

# Middleby Overview

March 2024

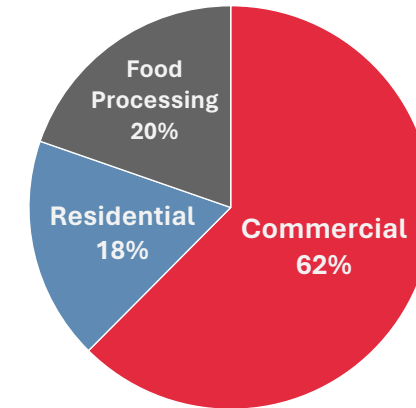
# MIDDLEBY SEGMENT OVERVIEW



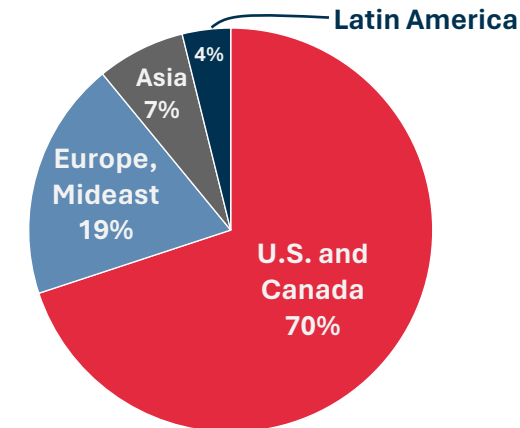
## Three Industry-Leading Foodservice Platforms

- ▶ 120-plus industry-leading brands
- ▶ Three highly synergistic foodservice segments
- ▶ Consistent growth in profitability and cash flow
- ▶ Technology and innovation leader
- ▶ Differentiated go-to-market capabilities
- ▶ Proven track record of strategic M&A
- ▶ Positioned to capture rapidly evolving market trends

### 2023 Proforma Revenue by Segment\*



### 2023 Proforma Revenue by Region\*



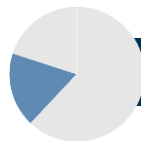
\*Revenue adjusted to depict estimated full-year results of ownership of acquired businesses

# SNAPSHOT OF OUR BUSINESS SEGMENTS AND SELECT BRANDS



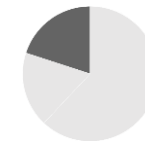
## Commercial Foodservice

- ▶ Middleby is a leading global manufacturer of commercial-cooking equipment
- ▶ Broad product portfolio caters to restaurants, from quick service to fine dining, as well as institutions, such as hospitals and schools
- ▶ Premier solutions provider across commercial kitchen and beverage categories



## Residential Kitchen

- ▶ Middleby entered the premium market for residential appliances by acquiring Viking Range in 2013 and has since built an enviable lineup of leading brands
- ▶ Delivers commercial-grade innovation and chef-approved appliances to the home
- ▶ Products include ranges, built-in surface cooking and ovens and cooktops, stand-alone and built-in refrigeration, and outdoor cooking



## Food Processing

- ▶ Middleby is a leader in preparation, cooking, baking, packaging, and food-safety systems for the industrial processing, baking, and packaging industries
- ▶ Core products include batch ovens, belt ovens, continuous processing ovens, automated thermal processing systems, automated loading and unloading systems, meat presses, reduction and emulsion systems, defrosting equipment, and packaging and food-safety equipment



# THREE SYNERGISTIC PLATFORMS WORKING TOGETHER



## Three Food-Equipment Platforms Allow Middleby to . . .

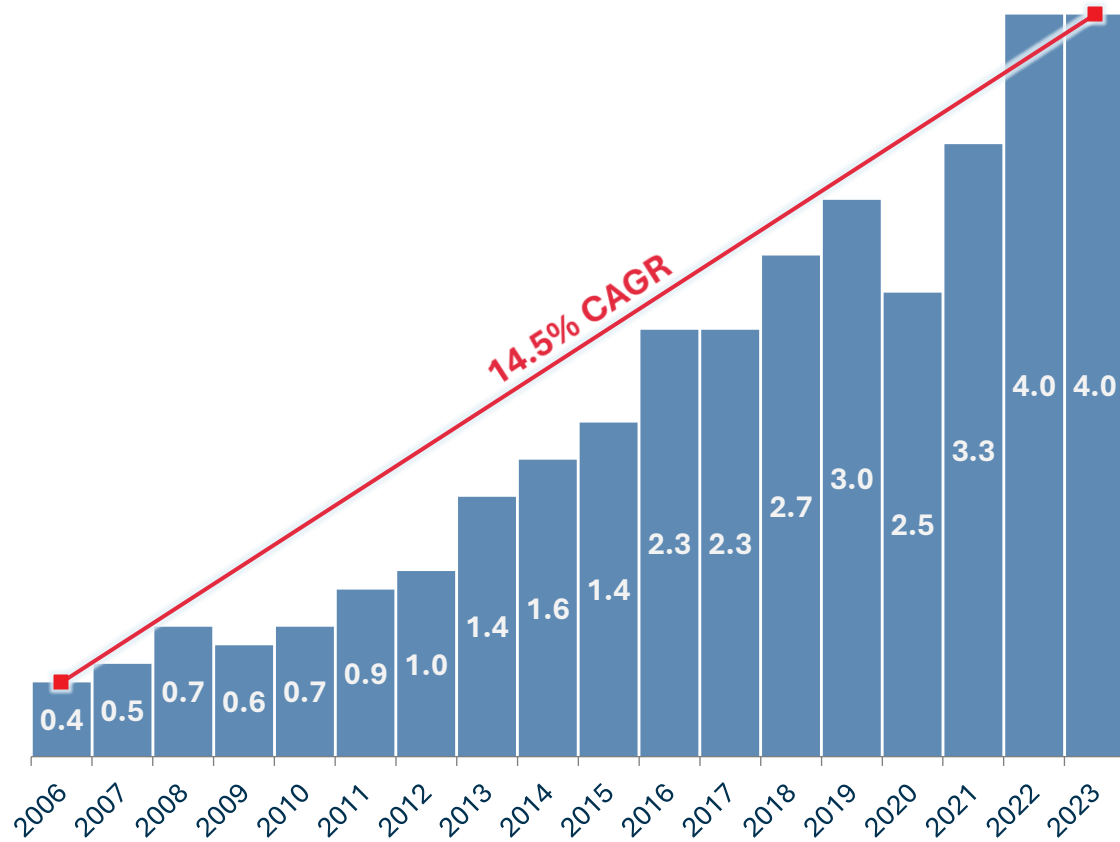
- ▶ Accelerate growth and new product development
- ▶ Realize better profitability
- ▶ Expand into new markets
- ▶ Have ongoing customer-driven innovation
- ▶ Deliver capabilities that provide unique solutions



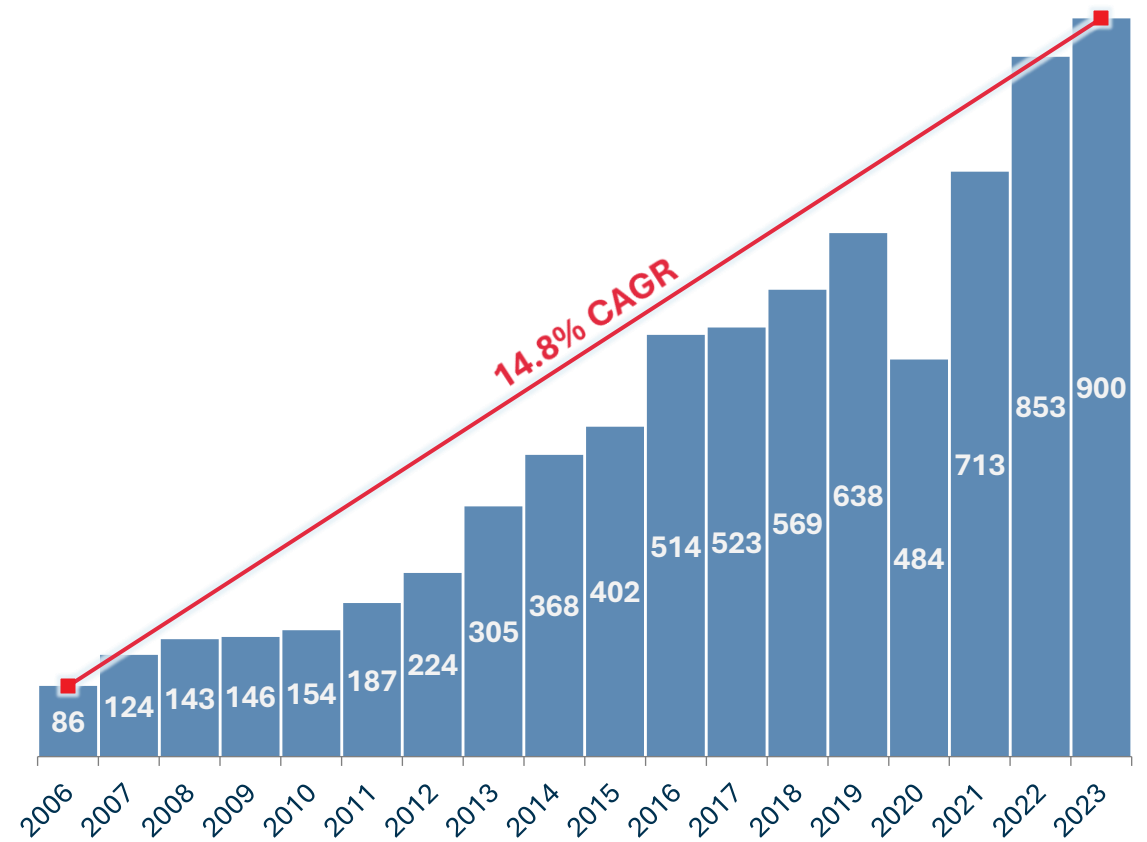
# A PROVEN TRACK RECORD OF GROWTH



## Sales (\$ in billions)



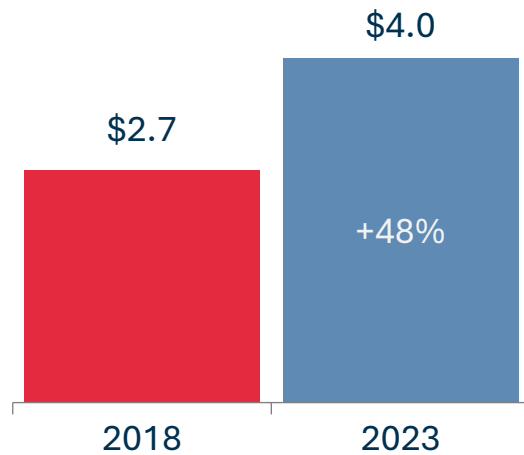
## Adjusted EBITDA (\$ in millions)



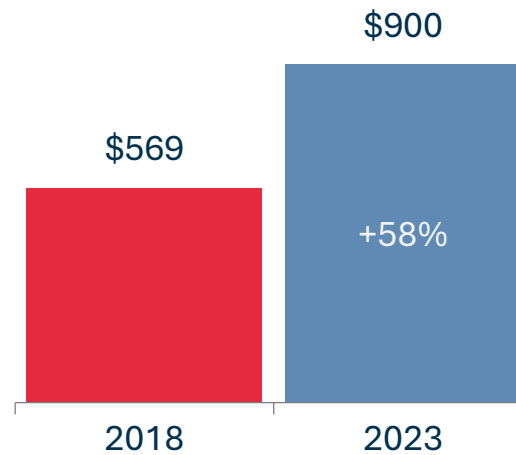
# FIVE-YEAR COMPARATIVE OPERATING PERFORMANCE



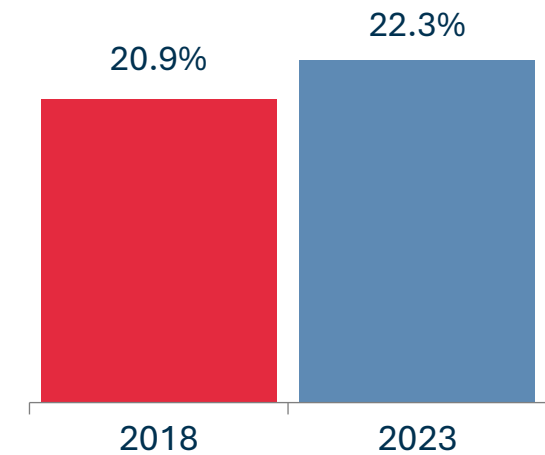
### Sales (BN)



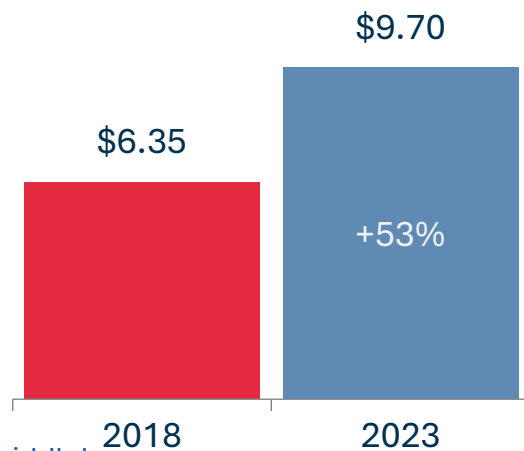
### Adjusted EBITDA (MM)



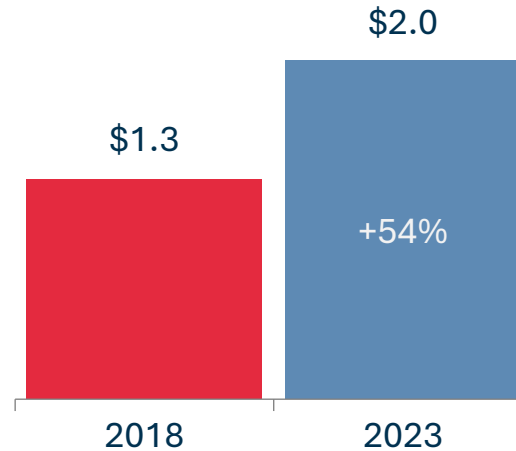
### Adjusted EBITDA Margin



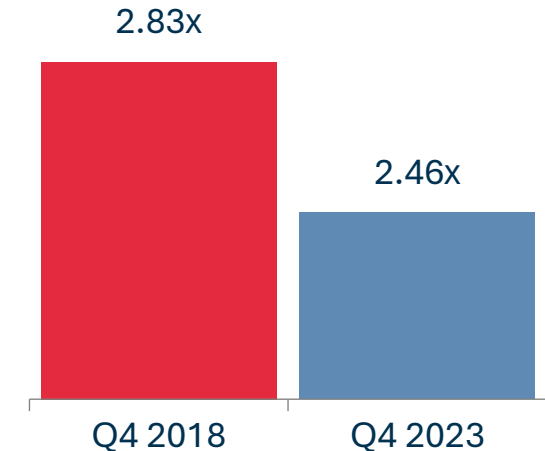
### Adjusted EPS



### Rolling 5-Year Free Cash Flow (BN)



### Leverage Ratio



# DEBT AND LIQUIDITY

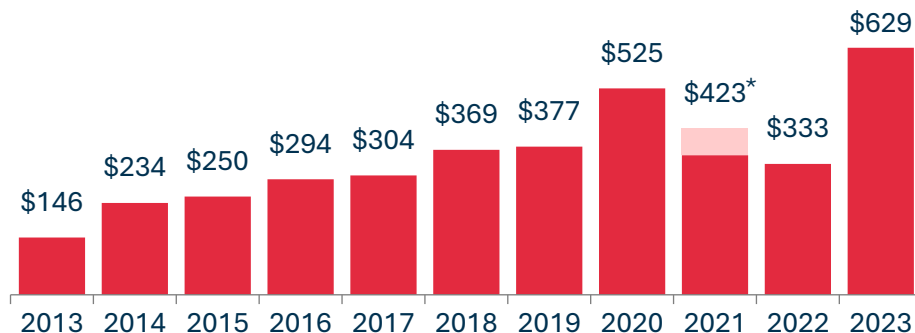


## Q4 2023 Leverage Ratio (in millions)

Cash	\$247
Debt	\$2,425
Net Debt*	\$2,267
LTM EBITDA*	\$922
Total Leverage	2.46x
Covenant Limit	5.50x

\*As defined in the credit agreement

### 10-Year Annual Operating Cash Flow (MM)



\*Proforma operating cash flow was \$355 million, ex-termination fee received and related deal costs

## Liquidity Commentary

- ▶ Q4 2023 operating cash flows totaled \$256 million, an increase of 61% from \$156 million in Q4 2022
- ▶ 2023 operating cash flows totaled \$629 million, an increase of 89% from \$333 million in 2022
- ▶ Quarter-end borrowing capacity was approximately \$2.8 billion
- ▶ Leverage could end 2024 below 2.0x, absent meaningful acquisitions, investments, or buybacks
- ▶ 66% of our debt is currently at fixed interest rates, including the effect of interest-rate swaps
- ▶ Bank credit facility matures in October 2026

# EBITDA MARGIN PROGRESSION AND TARGETS



## Key Drivers

- ▶ Innovation and sales mix
- ▶ Acquisition integration
- ▶ Supply-chain initiatives
- ▶ Operational investments
- ▶ Price-cost

Segment	2021	2022	2023	Target
Commercial	25.1%	26.2%	27.7%	30%
Residential	20.9%	17.1%*	12.1%	25%
Food Processing	22.4%	22.1%	24.9%	25%

\*Affected by acquisitions

## Anticipated Timeline

- ▶ For the Commercial Foodservice division, we anticipate delivering the targeted EBITDA margin within the next two years
- ▶ For Residential Kitchen, we envision achieving the EBITDA margin goal in three to four years, as the timing of hitting the objective is meaningfully dependent on market conditions improving



# RECENT TRANSFORMATIONAL INVESTMENTS



## Investments Driving Long-Term Future Growth

- ▶ **Leading the future of foodservice with critical developments in digital, IoT, and automation**
- ▶ **Strategic acquisitions with future benefits** of increased profitability from ongoing integration
- ▶ **New product platforms with high-margin growth opportunities** (*ice and beverage, and full-line Food Processing solutions*)
- ▶ **Game-changing product innovations** support accelerating market and operating trends (*electrification, kitchen efficiency, food costs, and sustainability*)
- ▶ **Expanding international capabilities** in key growth markets (*China, India, and Middle East*)
- ▶ **Re-evolution of go-to-market strategy** (*end user, digital, sales channel, and innovation centers*)
- ▶ **Operational investments to drive margin expansion** and support growth initiatives (*supply chain, engineering, and manufacturing*)

# EXECUTING ON STRATEGIC M&A

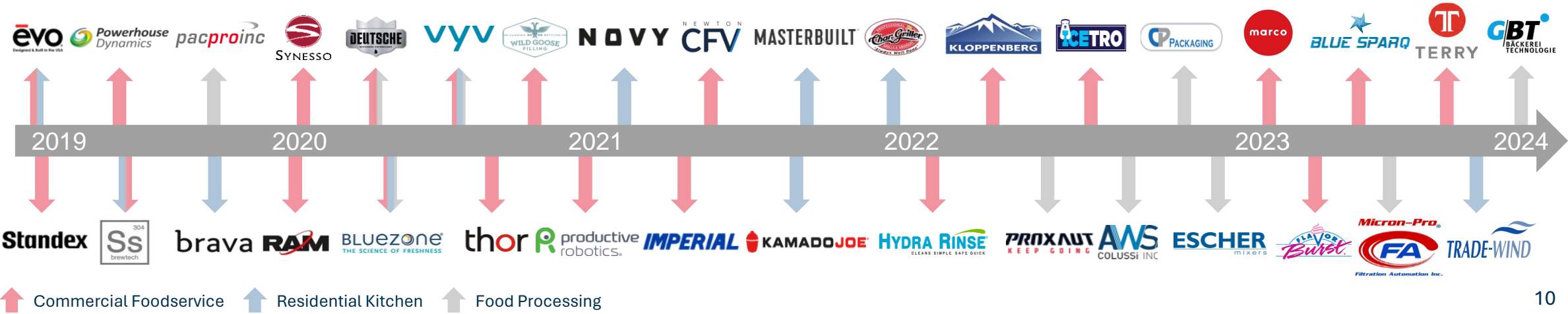


## Recent M&A Activity

- ▶ Middleby has completed 28 transactions since the beginning of 2020, many of which have targeted key technologies and long-term growth trends
- ▶ The enhanced capabilities and synergies attained through these additions have strengthened all three business segments
- ▶ Many of the recent acquisitions have ongoing sales and profitability benefits yet to be realized

## Strategic Investment Themes

- ▶ Automation, IoT, and digital controls
- ▶ Beverage platform expansion
- ▶ Ventless and electrified cooking
- ▶ Food Processing full-line solutions
- ▶ Residential brand and product portfolio
- ▶ International expansion



# GROWING ICE AND BEVERAGE PLATFORM



## Positioned for Growth Trends

- ▶ Automated coffee and espresso
- ▶ Nitro and cold brew
- ▶ Ice production and storage
- ▶ Soda, tea, and water dispense
- ▶ Liquor and bar automated dispense
- ▶ Blending and smoothies
- ▶ Brewing and distilling
- ▶ Shakes and desserts
- ▶ Canning and bottling
- ▶ Flow control

**A \$5BN+,  
high-margin  
market**

**~\$600MM  
group sales,  
25%+ EBITDA  
margins**



# MIDDLEBY ICE LINEUP



## Full Line of Global, Chain, and Dealer Solutions

- ▶ \$1.75–2.00 billion global market
- ▶ Expected Middleby revenue growth of \$50 million in 2024
- ▶ High-margin mix of product lines
- ▶ Products cover all ice types—“Chewblet,” nugget, half cube, cube, and shaved
- ▶ 250 lb, 460 lb, 550 lb, 750 lb, 1,100 lb, 1,700 lb, and 2,000 lb production capabilities
- ▶ Safely and sanitarily pump ice up to 75 feet to remote bins (up to two) with Follett’s exclusive “RIDE” technology
- ▶ Terry CITRYNE water-filtration system ensures best tasting ice



1,700 lb and 2,000 lb  
ICETRO with 48-inch bin



1,400 lb Follett  
RIDE System

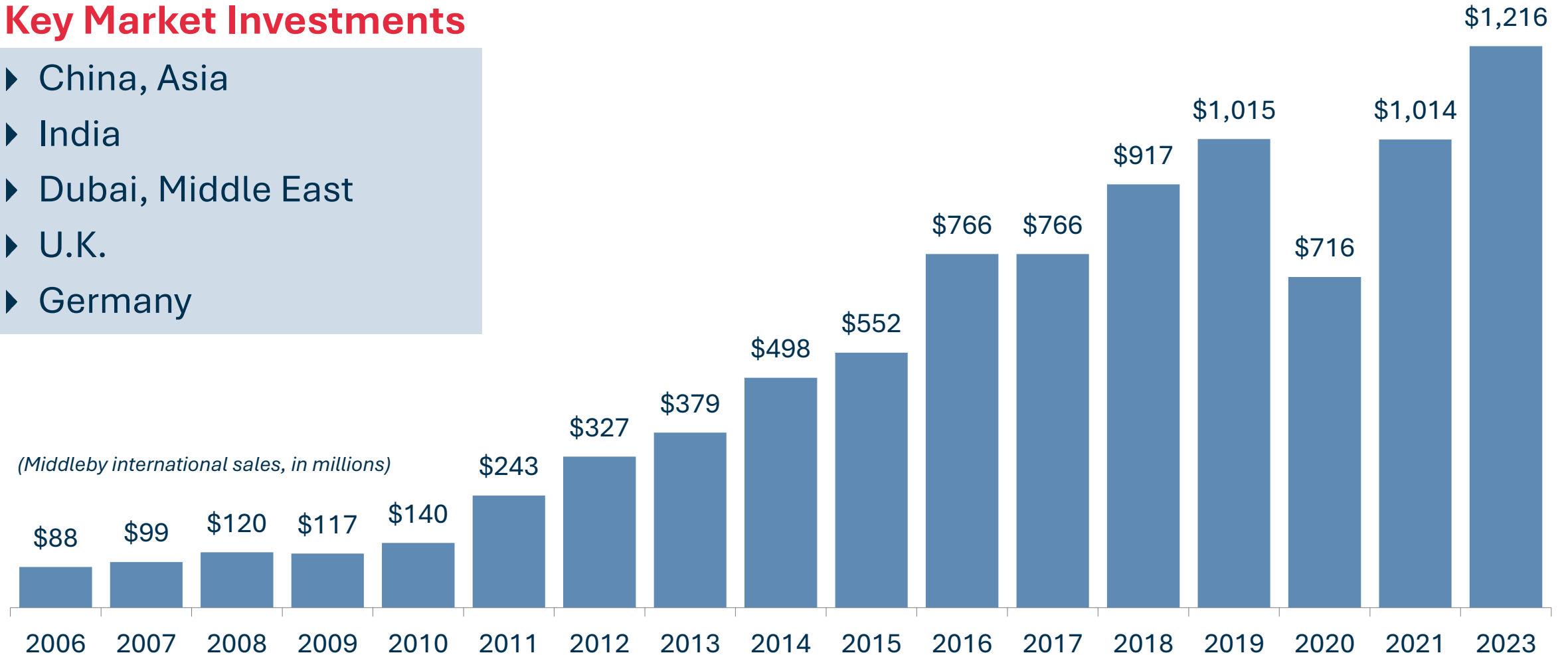


# WELL-POSITIONED FOR INTERNATIONAL GROWTH



## Key Market Investments

- ▶ China, Asia
- ▶ India
- ▶ Dubai, Middle East
- ▶ U.K.
- ▶ Germany

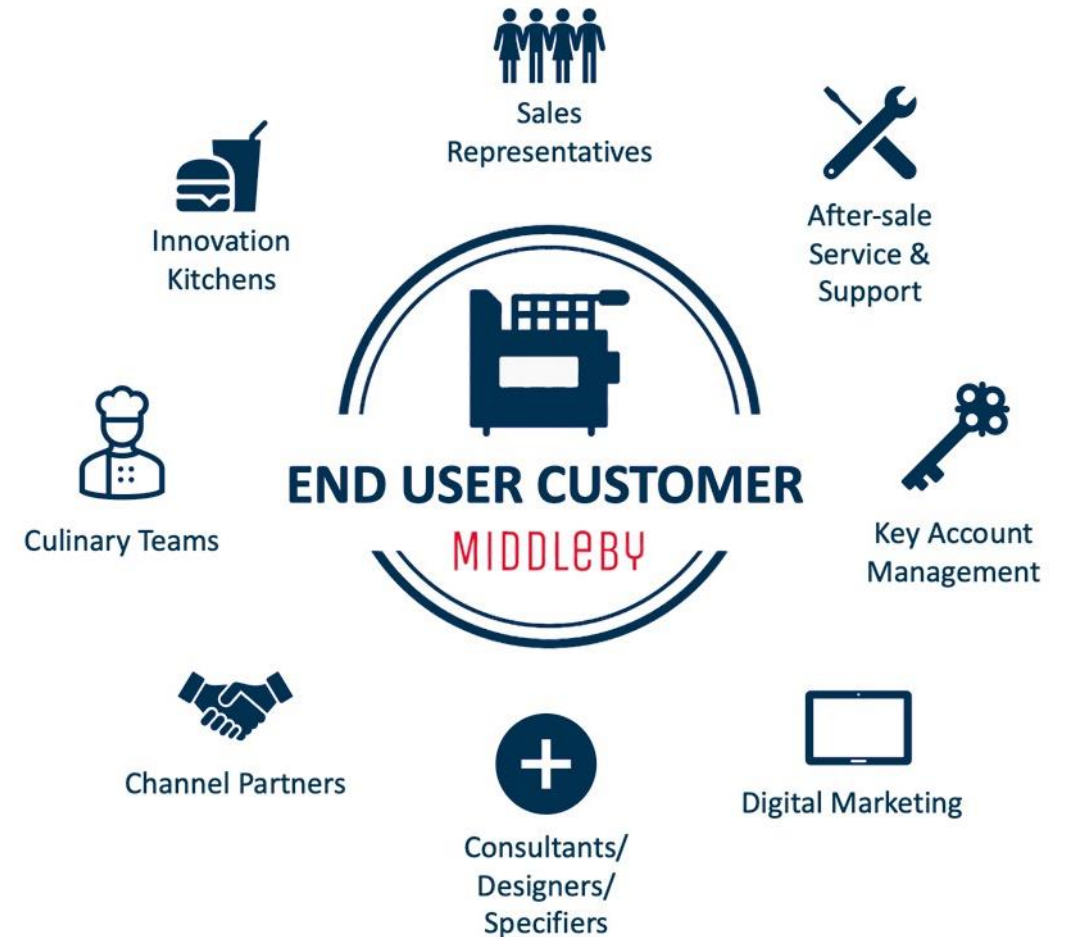


# TRANSFORMING OUR SALES PROCESSES



## Significant Go-to-Market Investments Are Driving Future Growth

- ▶ Middleby has made substantial investments in selling tools and initiatives focused on end-user engagement, greater brand awareness, and continued launches of new product innovations







# MIDDLEBY INNOVATION KITCHENS

Were you one of our first  
**26,000 visitors?**

*Since its debut, The MIK has hosted more than 700 events, showcasing 200 pieces of live Middleby equipment in one spectacular location.*

*We're just getting started. See you soon.*

## Highlights

- ▶ Dallas Middleby Innovation Kitchens (MIK) opened in 2022
- ▶ Training and customer engagement are at an all-time high
- ▶ 72% of all U.S. members of Foodservice Consultants Society International (or FSCI) have attended training events at the MIK
- ▶ 435 of the top 500 chains have visited the MIK
- ▶ Innovation Kitchens Madrid opened in 2023
- ▶ Innovation Kitchens Middle East (Dubai) and Germany (Munich) opening in 2024

# INVESTING IN MANUFACTURING OPERATIONS



## Investments Support New Product Launches and Growth and Margin Objectives



- ▶ A top priority has been to invest in our manufacturing capabilities, aimed at increasing our capacity, driving production efficiencies, and improving profitability
- ▶ Middleby is well positioned to support new product launches and growth initiatives

**Main initiatives  
to enhance  
productivity and  
profitability**

**1**

Leverage the Middleby global supply-chain team

**2**

Invest in new capital, including almost \$200 million over the past three years

**3**

Be creative and aggressive to hire an exceptional manufacturing workforce



## Industry-Leading Product Introductions Over the Past Three Years and Pipeline

- ▶ Automation and labor reduction
- ▶ Connected and data driven
- ▶ Speed of service
- ▶ Flexibility and footprint
- ▶ Energy savings (*star-qualified products*)
- ▶ Ventless and electrification
- ▶ Less food waste and water utilization
- ▶ Proprietary chemical-free cleaning



# COMMERCIAL FOODSERVICE OVERVIEW

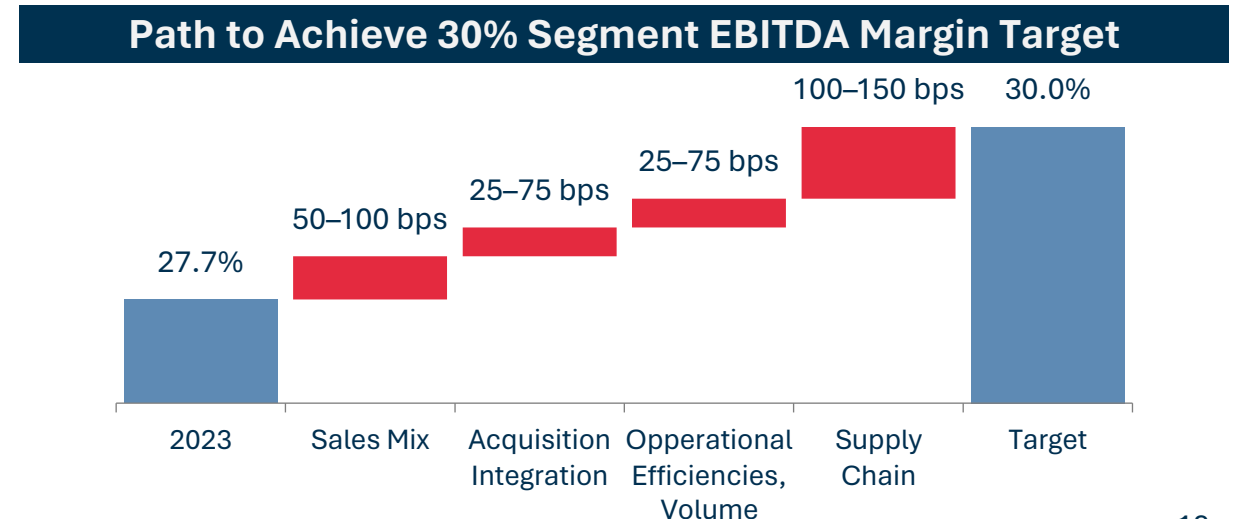
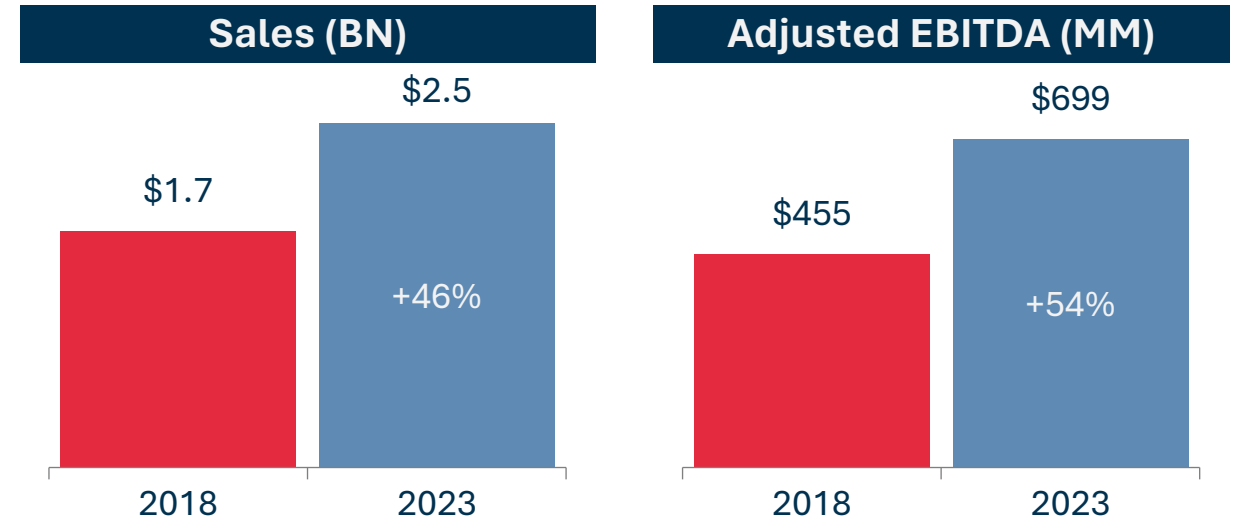


## Global Leader in Foodservice Equipment

- ▶ Industry-leading brands and established relationships with blue-chip customers
- ▶ Strong track record of delivering consistent annual sales growth, both organically and through acquisitions
- ▶ Top-tier margins, returns, and solid cash generation allow for financial flexibility
- ▶ Continuous customer-driven innovation

## Positioned in High-Growth Areas

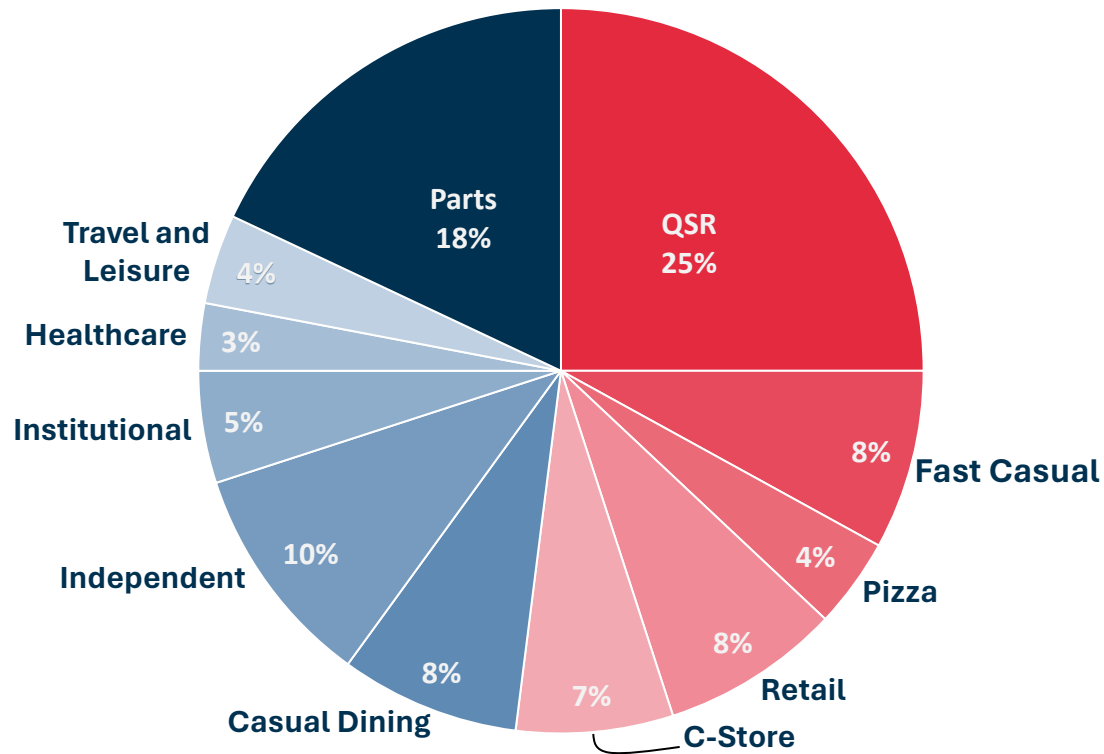
- ▶ Recently established beverage and ice portfolio positioned for growth in \$5 billion-plus market segment
- ▶ Well-established leadership in automation, the Internet of Things (IoT), and digital controls provides for accelerating future growth opportunities
- ▶ Positioned to capture growing demand for electrification, induction, ventless, and sustainable-equipment solutions
- ▶ Invested in emerging international growth markets



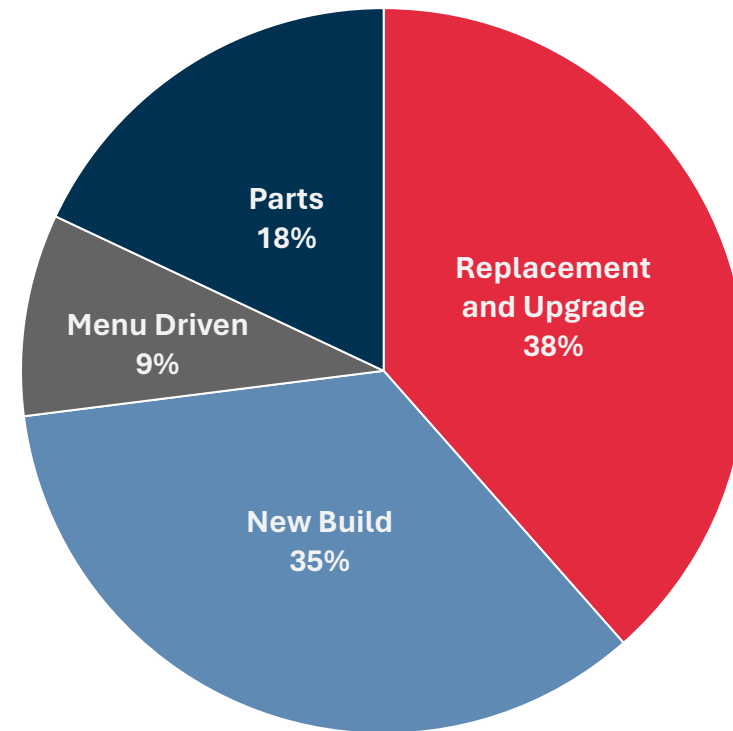
# COMMERCIAL FOODSERVICE – REVENUE COMPOSITION



## 2023 Revenue by Customer Segment



## 2023 Revenue by Demand Requirement

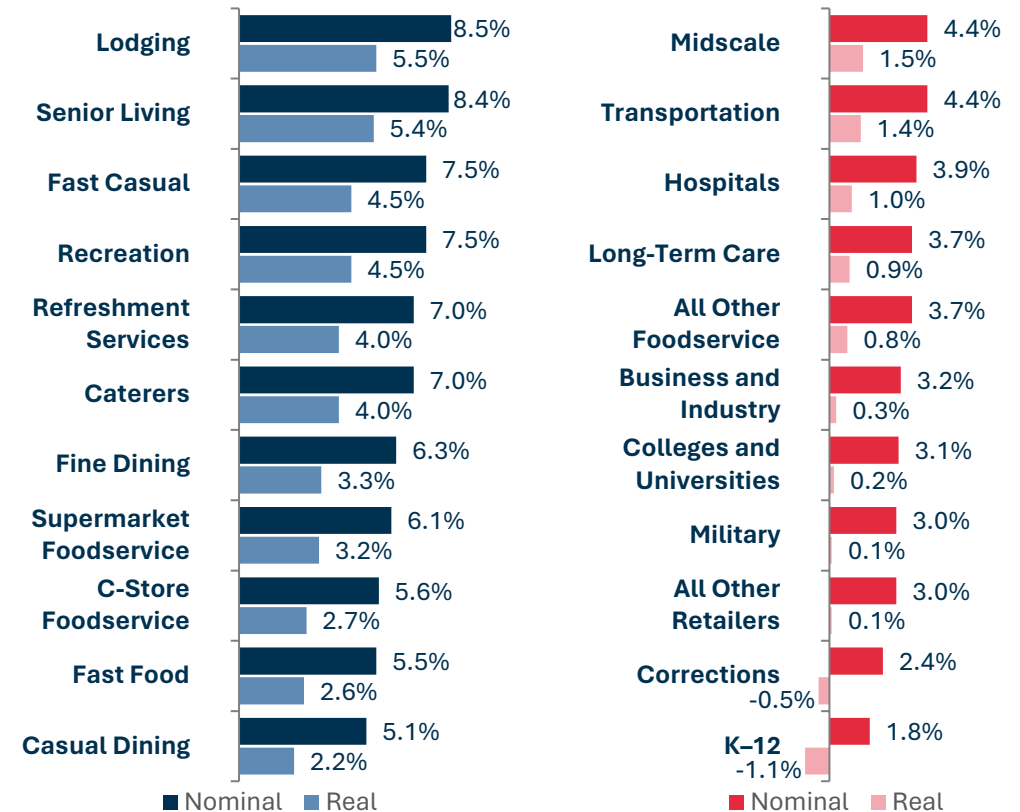


# COMMERCIAL FOODSERVICE – MARKET OUTLOOK



## U.S. Restaurant Forecast Compound Annual Sales Growth by Category for 2024–27

- ▶ Restaurant chain growth supported by consumer eating-out trends and preference for convenience
- ▶ Travel and recreation benefit from further post-COVID recovery
- ▶ Greater spending on beverage outside of home driving growth in coffee, c-store, and chain sales
- ▶ Nontraditional foodservice customers, such as supermarkets and c-stores, moving more into foodservice
- ▶ Demographics support growth of senior living, long-term care, and hospital foodservice

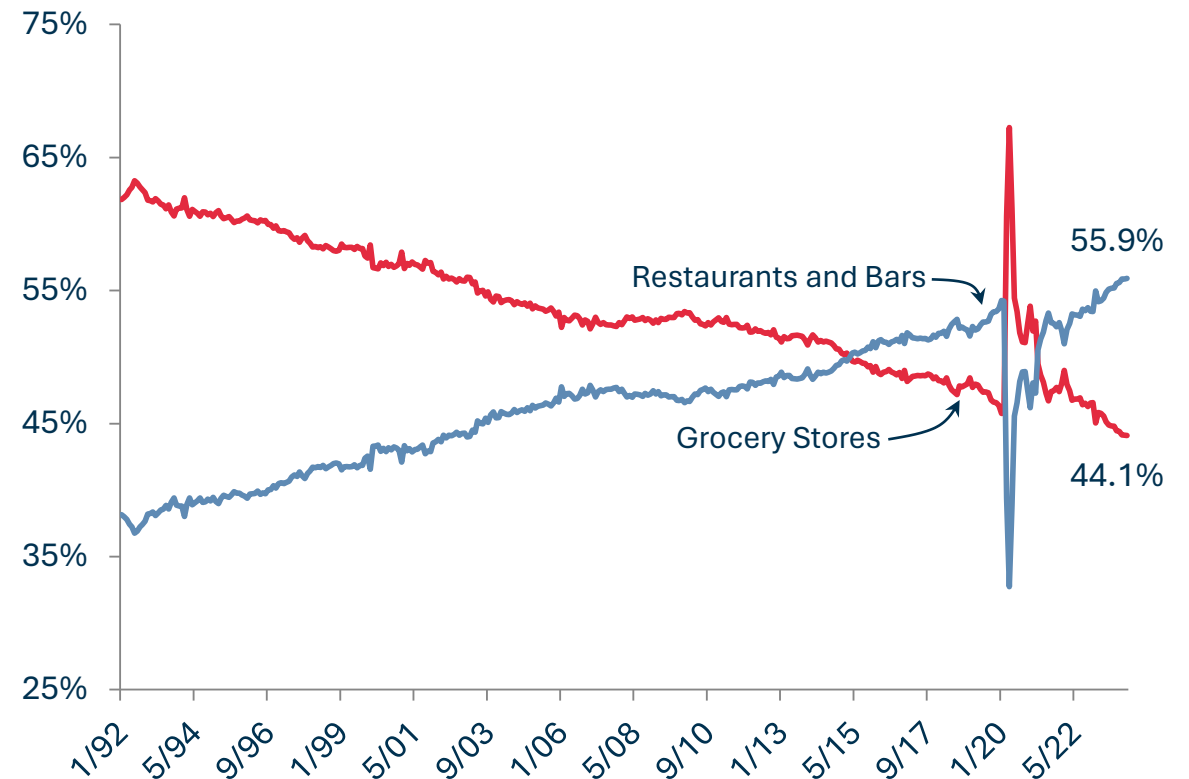


Source: Technomic September 2023 Long-Term Forecast

## Shift Back to Favorable Trends in Eating Outside of Home

- ▶ A rising percentage of meals prepared away from home is a key growth aspect for food equipment
- ▶ The diverging trend between retail sales for restaurants and bars and for grocery stores has risen steadily for over 30 years
- ▶ Today, nearly 56% of disposable income spent on food goes toward eating outside the home

### U.S. Retail Sales, Grocery vs. Restaurants and Bars



Source: U.S. Census Bureau

## Favorable Long-Term Outlook for New U.S. Restaurant Openings

- ▶ U.S. restaurant locations declined by more than 75K during the 2020–21 COVID pandemic
- ▶ Expected net openings were roughly flat in 2023, far less than forecast due supply-chain challenges and other operational holdups
- ▶ Anticipated return to long-term positive trend of net openings realized, with strong plans from restaurant chains in 2024

Year	Restaurant Locations	Net Openings
2019	703,057	
2020	631,359	(71,698)
2021	625,978	(5,381)
2022	631,449	5,471
2023	631,565	116
2024F	637,941	6,376
2025F	645,646	7,705
2026F	652,381	6,735
2027F	658,725	6,344

Source: Technomic January 2024 Long-Term Forecast



# OPEN KITCHEN

BY POWERHOUSE DYNAMICS

Digital Automation for the Entire Kitchen

The ONE IoT-based solution to enhance facility and commercial-kitchen performance

*10,000-Plus Customer Sites, and Growing*

[solutions.middleby.com/open-kitchen](https://solutions.middleby.com/open-kitchen)



# MIDDLEBY ONE-TOUCH CONTROL



## Digital Automation Coupled With a Common Control

- ▶ Designed for Open Kitchen IoT connectivity
- ▶ Common control and user experience for all Middleby commercial products
- ▶ Lightning fast and fluid experience
- ▶ Simple and intuitive
- ▶ Standardized functionality
- ▶ Data rich for operators
- ▶ Three platforms designed for high-touch, high-use products to low-interaction products

**One** controller. **One** user experience. **One** learning curve.





# OPEN KITCHEN – DIGITAL AUTOMATION

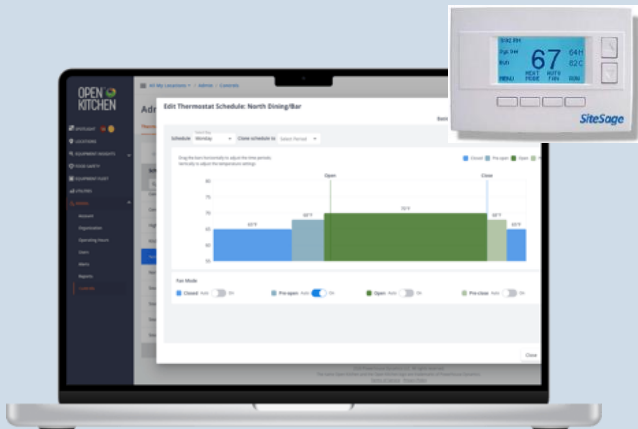


## The Only Enterprise IoT Solution for Restaurants and Retail Foodservice

### Front of House – Energy Management

#### Energy, HVAC, and Lighting Automation

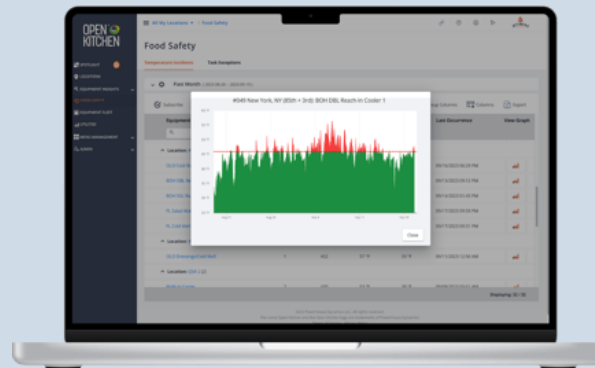
- ▶ Remote control and diagnostics of HVAC and other equipment
- ▶ Energy monitoring and management
- ▶ Lighting and signage control
- ▶ 10–20% energy savings



### Middle of House – Cold Chain

#### Cold Chain and Task Management

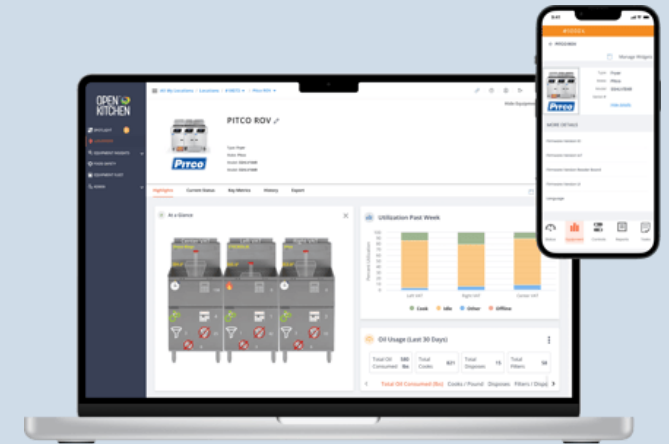
- ▶ Monitor refrigeration and digitize hazard analysis and critical control points (or HACCP) task lists
- ▶ Active cold-chain alerts
- ▶ Labor savings and risk reduction
- ▶ Over \$5K of labor savings per year per store



### Back of House – Connectivity

#### Connected Equipment

- ▶ Access real-time data on equipment
- ▶ Create and distribute recipes remotely, eliminating more than \$200 per store per update
- ▶ Remote firmware updates
- ▶ Improve uptime with real-time alerts



# OPEN KITCHEN – DIGITAL AUTOMATION



## IoT-Based Solutions Enhance Foodservice Facility Performance and Profitability

- ▶ With IoT solutions, restaurants, convenience stores, and food retailers can connect, analyze, and control key equipment, including HVAC, refrigeration, and a wide range of kitchen brands, to automate vital functions
  - ▶ Connected kitchen equipment
  - ▶ Workflow processing
  - ▶ Enterprise HVAC control and diagnostics
  - ▶ Temperature monitoring
  - ▶ Real-time alerts
  - ▶ Corrective action tracking
  - ▶ Enterprise control of lighting and signage
  - ▶ Remote recipe distribution



# LEADING MIDDLEBY BRANDS ALL CONNECTED

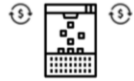


Connectivity Bundle



## Connect your ice machines to maximize your investment.

Equip your Follett ice makers with real-time alerts and actionable insights designed to maximize uptime and longevity.



### Maximize your equipment performance

- Address issues quickly with automated service alerts
- Accelerate repairs and avoid disruptions with real-time diagnostic data
- Avoid service calls through efficient troubleshooting advice



### Make insights-driven decisions at scale

- Establish the ideal frequency by leveraging data-driven insights
- Optimize equipment procurement decisions based on usage

## Embrace the kitchen of tomorrow so you can thrive today



Connectivity made easy with ConnectWare  
Integrate your ice machines by plugging the ConnectWare module directly into compatible equipment and connecting through a single secure access point.

### Future-proof your investment

Automated firmware updates and improved diagnostic data will help you prolong peak performance and extend your oven's life.

### Access your kitchen anywhere, anytime

Remotely monitor and manage your kitchen in a browser or the mobile app. Have peace of mind that your data is protected within our PCI Level 1-certified platform.

Open Kitchen integrates with many brands, including:



To learn more about Open Kitchen : [sales@powerhousedynamics.com](mailto:sales@powerhousedynamics.com)



## TURBOCHEF CONNECTIVITY BUNDLE

FUTUREPROOF YOUR EQUIPMENT PURCHASE

With Open Kitchen\* from Powerhouse Dynamics, restaurants, convenience stores, and food retailers can use just one platform to connect and monitor TurboChef™ ovens and other brands and types of kitchen equipment, as well as automate essential facility functions like refrigeration monitoring, food safety reporting and HVAC control.

### KEY BENEFITS

- Create and distribute recipe and menu updates remotely
- Get real-time equipment alerts
- Ensure consistency and accuracy of food safety data
- Save time and labor with automated data collection and reporting

### OPEN KITCHEN CONNECTIVITY BUNDLE INCLUDES:

#### TURBOCHEF INTEGRATED WITH CONNECTWARE MODULE

Wirelessly connects your oven to the Secure Access Point



### GET STARTED TODAY!

#### SECURE ACCESS POINT

- **Secure:** PCI Level 1 certified
- **Simple:** Plug & play
- **Versatile:** Connects to multiple pieces of equipment in your facility



Secure Access Point (SAP)

#### 5-YR OPEN KITCHEN LICENSE

Connect your TurboChef oven to Open Kitchen software. No more thumb drives for recipe updates! Create and distribute recipes and menus online.

Gain real-time visibility into your operations and receive alerts when there are problems with your equipment.



### Add one of the following part numbers to your TurboChef oven order:

- **MDD-1001** - IoT Connectivity (SAP + ConnectWare module + 5YR Open Kitchen Subscription)
- **MDD-1002\*** - IoT Connectivity (ConnectWare module + 5YR Open Kitchen Subscription)

\*Only use this part number if the TurboChef oven is going to a location that already has an SAP and other connected equipment.



## TAYLOR INTEGRATION PROGRAM

ENHANCING KITCHEN & FACILITY PERFORMANCE

### Connect, monitor and analyze Taylor\* IoT enabled equipment anywhere.

With Open Kitchen\* from Powerhouse Dynamics, restaurants, convenience stores, and food retailers can use just one platform to connect and monitor Taylor\* equipment and other brands and types of kitchen equipment, as well as automate essential facility functions like refrigeration monitoring, and food safety reporting.

### KEY BENEFITS

- Remote assessment of equipment performance, status, and usage
- Less down time
- Improved profitability
- Enhanced customer experience

Learn more at [OpenKitchen.com](http://OpenKitchen.com)

#### TAYLOR INTEGRATED WITH OPEN KITCHEN

Connects to Open Kitchen cloud



### GET STARTED TODAY!

Scan Code



Visit

[bitly/Taylor-OpenKitchen](https://bitly.com/Taylor-OpenKitchen)

Contact

[sales@powerhousedynamics.com](mailto:sales@powerhousedynamics.com) or (617) 340-6582

#### OPEN KITCHEN SECURE ACCESS POINT

Use the Open Kitchen Secure Access Point to create a dedicated and secure Wi-Fi infrastructure for your equipment or simply connect with your store's Wi-Fi hotspot.



Secure Access Point (SAP)

#### OPEN KITCHEN SOFTWARE

Open Kitchen captures equipment data to provide real-time visibility into operations, and send alerts to your phone or inbox. Open Kitchen also includes a powerful mobile app for gaining even more insights and enabling additional on-site data collection.



# RESIDENTIAL KITCHEN OVERVIEW

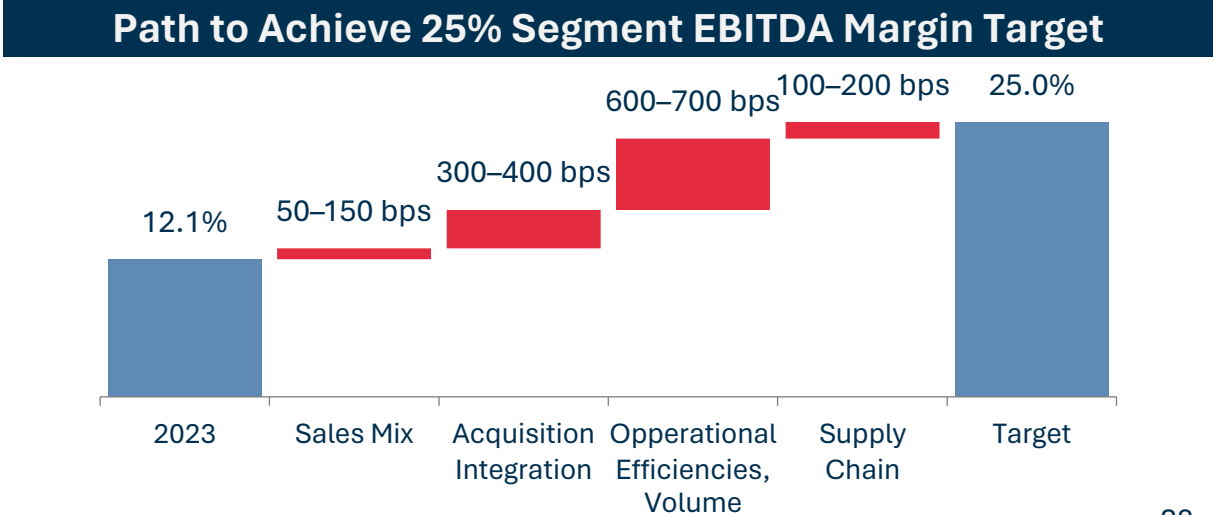
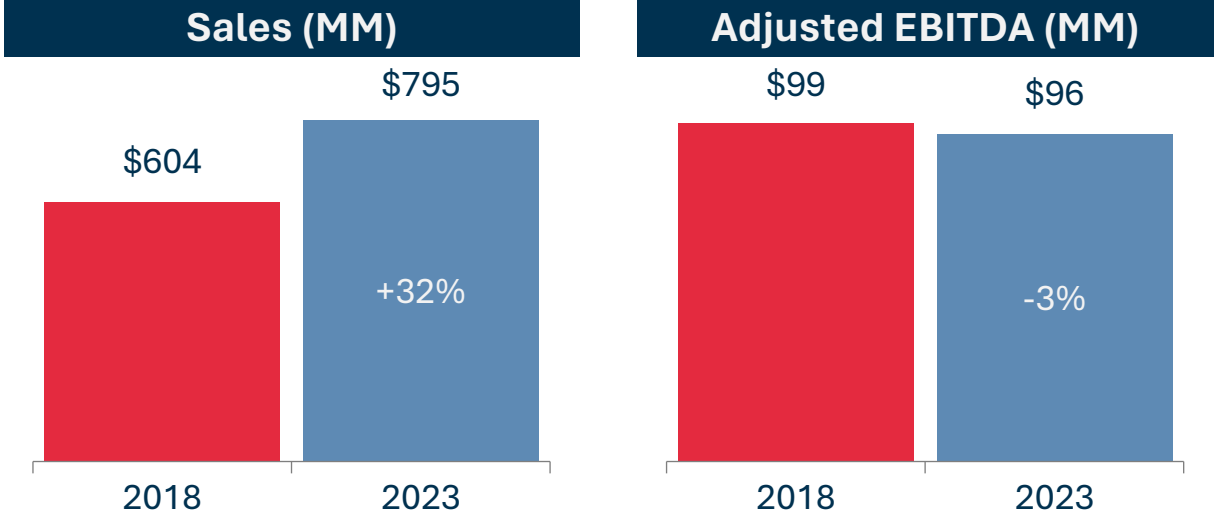


## Leading and Unique Portfolio of Premium Residential Kitchen Equipment

- ▶ Unique collection of premium consumer brands infused with commercial technology and performance
- ▶ Highest, most resilient margins among peer group with significant opportunity for margin expansion
- ▶ Established company-owned sales and distribution—ability to leverage strength of entire portfolio

## Runway for Growth and Margin Gains

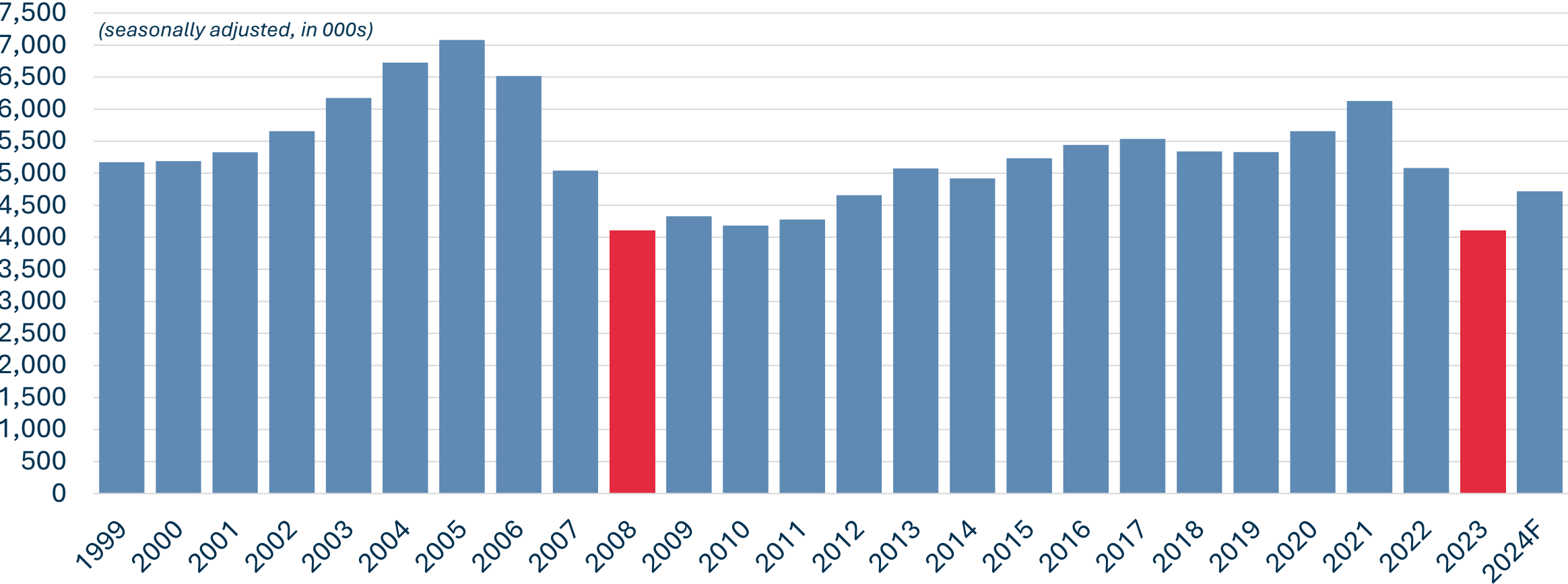
- ▶ Recent acquisitions with significant expected margin improvement
- ▶ Gaining share with the designer market providing long runway for growth
- ▶ Rapidly expanding induction and electrification offerings—positioned to capture emerging trends leveraging proven commercial technologies
- ▶ Investments in Middleby Residential Showrooms create growth in brand and product awareness



# RESIDENTIAL KITCHEN – MARKET CONDITIONS



## 2023 U.S. Existing-Home Sales Were at the Lowest Level Since 2008

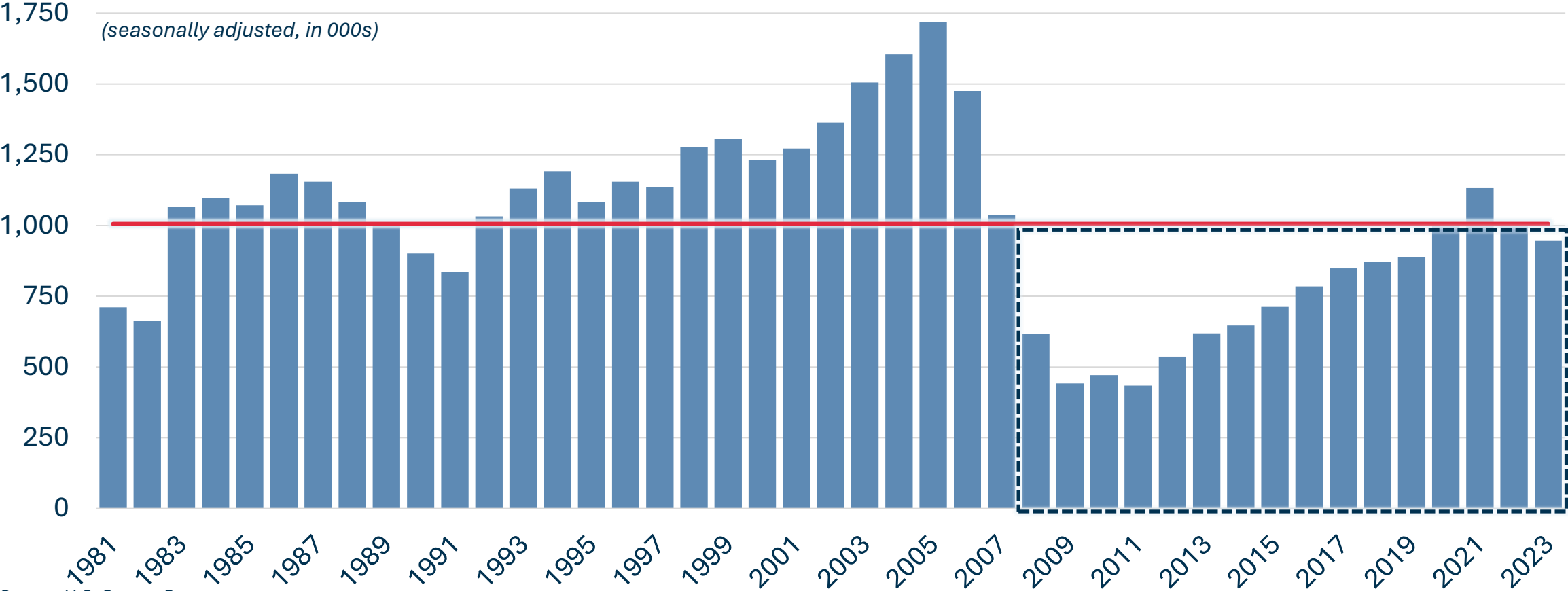


Source: National Association of Realtors

# RESIDENTIAL KITCHEN – MARKET CONDITIONS



## U.S. Single-Family Housing Starts Normalizing After a Decade of Underproduction



Source: U.S. Census Bureau  
[www.middleby.com](http://www.middleby.com)



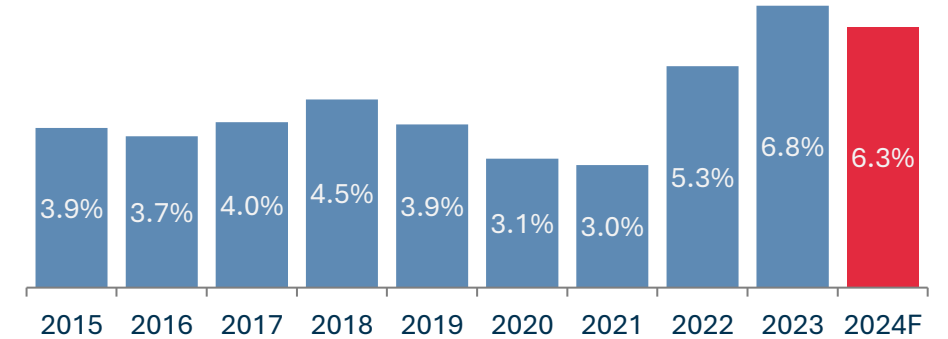
# RESIDENTIAL KITCHEN – MARKET OUTLOOK



## Improving U.S. Residential Conditions in 2024 and Beyond

- ▶ 2023 – New and existing home sales at long-term lows and setting a market bottom
- ▶ 2024 – Declining mortgage rates and lower construction costs leading to improving market conditions

### Average Annual Mortgage Rate (30-Yr Fixed)



Source: Freddie Mac, National Association of Realtors

### Building Materials – Residential Cost



Source: U.S. Bureau of Labor Statistics (BLS); Producer Price Index (PPI)

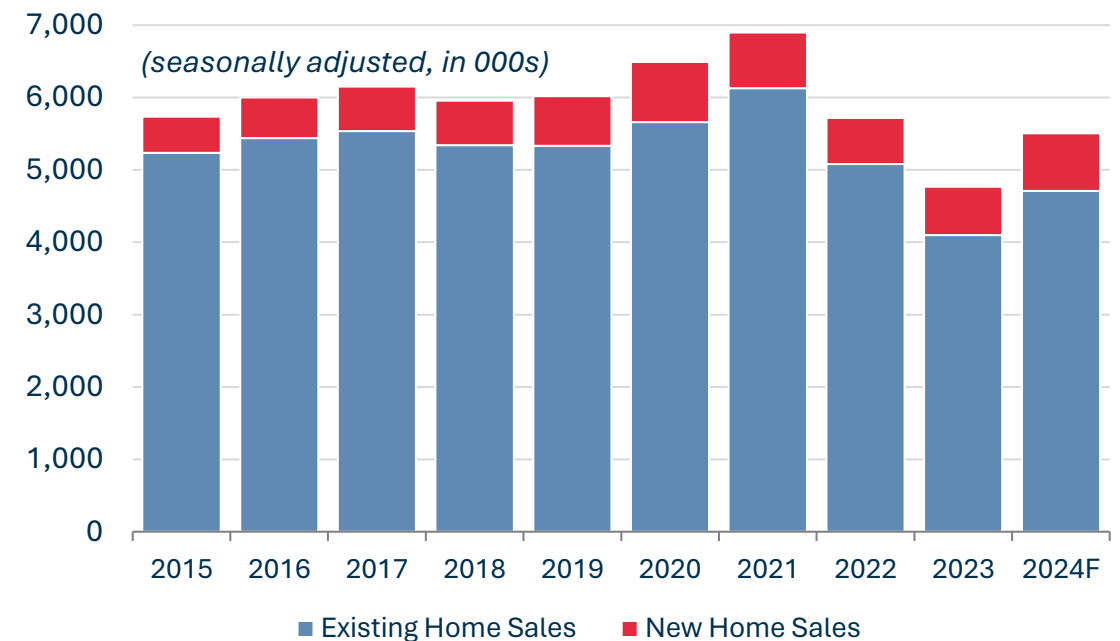
# RESIDENTIAL KITCHEN – MARKET OUTLOOK



## Economists' Summary Medium-Term Outlook for U.S. Residential Construction

- ▶ 2024
  - ▶ Fed will ease, interest rates will normalize
  - ▶ Single-family home builds will lead to a recovery
  - ▶ Demand will return, but supply-side issues will likely increase
- ▶ 2025–30
  - ▶ Demographics yield good growth runway for home builds
  - ▶ Structural housing deficit will reduce
  - ▶ Single-family home builds near or above 1.1 million per year

### New and Existing Home Sales Troughed in 2023



Source: National Association of Realtors, U.S. Census Bureau



# RESIDENTIAL KITCHEN – MARKET OUTLOOK

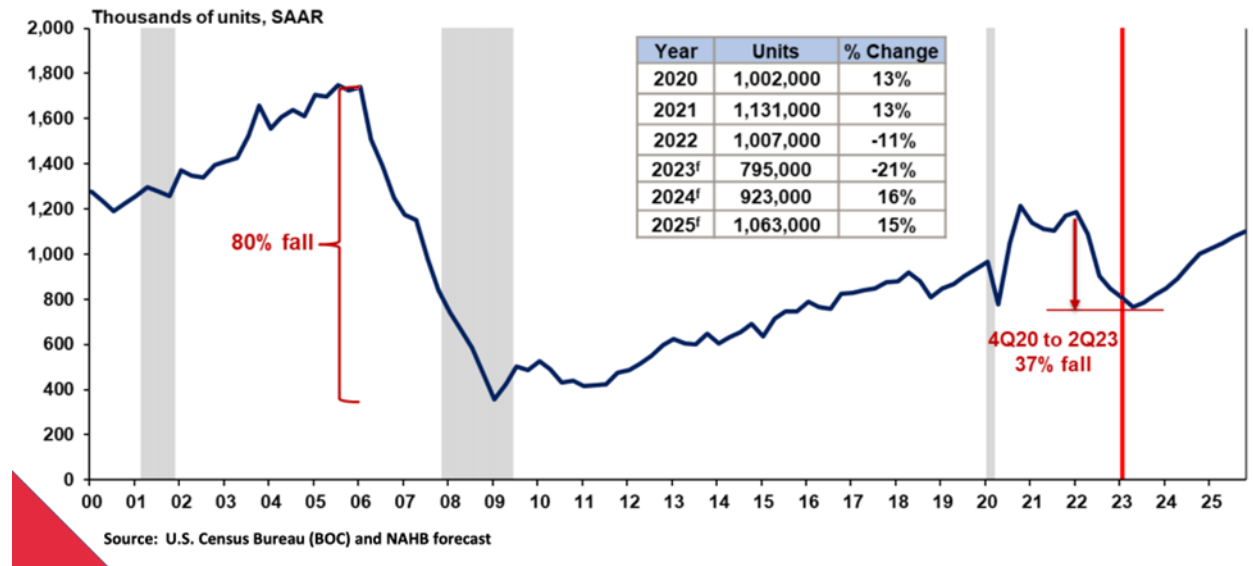


## Long Runway for U.S. Single-Family Home Builds as Housing Market Recovers

- ▶ Builds of single-family homes forecast to improve in 2024
- ▶ New home builds steadily increased post 2006–09 financial crisis until recent post-COVID disruption
- ▶ U.S. home construction has not kept pace with population growth, supporting longer-term gains after initial recovery

### Single-Family Starts

Construction to increase in the quarters ahead



# FOOD PROCESSING OVERVIEW

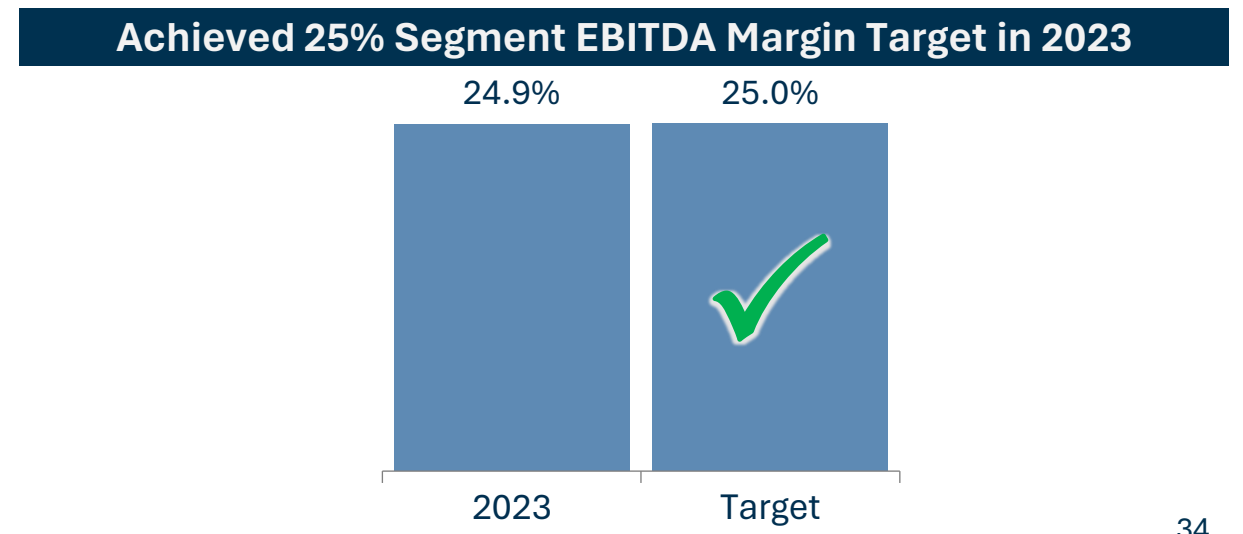
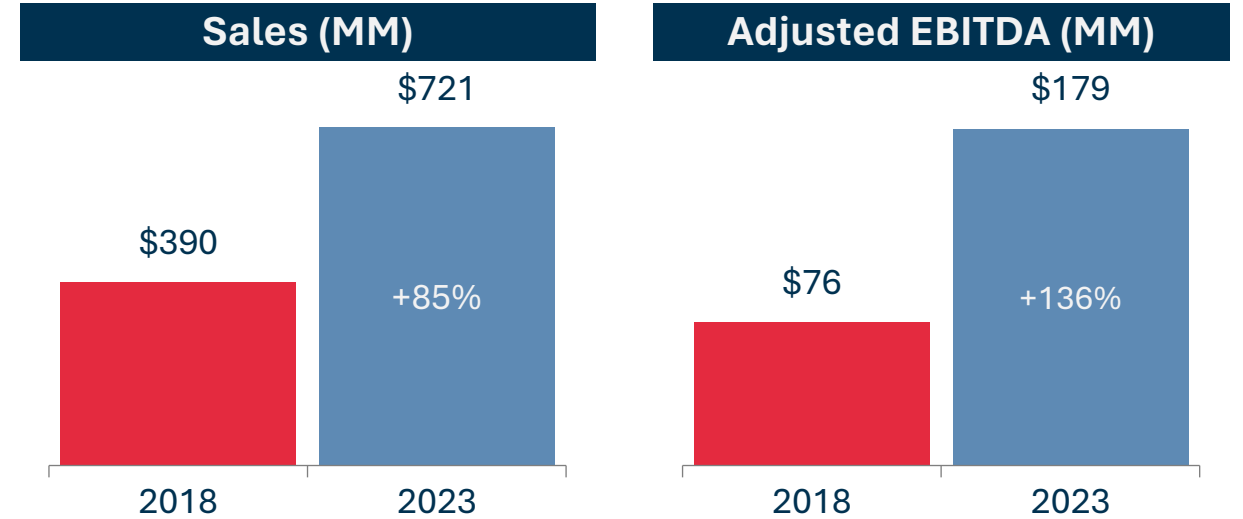


## Leader in Food Processing Equipment

- ▶ Best-in-class end-to-end solutions for industrial protein and bakery processors
- ▶ Strong record of delivering long-term sales growth, both organically and through strategic acquisitions
- ▶ Highest industry margins and returns
- ▶ Continuous customer-driven innovation

## Material Growth Opportunities

- ▶ Ongoing introductions of automation and full-line solutions addressing customer demand for labor savings and efficiency gains
- ▶ Further expansion into new markets, such as alternative protein, poultry, pet food, and snacks
- ▶ Highly fragmented industry with significant further consolidation opportunities
- ▶ Leading product offerings addressing sustainability (energy, water, food, and carbon footprint)



# MIDDLEBY FOOD PROCESSING



## Leading in Full-Line Solutions for Meat and Bakery Processing



**OUR BAKERY BRANDS**

**AUTO-BAKE SERPENTINE**  
Muffin, Cake and Bread Baking Systems

**Baker THERMAL SOLUTIONS**  
Proof | Bake | Cool

**Bimford**  
Pan Shakers | Topping Applicators  
Bun Splitters | Closure Systems

**ESCHER**  
Professional Mixers

**Glimek**  
Customized Baking Solutions & Complete Make-Up Lines

**INLINE FILLING SYSTEMS**  
Liquid Packaging Systems

**SPOONER VICARS**  
Complete Biscuit and Cracker Solutions

**STEWART SYSTEMS**  
High-Capacity Bread and Bun Systems

**SVEBA DAHLEN**  
Professional Baking Machinery

**OUR PROTEIN BRANDS**

**ALKAR**  
Cook | Chill | Smoke  
Roast | Pasteurize

**Armor Inox**  
Automated Cook  
Chill | Ham | Sous Vide

**COZZINI**  
Transport | Grind | Mix  
Brine | Massage | Emulsify

**CV-TEK**  
Modified Atmosphere Packaging

**DANFOTECH**  
Press | Massage | Tenderize  
Defrost | Separate | Mould

**DRAKE**  
Align | Convey | Autoload

**maurer-atmos**  
Defrost | Cook | Chill  
Smoke | Roast | Pasteurize  
Dry | Mature

**MP EQUIPMENT**  
Portion | Form  
Batter | Bread | Fry

**RAPIDPAK**  
Rollstock Vacuum and Modified Atmosphere Packaging

**THURNE**  
Slicing Systems  
Bacon | Meat | Cheese

**VEMAC**  
AGV Robot  
Loading | Unloading

**VISIONPAK**  
Premier Thermoforming Solutions

**OUR PROTEIN AND BAKERY BRANDS**

**COLUSSI ERMES**  
Washing | Sanitizing | Drying

**HINDS-BOCK**  
Fill | Deposit | Portion | Pump

**Key-Log**  
Automated Logistic Solutions

**PROXAUT**  
Automated Guided Vehicles

**pacproinc**  
Interleavers | Stackers  
Interleaving Materials

**SCANICO**  
Freeze | Chill  
Steam | Proof



# LESS WASTE MORE IMPACT.

Large scale food processing facilities have traditionally been energy heavy and labor intensive. The Middleby brands are changing the food processing landscape with sustainable technologies, often cross-pollinated with our other business segments, to improve efficiency, conserve water & energy, and enhance employee and food safety.



REDUCE GREENHOUSE GAS EMISSIONS



MINIMIZE WASTE



MINIMIZE ENERGY CONSUMPTION



OPTIMIZE WATER CONSUMPTION



Danfotech Bacon Presses

Danfotech bacon presses utilize a 3-chamber to press bacon, Philly steak, and other products to increase slicing yield efficiencies. Danfotech's technology displaces conventional hydraulic press in the system in **water savings** because water is not used in the conventional hydraulic operated press.



TurboChef by Alkar

The newly introduced linear TurboChef by Alkar oven provides food processing facilities with the flexibility of microwave and convection heating. Aspects of this technology increase the microwave energy rate absorption, resulting in a **significant reduction in energy consumption** as compared to a typical microwave line at a food processing facility. Middleby's cross-pollination of innovation among its three business segments is one way that Middleby supports its commitment to Responsible Consumption and Production as a United Nations Sustainable Development Goal.



Pacproinc Packaging Technology

Newly developed Pacproinc technology allows customers to **reduce the amount of single-use plastics** in their packaging. Using Pacproinc technology, customers who currently use plastic dividers and trays in their packaging can replace the plastic tray underneath the product with one paper that is folded around the product. This technology allows paper to be sliced over the food product, enabling consumers to remove the product slices from the packaging. The paper tray replaces plastic, resulting in environmentally friendly packaging.



# RAISE THE BAR, LOWER THE FOOTPRINT.

At Middleby, we are committed to making a positive impact in the communities in which we live and work. We realize that the way we conduct business today impacts both current and future generations to come.

We have made it priority to balance the management of people, profits, and our planet.

Our financial investments and product innovation efforts are focused on solutions that reduce energy consumption, lessen water usage and food waste, minimize emissions and carbon footprint, and enhance safety in the workplace and at home. We have built these sustainability objectives into our development and innovation processes, which is core to our culture.

Middleby's commitment to the SDGs focuses on topics most material to our industry and issues where we can have the most impact.

At Middleby, we develop innovative, industry-leading food processing equipment designed to reduce pollution, conserve energy, and minimize waste.

Our sustainability efforts are most aligned with the following United Nations Sustainable Development Goals:



ACCELERATE PROCESSING  
IMPROVE THROUGHPUT



INCREASE YIELDS  
RAISE PROFITABILITY



EXPAND CAPACITY  
MORE PRODUCTION, LESS PEOPLE



REDUCE COSTS  
OPERATING AND CAPITAL



MAXIMIZE SANITATION  
SAFER DESIGN, EASIER CLEANING



MAINTAIN CONSISTENCY  
HIGHER QUALITY



PRACTICE SUSTAINABILITY  
TAKE ENVIRONMENTAL RESPONSIBILITY

## Middleby offers its customers and prospects a one-stop destination for turnkey equipment solutions.

While our equipment is powerful enough to meet the demands of the highest volume processors, we also offer scaled down systems as well as single machine solutions.

With decades of deep industry and technical expertise, we bring together food processing insight, best practices, breakthrough / disruptive equipment solutions and systems innovation. We consistently provide on-time deliveries, smooth startups, and optimized processes, all of which ultimately equate to very favorable returns on investment.

### Put Middleby **know-how** and innovation to work for you:

- ▶ **Lower Cost** of Ownership
- ▶ **Minimized** Operating Costs
- ▶ **Maximized** Capacity Utilization
- ▶ **Reduced** Energy Consumption
- ▶ **Efficient** Waste Minimization

# PROTEIN INNOVATION CENTER

EXPERIENCE TOMORROW'S  
TECHNOLOGY, TODAY.



### The future of innovation, rooted in decades of expertise.

The home to a new series of production lines and industry changing equipment introductions. The innovative culture of Middleby is fostered in over 53,000 square foot havens for development with technical performance and product testing. Food scientists and specialized engineers are readily available.



#### Protein Innovation Center

Cozzini, LLC  
2567 Greenleaf Avenue  
Elk Grove Village, IL, USA 60007  
Conveniently located near Chicago  
O'Hare International Airport  
+1 773 478-9700  
protein\_innovation@cozzini.com

#### Bakery Innovation Center

808 Stewart Ave.  
Plano, TX, USA 75074  
+1 972 509-8728  
bic@middlebybakerygroup.com

#### Bakery Innovation Center India

Spooner Vicars BIC Jigani  
Anekal Taluk Plot No. 45  
Jigani Industrial Area Bangalore  
562 106 India



# MIDDLEBY CARES MISSION STATEMENT



Middleby is committed to being a responsive, responsible, and respected community citizen. Our corporate giving initiatives support impactful community outreach activities. Where our employees reside, so do we. We are proud to work together to better our communities. We engage with organizations located in proximity to our facilities to help target food insecurity and support education initiatives, youth programs, and needs for shelter and basic living necessities.

## Proud to Support



# KEY TAKEAWAYS



**Demonstrated leader in foodservice equipment**

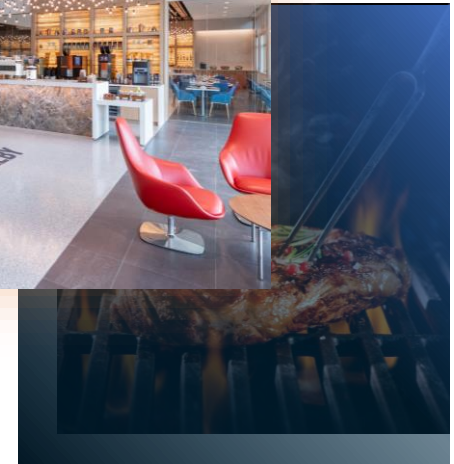
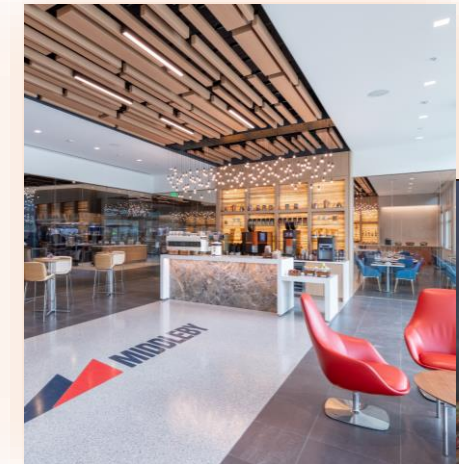
**Game-changing technology and innovation solutions**

**Strategic investments in go-to-market driving growth**

**Proven acquirer with strong pipeline of opportunities**

**Clear path to margin expansion**

**Transformational growth initiatives are underway**





[www.middleby.com](http://www.middleby.com)