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STORK
POULTRY PROCESSING

TOWNSEND
FURTHER PROCESSING



ENGLISH

POULTRY PROCESSING

FISH PROCESSING

MEAT PROCESSING

FURTHER PROCESSING

CUSTOMERS' CHOICE



A SINGLE SOURCE

Our brands – Marel, Stork Poultry Processing and Townsend Further Processing – are among the most respected in the industry. United in one company, we offer our customers the convenience of a single source for equipment and systems to meet their every need and that raise the quality and value of their products.



Marel is the leading global provider of advanced equipment, systems and services to the poultry, fish, meat and further processing industries.

Our product range spans the entire production process, from reception of raw materials all the way through to packaging and labelling of the final product. Marel is the only company to offer complete integrated systems in all four industries, in addition to a wide range of standardised standalone units.

Marel's state-of-the-art equipment and systems help food processors of all sizes, in all markets, to operate at peak productivity. And our products positively and directly enhance the overall quality and value of food.

Marel's vision is to be the customers' choice in supplying integrated systems, products and services to the poultry, fish and meat industries.

Number 1 globally in advanced equipment and systems for poultry processing	Number 1 globally in advanced equipment and systems for fish processing	Major global provider of advanced equipment and systems for meat processing	Number 1 globally in advanced equipment and systems for segments of further processing

THE MARKET



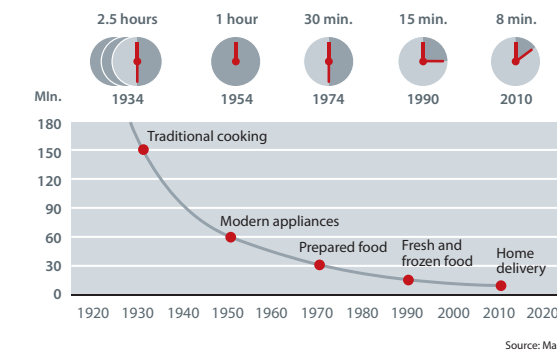
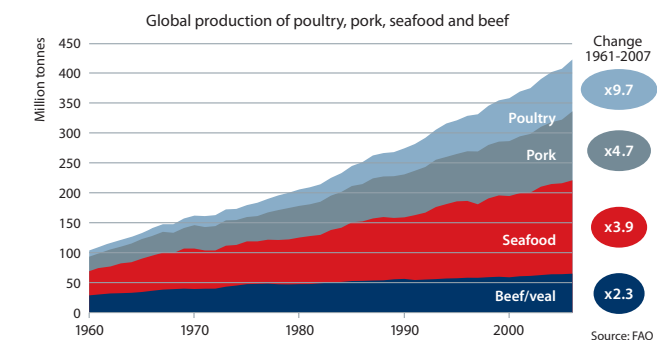
Marel is the leading provider of equipment for processing the most efficient proteins, farmed fish and poultry, where the conversion of grain to protein is the most favourable.

Marel is the market leader in an attractive and rapidly growing industry. The protein market has been growing steadily at an average annual rate of 5-6% for the past two decades and is expected to continue to do so.

This growth is driven by a number of factors:

- **Protein consumption** has been increasing over the past 50 years and constitutes an ever-greater part of the human diet.
- **Changes in consumer habits** are a key driver in Western countries where the time spent in the kitchen cooking each day has dramatically decreased over the past few decades, from hours to minutes in some countries. The popularity of convenience food has grown tremendously.
- **Urbanisation** drives increased protein consumption in emerging economies. Globally, some 1 billion people are expected to move from the country to the city in the next decade, resulting in a rise in the average family income. As soon as people have more money to spend, their consumption of proteins increases at the expense of grain.

Production of proteins has steadily increased over the past 50 years



OUR PRESENCE



GLOBAL NETWORK

With close to 3,700 employees worldwide, Marel is in a unique position to serve our customers wherever they may be located. We have offices and subsidiaries in some 30 countries and operate a network of more than 100 agents and distributors who market, sell and service our products around the world.



SALES

Our Sales and Service Units (SSUs) around the world provide customers with a single point of contact for our entire range of products from all of our brands.

Each year, Marel showcases its latest product offerings at all the major international trade shows and exhibitions in our industries, in addition to a growing number of in-house product demonstrations and customer events hosted by our SSUs.

SERVICE

Marel's global service organisation includes close to 500 service specialists located in about 40 countries. Our approach to service can best be described in terms of two concepts: "think global, act local" and "big enough to cope, small enough to care". This means that we constantly seek to ensure that our systems perform at an optimal level and meet our customers' needs, each and every day.



INNOVATION

IT'S IN OUR DNA

For decades, Marel has worked side-by-side with some of the world's most forward-thinking food processors to continually find new ways to optimise the production process.

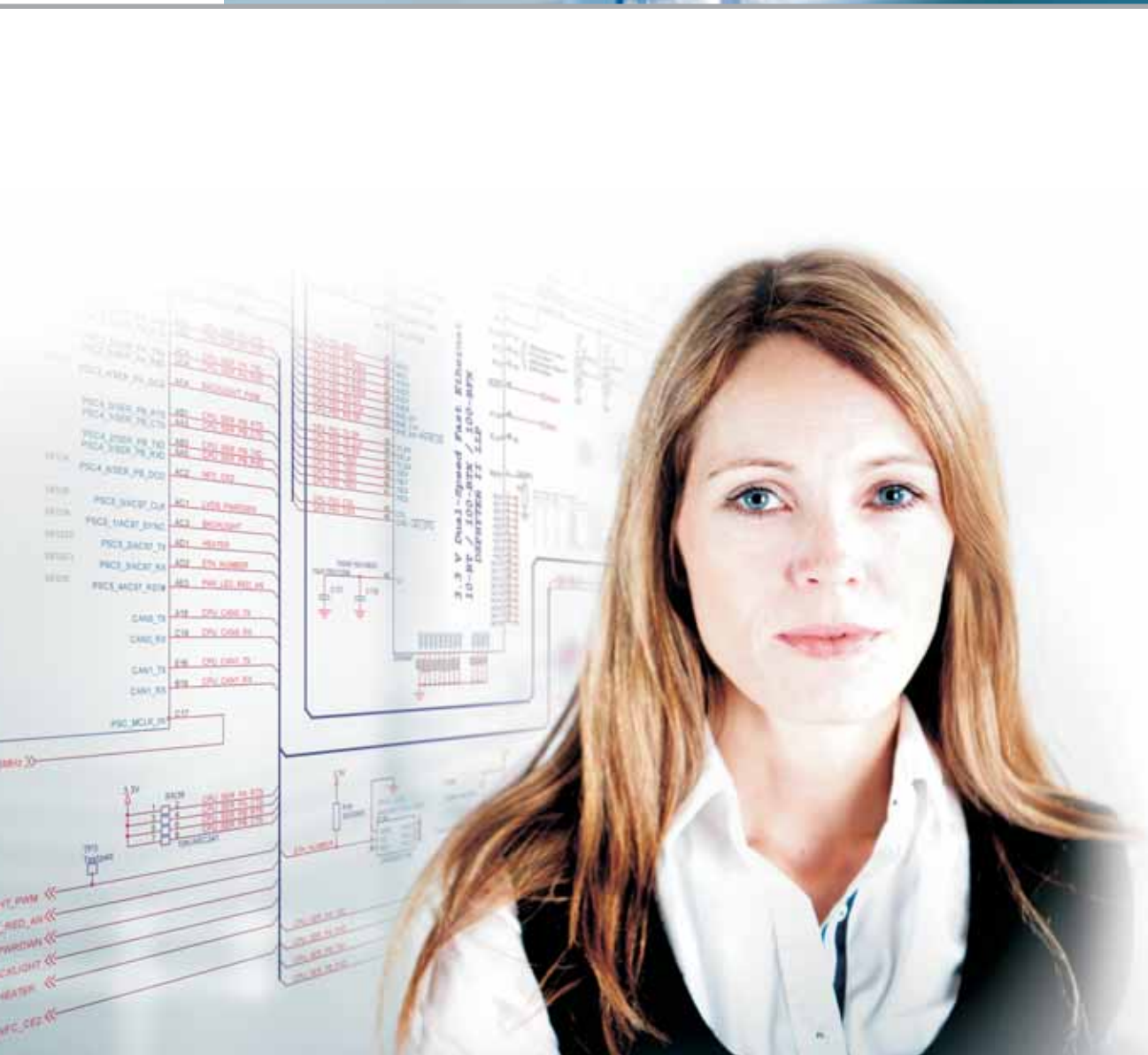
Our annual investment of 5-7% of revenues in research and development has led to breakthrough innovations that have transformed the way food is processed around the world through the application of cutting-edge engineering and information technology. Many of our products have become industry benchmarks, helping processors to maximise product yield, quality and throughput, as well as traceability and food safety.

We employ more than 400 highly qualified scientists and technicians in the fields of engineering and food technology, and our portfolio of some 200 granted patents continues to grow each year.

Our primary goal is to put our devotion to market-driven innovation at the service of our customers – from small family-owned businesses to leading global producers – to help them to be profitable.

"We tested some X-ray machines and Marel's was the best. It was the only one that could find the small bones and the deltabones."

Hans van Norden, Production Manager at Storteboom in the Netherlands, referring to the Marel SensorX bone detection system.



MANUFACTURING



The innovative design of Marel equipment is matched by the state-of-the-art manufacturing technologies we employ – from 3D laser cutting and laser welding to 5-axis milling – to manufacture products to the highest quality standards. We continuously strive for operational excellence in manufacturing, ranging from parts production and assembly to quality control, logistics and procurement.



GLOBAL ORGANISATION

Marel's global manufacturing organisation spans 17 locations around the world. Most is concentrated in Denmark, Iceland, the Netherlands and the United States, where our four Industry Centres – with their product development expertise – are located.

These are the places where innovation and operational excellence meet to produce the high quality advanced equipment and systems for which Marel is renowned. Marel also operates local production facilities in important emerging economies such as Brazil and China, in order to be closer to our customers in these regions.



OUR ORIGINS



Multinational heritage

Marel is proud of its multinational heritage. We trace our roots as far back as the 1930s and across several countries.

Denmark: CARNITECH, CP FOODS, NORFO and SCANVAEGT

France: NIJAL

Germany: GEBA and TVM

Iceland: MAREL and PÓLS

The Netherlands: BAAYENS, LANGEN, MARKERT, PROTECON, STORK BRONSWERK, STORK PMT and TITAN

Singapore: DANTECH

United Kingdom: AEW, DELFORD, GAINSBOROUGH, SORTAWEIGH and THURNE

United States: GAMCO and TOWNSEND

Marel continues to use these brand names where feasible but without a separate visual identity. Brands such as Delford, Geba, Scanvaegt, CP Foods, AEW and others are used where appropriate as product names in particular industries and for specific production applications.

With a heritage stretching back over eight decades to the early 1930s, Marel brings together in one company the drive and ingenuity of a number of outstanding brands that have all had a significant impact on the way food is processed around the world.

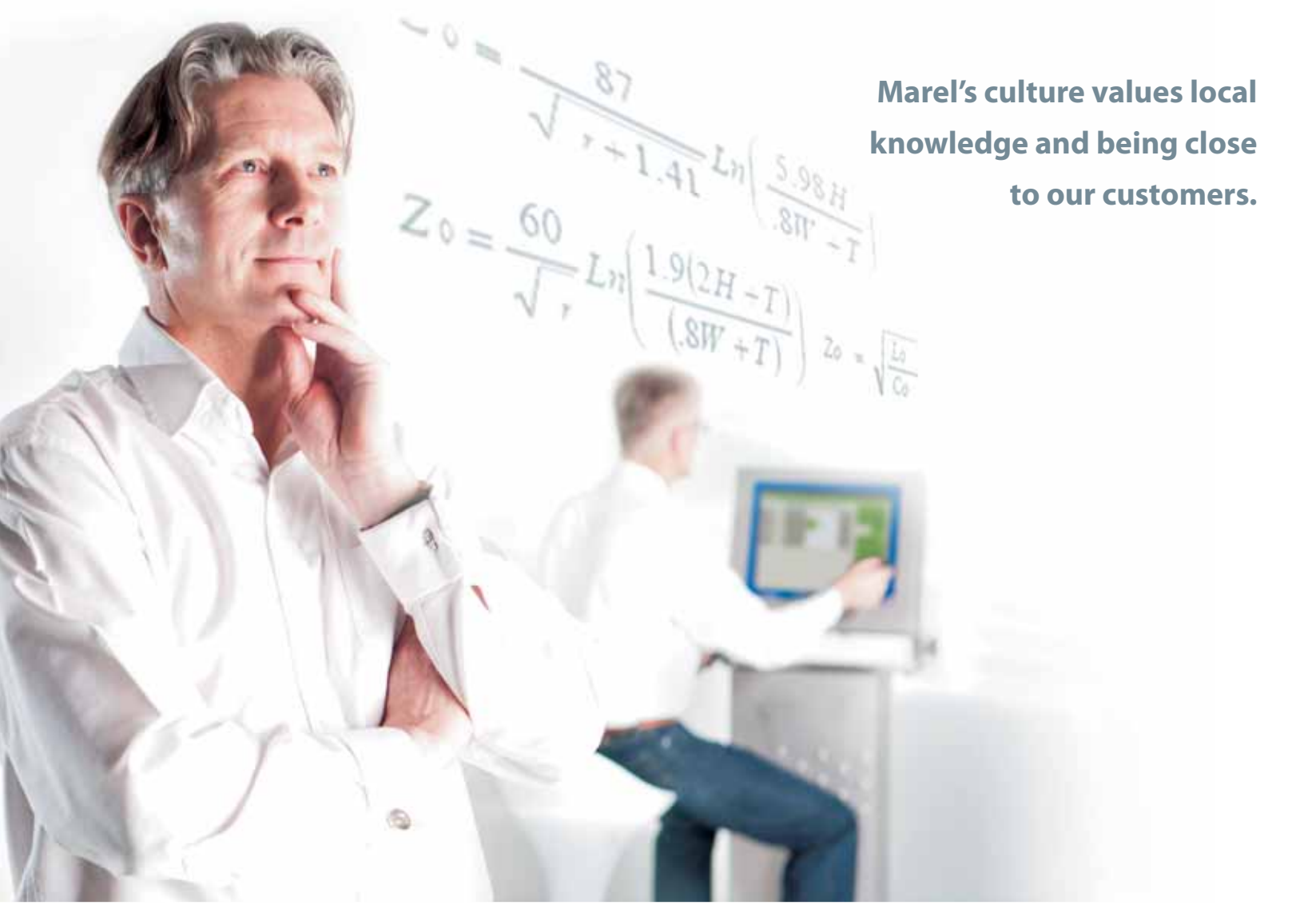
From the outset, Marel and its associated companies have aimed to enable processors to maximise product yields, quality and throughput, while significantly cutting processing time. Over the years, this has been achieved by bringing increased automation and efficiency to global food processing through the application of cutting-edge electronic, engineering and software technology.

We are driven by an on-going commitment towards providing outstanding new solutions and services to the food processing industry. In the first half of the 20th century, this commitment led to the development and introduction of equipment that significantly improved product utilisation. In the late 1970s, a major transformation occurred when the emerging microcomputing technology was harnessed in the development of data systems and intelligent processing equipment that revolutionised the industry.

Since then, Marel has grown into an industry leader by working side-by-side with our customers to develop an extensive mix of highly advanced processing equipment designed to fit their current, emerging and projected needs.



OUR PEOPLE



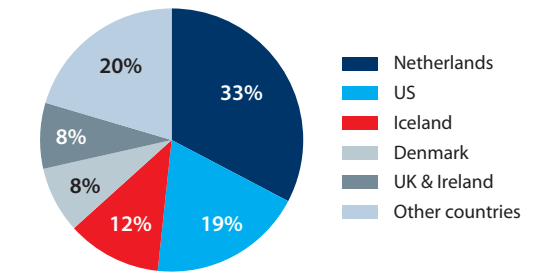
Marel's culture values local knowledge and being close to our customers.



As a global company, Marel employs people from many different nations and backgrounds. A highly valued resource, this fusion of diverse cultures working together to achieve common goals plays a leading role in helping the company to fulfil its mission of providing our customers with the best solutions and services possible.

Diversity has enabled Marel to build up a dynamic skills network comprised of experienced professionals drawn from a wide variety of disciplines. One of the key values that welds the company together, it drives the melting pot of ideas, innovation and creativity that is Marel today.

Number of employees (FTEs) by geographical location at year end 2010



OUR INDUSTRIES



POULTRY PROCESSING

Our Stork Poultry Processing product range offers integrated systems for processing broilers, turkeys and ducks.

STORK
POULTRY PROCESSING



FISH PROCESSING

Marel provides advanced equipment and systems for salmon and whitefish processing, both farmed and wild, onboard and ashore.



MEAT PROCESSING

Our Meat Industry Centre specializes in the key processes of deboning and trimming, case ready, food service and bacon processing.



FURTHER PROCESSING

Marel's range of products for portioning, coating, heat treatment and sausage making are marketed under the brand name of Townsend Further Processing.

TOWNSEND
FURTHER PROCESSING

Marel's business is focused on serving customers in four core industries – poultry, fish, meat and further processing. This clearly defined focus is reflected in our market-oriented organisational structure.

We operate four Industry Centres, which gather together all the knowledge, expertise and decades of experience accumulated across our company in each of the four industries we serve. With their deep knowledge of our customers' production processes, the Industry Centres are responsible for innovation, sales and service specifically geared toward their respective industries.

The Industry Centres are complemented by Product Centres, which specialize in product applications that can be used in more than one industry. They develop advanced products and solutions to meet specific application needs – such as, for example, portioning, grading or skinning – as effectively as possible.

Working closely with our sales and service network across the globe, our Industry and Product Centres ensure that our solutions precisely match the needs of our customers, like hand in glove.

"Our 13,500 broiler per hour processing line is emblematic of all our products. Based on decades of development and innovation, it provides our customers with the means to realise the highest possible yields while making healthier, safer products available to consumers."

Anton de Weerd, Managing Director, Poultry Industry Centre

TOP-CLASS FILLETING

A prime example of Marel's commitment to continuous development, the modular AMF-BX breast cap filleting system has undergone a steady stream of enhancements over the years. The level of automation has steadily risen, along with the product variety that the line can produce. Now, the new generation AMF-BX enables processors to take yet another step forward in top-class filleting.



POULTRY PROCESSING

- Anchored by its renowned **Stork Poultry Processing** product range, Marel is the leading worldwide supplier of poultry processing systems for broilers, turkeys and ducks. With a strong focus on innovative technologies, we provide in-line solutions for every processing stage and for every capacity level. With our preventive maintenance programmes, we enable our customers to maximise uptime and lower maintenance costs substantially.
- We offer **integrated solutions** spanning everything from single processes to complete processing plants, including live bird supply, slaughtering, scalding and evisceration, chilling, cut-up and deboning, X-ray bone detection, portioning and slicing, weighing, grading and batching, packing and production control software.
- Our products enable our customers to produce a vast range of products while **optimising yields**, shelf-life, product quality and value, as well as providing full traceability and minimising production costs.



"Marel achieved its leading position as a solution and service provider to the fish industry through close collaboration with our customers. We know that this will continue to be the key in taking both the company and the industry to a new level."

Jón Birgir Gunnarsson, General Manager, Fish Industry Centre

VISION IN SLICING

Our high-speed, high-precision GEBA series of multi-angle slicers are the first on the market to use laser vision technology to measure the volume, size and weight of fresh salmon fillets to determine the ideal cutting profile.



FISH PROCESSING

- Marel has **strong roots in the fish industry** and we have worked closely with our customers to establish ourselves as the leading global provider of advanced equipment and systems for salmon and whitefish processing, both farmed and wild, onboard and ashore.
- Our **Fish Industry Centre** offers innovative solutions designed to serve processors of all sizes, with systems ranging from single scales to fully integrated production lines and complete factories.
- Marel equipment and systems build on the **power of Innova** production management software. Providing full control of the production process, Innova gives processors the complete set of tools required to monitor yield, throughput and product quality. And by providing full traceability of the raw material, Innova also enables processors to satisfy the most stringent fisheries regulations and growing consumer demand for the eco-labelling of products.



MEAT PROCESSING

"Automation and process monitoring are essential to improving yield and profitability in the meat industry. Our Industry Centre team has what it takes to 'meat' all your needs in this regard."

Sigsteinn P. Gretarsson, Managing Director, Meat Industry Centre

MONITOR, MEASURE, MAXIMISE

The Marel StreamLine, our intelligent deboning and trimming system, helps take the guessing out of processing. Integrated with Marel Innova production management software, StreamLine provides real-time performance information on every stage of production.



- Marel's **Meat Industry Centre** brings together decades of experience and expertise accumulated across five countries with the goal of supplying top-of-the-line integrated systems and services to the red meat industry. We focus in particular on the four key processes of deboning and trimming, case ready, food service and bacon processing.
- Meat processors are increasingly looking for ways to **efficiently monitor**, measure and control every aspect of their shop-floor operations. Marel provides a comprehensive portfolio of equipment and systems capable of meeting this need, from carcass intake to product dispatch, spanning deboning, trimming, portioning, packing and labelling.
- Our Innova production management software ties it all together, providing **real-time data** on all key performance indicators and giving meat processors the control they need.



"We don't just provide our further processing customers with stainless steel. More importantly, we provide them with in-depth knowledge of food processing technology."

Bert Jan Hardenbol, Managing Director, Further Processing Industry Centre

A REVOLUTION IN FORMING

The Townsend RevoPortioner forming and portioning machine is a proven success. Using low-pressure technology and a rotating drum, the system produces an endless variety of products of uniform quality, shape and weight, while retaining the texture and structure of the raw material.



FURTHER PROCESSING

- No matter the product or process, the **Townsend Further Processing** range of products offers the best in further processing equipment.
- With a strong **focus on end-product**, we translate our thorough knowledge of food and process technology into innovative machines and systems for portioning, coating, heat treatment and sausage making.
- The Townsend Further Processing range spans everything **from meat preparation to end-of-line solutions** for poultry, meat or fish. So whether the need is for large-volume production or maximum flexibility in retail or food service production, we have the system to suit every operation.



PRODUCT CENTRES



Innova production management software



Key technology



Inspection systems



Grading



Portioning



Multibatching

While Marel's Industry Centres develop equipment intended specifically for their respective industry – i.e. poultry, fish, meat or further processing – our Product Centre teams specialise in product applications that can be used in more than one industry.

The primary focus of the Product Centres is on fulfilling specific customer needs – such as, for example, bone detection or portioning – in the most efficient, accurate and cost-effective way possible.



Robotics



High speed slicing



End of line solutions



Freezing



Meat harvesting



Skinning



SYSTEMS

"Marel is the largest company in the world in its field. But that is not what drives us. The motivation behind everything we do is the desire to be perceived as the best company in the business."

Theo Hoen, CEO

SCALING NEW HEIGHTS

- With decades-long experience in the industry, we know first-hand the challenges that processors face on a daily basis. We use that deep knowledge of production processes to design systems that help our customers to achieve optimal performance.
- Our systems seamlessly integrate a wide range of equipment spanning multiple processing stages, from reception of raw material through to dispatch of the packaged final product. And our unrivalled Innova production management software ties it all together, providing real-time data on key performance indicators every step of the way.
- The integration of previously independent systems makes it possible to develop new features that would otherwise be unthinkable. It allows, for example, for data to be fed between the various components for continuous calibration of an entire production line.
- Ultimately, the true value of Marel's integrated systems for our customers is that they raise product quality, food safety and high-speed automation to new heights.

Marel is uniquely equipped to provide state-of-the-art integrated systems for today's processing plants, combining the proven technologies of the former Marel and Stork companies to create added value for our customers.



AND WHY?



Marel is proud of the fact that our strong commitment to innovation has led to continuous advancement in how food is processed, benefiting consumers all over the world.

As a global leader, we know that our actions have a wide impact. Of course, Marel has an obligation to bring new technologies to the market that add value for our customers and our shareholders. But our responsibility extends far beyond that, to embrace sustainable and ethical business practices, and ensure that our operations benefit society at large.

In pursuit of this goal, Marel relies on a simple and proven business model founded on three pillars – market penetration, innovation and operational excellence. They are at the core of Marel’s commitment to provide long-term and sustainable value for all our stakeholders – customers, shareholders, employees and communities alike.



- By rapidly responding to ever-changing consumer demand, **we make sure that mealtime is quality time for families everywhere.**
- By helping food processors reduce costs and increase efficiency, **we make food more affordable.**
- By improving the handling of raw material and embracing hygienic design principles, **we elevate the quality and nutritional value of food.**
- By developing highly advanced inspection and traceability systems, **we ensure that the food we eat is safe.**
- By reducing waste by-products and increasing efficiency in food processing, **we help protect the environment.**