our rapid business growth, which has averaged an annual increase of 10-15% over the past decade. I strongly believe that such an achievement would not have been possible without our management training programme."



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László Bárány,
Managing Director,
Master Good.

Bárány further affirms that in addition to looking after its people, the company has set ambitious environmental goals to minimize its carbon footprint and embrace sustainable practices. He highlights a major milestone achieved recently – the installation of nearly 40 megawatts of solar panels, which provide >>

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As Master Good continues to expand with ambitious plans for 2025 and beyond, BPA is proud to be part of their journey. We believe that sustainable, efficient packaging isn't just beneficial for the environment but is essential for long-term success in a rapidly changing world. With a shared commitment to innovation and excellence, BPA and Master Good are setting a new standard in packaging solutions.

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HYGIENE IN THE FOOD INDUSTRY

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PARTNERSHIP FOR SUCCESS.

At GEA, our relationship with Master Good goes beyond delivering machines for preparation, marination, processing, slicing, packaging and refrigeration. We are proud to support this family-owned company with their long-term strategy, fostering a partnership built on trust and loyalty.

Thank you, Master Good, for your continued cooperation and commitment. Your dedication to excellence and innovation inspires us to push the boundaries of what's possible.

Together, we create success stories that not only benefit our businesses but also set new standards in the industry.

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Founded in 1881, GEA Group has grown to become one of the world's largest systems suppliers for the food, beverage, and pharmaceutical sectors. Our comprehensive portfolio includes advanced machinery, plants, process technology, components, and a wide range of services. Our solutions are designed to enhance the sustainability and efficiency of production processes across diverse industries globally.

With the support of our five specialized business divisions and a dedicated workforce of over 18,000 employees, GEA serves customers in more than 150 countries. Our customers benefit from our extensive global reach combined with an in-depth local presence. We pride ourselves on our broad processing knowledge and an extensive portfolio, all driven by a strong sense of purpose and responsibility.

Our Food & Healthcare Technologies divisions deliver innovative solutions for various food processing needs, including the preparation, marinating, and further processing of meat, poultry, seafood, vegan and vegetarian products. Our offerings extend to processing lines for pasta, baked goods, snacks, breakfast cereals, confectionery, and pet food, alongside spiral- and tunnel freezers and equipment for slicing and packaging.

In the pharmaceutical industry, GEA provides state-of-the-art machines and plants for processing solid dosage forms and advanced freeze-drying technology for liquids. Through our commitment to engineering with purpose, we strive to ensure the production of safe foods and medicines to meet the needs of a growing global population.

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35% of the company's total electricity needs. “We are the only company in our industry in Europe that produces 35% of its total electric consumption across its entire operation – from the farms and the feed mills to the hatchery and the processing plants.”

He explains that the company's focus on sustainability extends to carbon footprint monitoring. Master Good has developed a unique system to accurately measure carbon emissions across all stages of production, an achievement made possible due to its extensive integration. “We are now close to finalizing a verification process for this system, expected to be fully operational by late-2024. Preliminary results suggest that our carbon footprint is less than half that of the average European poultry producer.” >>



DEDICATED TO SUCCEED

In recent years, Master Good's revenue has continued to grow, reaching 880 million euros in 2023, and Bárány reveals that the management has ambitious plans for further growth as well as for increasing its sustainability credentials. "We have a very ambitious goal to be the lowest carbon footprint producer in industry continentally, and as such also globally."

"WE HAVE A VERY AMBITIOUS GOAL TO BE THE LOWEST CARBON FOOTPRINT PRODUCER IN INDUSTRY CONTINENTALLY, AND AS SUCH ALSO GLOBALLY."

Another challenge is to achieve even deeper vertical integration. This would mean taking control of all related services, such as logistics, energy generation and wastewater management and processing every by-product of every stage of our production."

To this end, the company is implementing several investment projects – for example, Master Good is now in the final stages of building its

new greenfield sausage factory, set to be one of the most advanced in Europe in terms of automation, and planned to be open at the end of next year.

"By the end of this decade we would like to double the integration, and we are now working very hard on it, investing in capacity expansion of all parts of the integrated production," he says. "The plan is ambitious, but we are determined to succeed." ☺