



# Baird Industrial Conference

November 6, 2013

# Forward Looking Statements

Statements made in this presentation or otherwise attributable to the company regarding the company's business which are not historical fact are forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. The company cautions investors that such statements are estimates of future performance and are highly dependent upon a variety of important factors that could cause actual results to differ materially from such statements. Such factors include, but are not limited to variability in financing costs; quarterly variations in operating results; dependence on key customers; international exposure; foreign exchange and political risks affecting international sales; changing market conditions; the impact of competitive products and pricing; the timely development and market acceptance of the company's products; the availability and cost of raw materials; and other risks detailed herein and from time-to-time in the company's SEC filings.

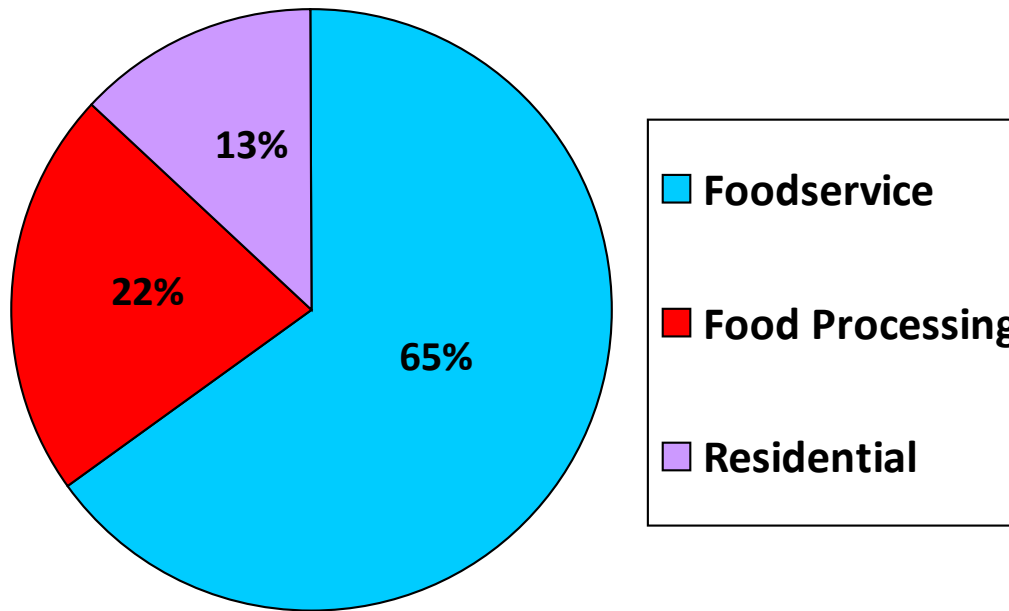
# Worldwide Market Opportunity

Segments	Market Opportunity
Food Service	\$4 billion
Food Processing	\$5 billion
Residential	\$1 billion



# Middleby Segments

	<u>LTM Sales</u>	<u>EBITDA Margin %</u>
Foodservice	\$864 million	27%
Food Processing	\$303 million	19%
Residential	\$175 million	14%



Segment Revenues

# Foodservice

# Industry Leading Brands

## Foodservice



- #1 in Pizza Chains
- #1 in Convenience Stores
- #1 in Fast Casual
- #1 in Deli and Sandwich Shops
- #1 in Steakhouses and Seafood
- #1 in Chicken Outlets
- #1 in Pan-Asian Cuisine
- #1 in Casual Dining
- #2 in QSR



# Premier Customers

# Foodservice



- Blue-chip customer base
- Long standing relationships
- Limited customer concentration
- Large installed base
- Serve all food segments



# New Product Pipeline

## 2012 INTRODUCTIONS

- Encore Oven 
- Hoods/odor control with UV 
- Low Oil Fryer 
- Electric Pizza Oven 
- Gas Combi Oven 
- Q90 New Generation 
- Broil Vection 
- Infrared Buffet System/SinAqua 
- Advanced Asian Cooking 
- Combi steam ovens 
- Lincat Vortech High Efficiency Fryer 
- Ventus and bartender continuous tops 

## Foodservice

## 2013 INTRODUCTIONS

- Waffle baker with induction 
- New Viking residential 
- Waste to resource 
- Waterless steamer 
- Warming production line 
- High capacity fryer 
- WOW! 2 Oven 
- Even Broiler 
- Fastest tortilla warmer 
- Rethermalizer cabinets 
- 30 second toaster 
- Energy Star line Viking Refrigerators 
- Induction protein quick thawing 



# Food Processing

# Industry Leading Brands

industrial processing/packaging/baking

PROCESSING & PREPARATION TECHNOLOGIES	THERMAL PROCESSING TECHNOLOGIES	PACKAGING & LOADING TECHNOLOGIES	INDUSTRIAL BAKING TECHNOLOGIES
<p><b>COZZINI</b> FOOD EQUIPMENT SOLUTIONS INTEGRATION &amp; TECHNOLOGIES</p> <p><b>DANFO TECH</b> MEAT PRESSES • DEFROST SYSTEMS HAM PROCESS SYSTEMS &amp; PRESS TOWERS</p> <p><b>MP EQUIPMENT</b> YOUR BEST VALUE FOR PROCESSING SOLUTIONS</p>	<p><b>ALKAR</b> THERMAL PROCESSING TECHNOLOGIES</p> <p><b>Armor Inox</b> INNOVATION &amp; PROCESS</p> <p><b>maurer-atmos</b> PROCESSING TECHNOLOGIES FOR COOKING SMOKING • MATURING • DRYING • AGING</p>	<p><b>DRAKE</b> HIGH PERFORMANCE LOADING SYSTEMS</p> <p><b>RAPIDPAK</b> SERVO-BASED ROLLSTOCK PACKAGING INNOVATIONS</p>	<p><b>AUTO-BAKE SERPENTINE</b> OVENS &amp; BAKING SYSTEMS</p> <p><b>Baker</b> THERMAL SOLUTIONS</p> <p><b>SPOONER VICARS</b> Bakery Systems, Inc.</p> <p><b>STEWART SYSTEMS</b> FULL LINE BAKERY EQUIPMENT</p>



#1 in hot dogs, bacon, sausage, ham and chicken forming

#2 in industrial baking and packaging

# Premier Customers Industrial Processing and Baking



- Multi-national projects
- Multi-plant operations
- Customized engineering
- Growing in emerging markets



We Are Nature's Baker.



### 2013 INTRODUCTIONS

- Fastest Continuous Pepperoni Slicer
- RapidPak 4000 Thermoform Fill Seal Packaging Machine
- Robotic Models, 600 piece per minute hot dog loading, fastest in the market, more versatile and cost effective
- Advanced loader/packer: high speed hot dog loading
- Patented lubeless oven
- Advanced Bulk Packer
- Dual Oven Convection System
- Wide body product cooler

# Food Processing Technology

When you think F-F-S packaging, think RapidPak

## 5-POINTS OF DIFFERENTIATION:

1. SERVO  
MOTOR  
EVERYTHING

2. INDUSTRY'S  
LOWEST  
COST OF  
OWNERSHIP

3. INDUSTRY'S FASTEST,  
EASIEST CHANGEOVERS

4. INDUSTRY'S LEADING  
SANITARY DESIGN

5. INDUSTRY'S  
LEADING  
ERGONOMIC DESIGN  
with EASE-OF-USE  
FEATURES  
THROUGHOUT

RP-45



# Residential



# Viking Range: Raising profitability



- Design and manufacturing synergies of ranges, ovens, and outdoor cooking
  - Cost reduced designs and quality enhancements
  - Manufacturing consolidation opportunities
- Purchasing leverage and supply chain
  - Greater combined purchasing leverage of common items
  - Opportunities to standardize common parts
  - Insource various component part manufacturing
- Leverage of international infrastructure supporting global sales and service
  - Utilize Middleby offices in targeted emerging markets
- Product and Technology sharing
  - Induction, speed cooking, toasting and warming
  - Truevection and burner and heat transfer systems
- Corporate and administrative savings
  - Insurance, Audit, Tax



Expectation to expand profitability to >20% EBITDA margins within 3 years

# Viking Integration Update

## Organization and cost restructuring

- Headcount Reduction
- Elimination of non-value added programs and contracts
  - Leverage Corporate Programs
  - Purchasing review and synergies

## Sale and closure of non-core business operations

- Marketing Business
- Cooking Schools
- Corporate Jet Program

## Restructure of pricing and rebate programs

- National Pricing and MSRP
- Reduced discounting
- Internet pricing controls

## Distribution reorganization

- Utilization of Middleby infrastructure internationally
- Acquisition and establishment of Viking USA distribution

**New product launches scheduled in second half 2013**

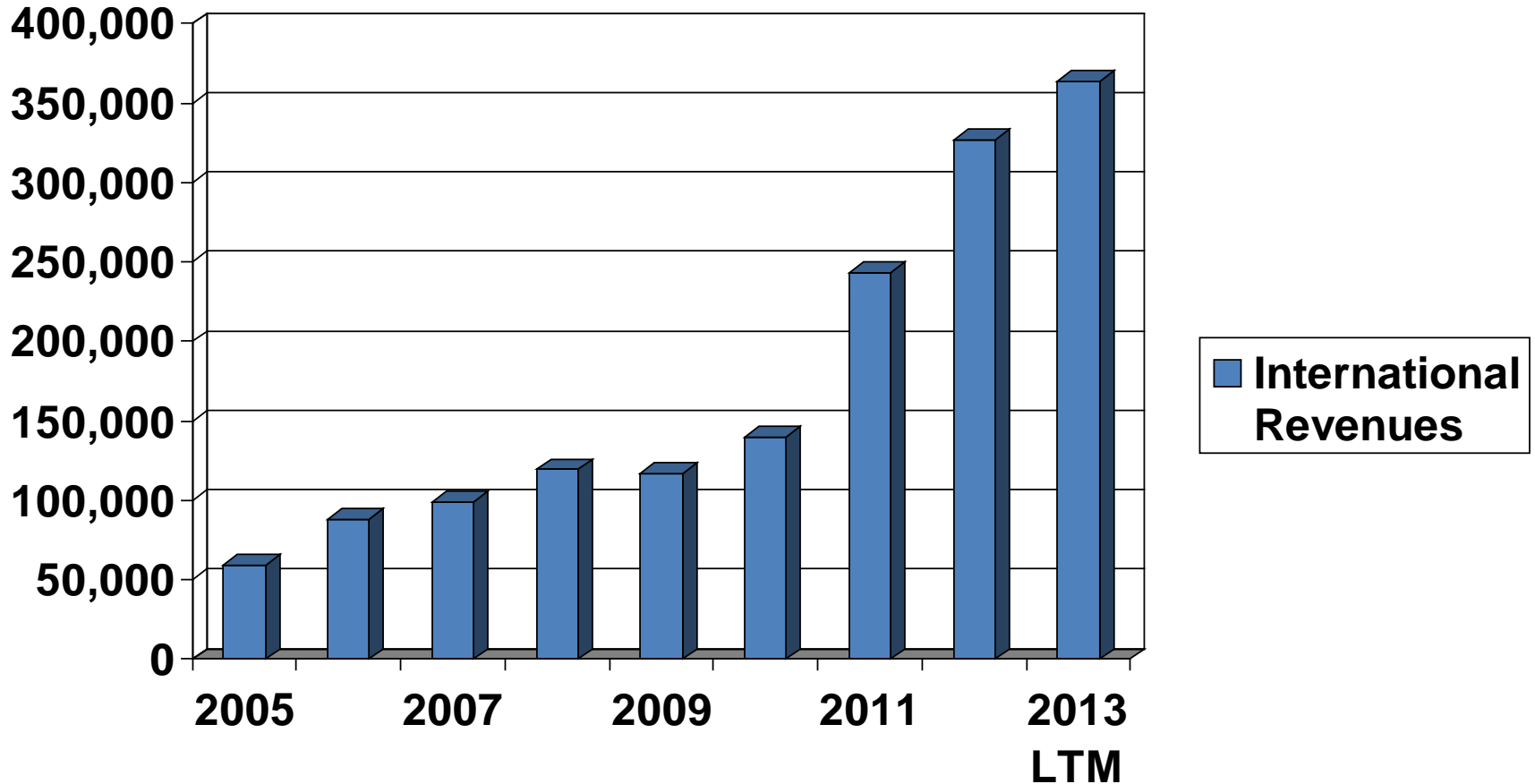
**Margin improvement to 15% in Q2 2013**





International

# International Revenue Growth



20% average growth in international revenues over past 5 years

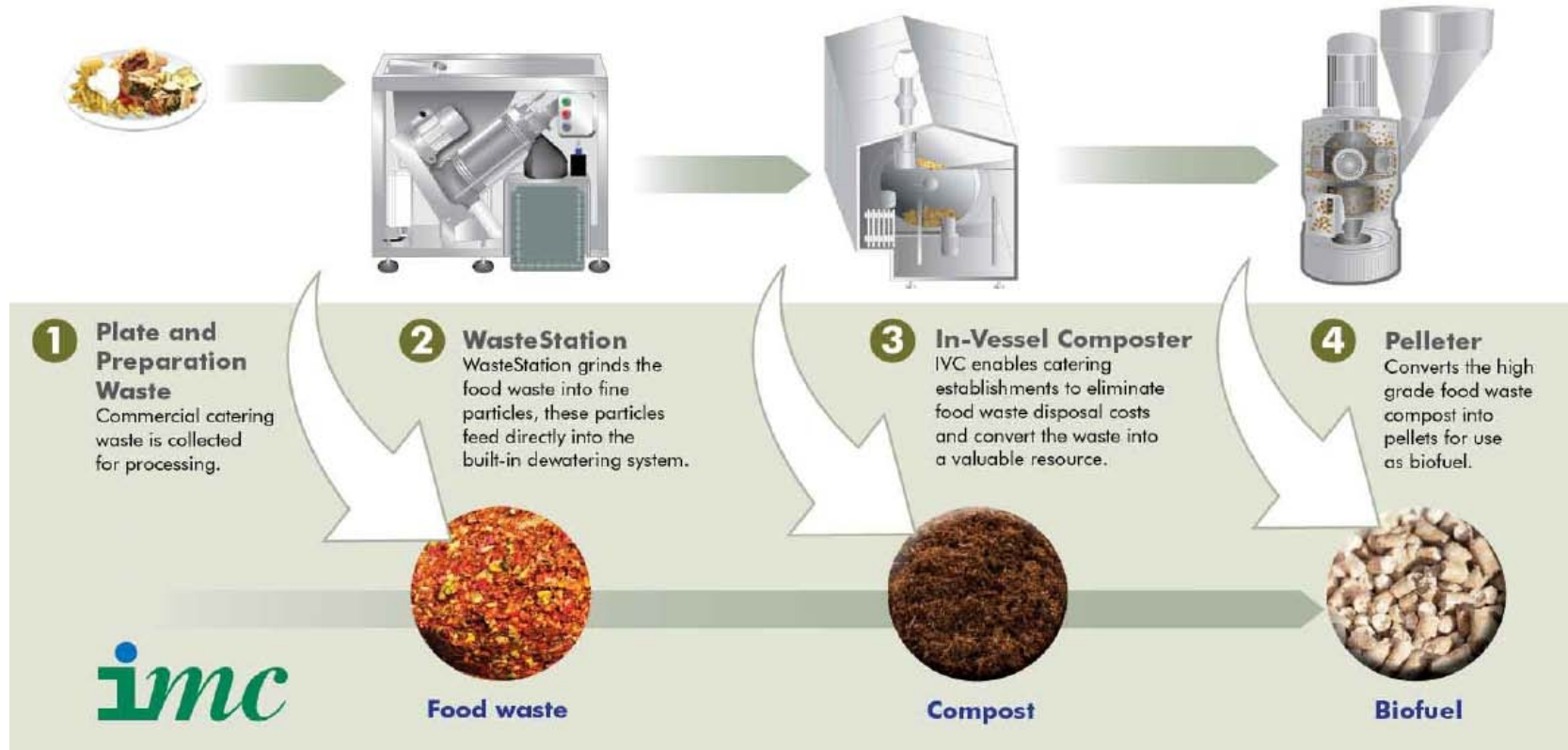
# 2014-2017 Growth Drivers

- Commercial Foodservice
  - Induction, drywell
  - Waterless steamer
  - Waste management
  - Holding technology
  - Kitchen of the future
  - Combi ovens
- Food Processing
  - Baking
  - Turnkey processing facilities
- Residential
- Emerging Markets

# IMC Waste to Resource Solution

Complete from Waste to Resource

## Food Waste to Biofuel - Waste to Resource



# TurboChef Waterless Steamer

## Steam and cook in the same oven

- Steaming without water, drain, water filters and delimiting
- Annualized water savings for a seafood chain of more than 400 million gallons of water



# SinAqua™ Induction Waterless Food Holding System



**Replaces traditional steam tables – no water, no plumbing, no spills, no leaks, no waterborne health risks.**

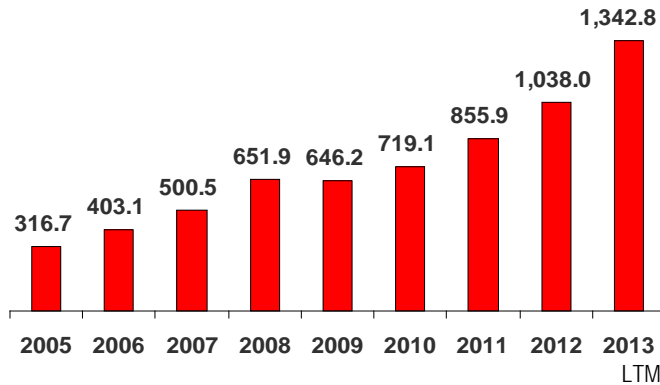
 **CookTek®**

# Middleby Financial Performance



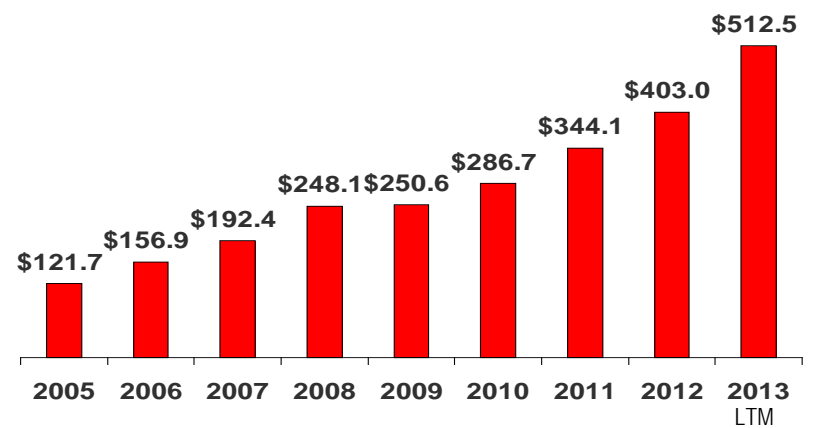
## Sales

(\$ in millions)



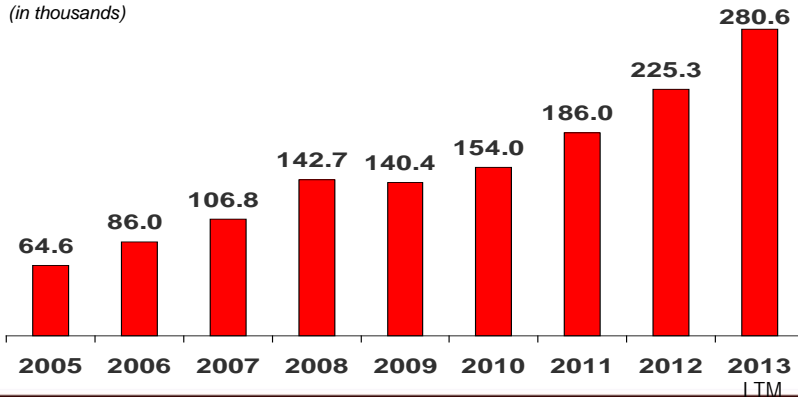
## Gross Profit

(\$ in millions)



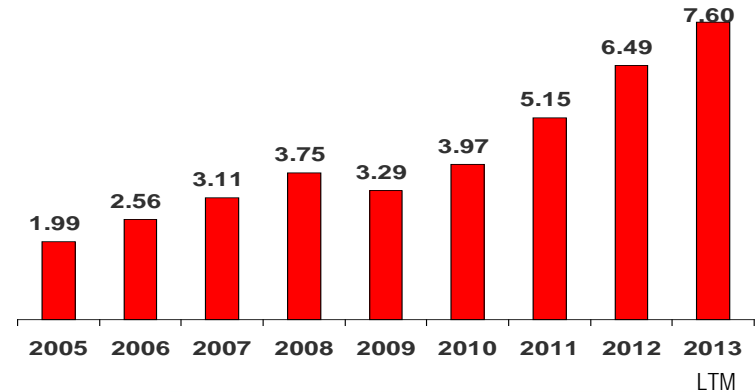
## EBITDA

(\$ in millions)  
2013- LTM 9/28/13  
(in thousands)



## EPS

2013- LTM 9/28/13



# Solid, Proven Business Model

- ✓ Eating out, is not going away, not a fad
- ✓ Diverse customer base, many areas, several platforms
- ✓ Established international sales structure with offices around the world including key emerging markets
- ✓ Middleby brands are leading brands worldwide, trusted by large customers
  - ✓ Longest warranties and test kitchens around the world
  - ✓ 1 out of 3 restaurants use Middleby brand equipment
- ✓ 60% of sales are from chains
- ✓ #1 or #2 in product categories in the markets Middleby serves