



Q2 Earnings Update

August 6, 2025

CAUTIONARY STATEMENTS



Safe Harbor Statement

Statements in this press release or otherwise attributable to the company regarding the company's business which are not historical facts 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 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. Any forward-looking statement speaks only as of the date hereof, and the company does not undertake any obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise, except as required by law.

Non-GAAP Measures

The company uses certain non-GAAP measures in discussing the company's performance. The reconciliation of those measures to the most directly comparable GAAP measures is detailed in Middleby's press release for the second quarter of 2025, which is available at www.middleby.com, together with this presentation.

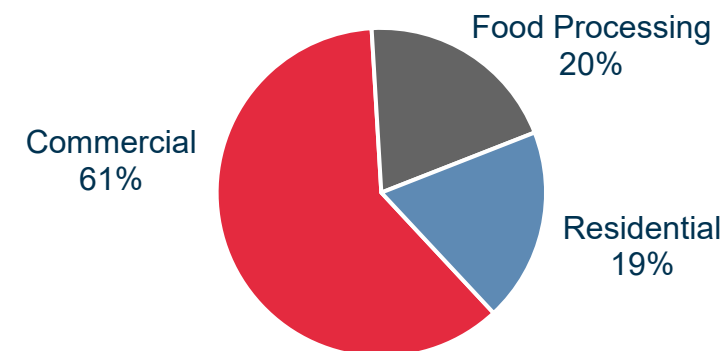
FINANCIAL RESULTS



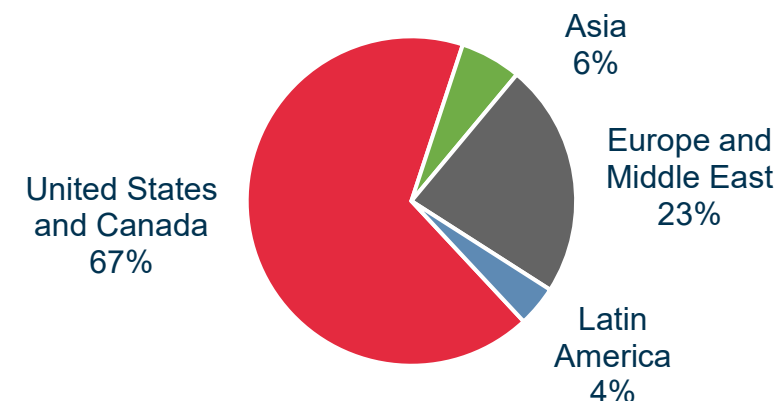
Q2 2025 Financial Results

(in millions, except percentages)	Q2 '25	Q2 '24	Change
Net Sales	\$977.9	\$991.6	-1.4%
Gross Profit % of Net Sales	371.3 38.0%	379.6 38.3%	-2.2%
Operating Income	155.4	175.7	-11.6%
Net Earnings	106.0	115.4	-8.1%
Adjusted EBITDA % of Net Sales	200.2 20.5%	216.4 21.8%	-7.5%
LTM Bank EBITDA as defined in credit agreement	848.3	890.3	-4.7%
Operating Cash Flow	122.0	149.5	-18.4%

2025 YTD REVENUE BY SEGMENT



2025 YTD REVENUE BY REGION



COMMERCIAL FOODSERVICE



Q2 2025 Financial Results

(in millions, except percentages)	Q2 '25	Q2 '24	Change
Net Sales	\$580.6	\$609.8	-4.8%
Organic Net Sales Growth			-5.5%
Adjusted EBITDA	156.5	171.6	-8.8%
Adjusted EBITDA as % of Net Sales	27.0%	28.1%	
Organic Adjusted EBITDA as % of Net Sales	26.8%		
REVENUE AND GROWTH			
U.S. and Canada	\$412.6	-6.6%	
International	168.0	-0.1%	

Results Commentary

- Growth in the general market, institutional and emerging chain business, more than offset by large QSR customers facing lower traffic and cost pressures
- Margin strong versus prior year despite lower sales volumes and initial tariff impacts
- Equipment and parts pricing implemented to offset tariff impacts by start of FY 2026
- Grand opening – Germany MIK Innovation Center, expanding to underpenetrated markets
- Full-line launch of INVOQ combi-oven with completion of gas models in late Q2 2025

RESIDENTIAL KITCHEN



Q2 2025 Financial Results

(in millions, except percentages)	Q2 '25	Q2 '24	Change
Net Sales	\$181.1	\$192.8	-6.1%
Organic Net Sales Growth			-7.8%
Adjusted EBITDA	18.6	17.5	6.3%
Adjusted EBITDA as % of Net Sales	10.3%	9.1%	
Organic Adjusted EBITDA as % of Net Sales	10.1%		
REVENUE AND GROWTH			
U.S. and Canada	\$111.1	-11.0%	
International	70.0	2.9%	

Results Commentary

- Growth in premium indoor brands; offset by tariff impacting sales of outdoor products
- Facility consolidations drive margin expansion with incremental benefits to be realized in H2 and FY 2026
- Tariffs adversely impacting margin in Q2 to be offset with pricing by start of FY 2026
- Significant new product launches across cooking, refrigeration and ventilation expected to gain momentum in H2 and into FY 2026
- Housing market conditions are forecasted to improve in 2026, presenting meaningful upside with a market recovery

FOOD PROCESSING



Q2 2025 Financial Results

(in millions, except percentages)	Q2 '25	Q2 '24	Change
Net Sales	\$216.2	\$189.0	14.4%
Organic Net Sales Growth			-2.9%
Adjusted EBITDA	45.8	45.7	0.2%
Adjusted EBITDA as % of Net Sales	21.2%	24.2%	
Organic Adjusted EBITDA as % of Net Sales	21.1%		
REVENUE AND GROWTH			
U.S. and Canada	\$125.0	14.3%	
International	91.2	14.6%	

Results Commentary

- Sequential revenue improvement following customer delays and slow order conversion in Q1
- Recent acquisitions in snack food category continue to show strength
- Margins impacted by tariffs and unfavorable mix due to large project deferrals
- Growing order pipeline with improved activity in pork, poultry and cakes
- Parts pricing implemented to offset tariff impacts by start of FY 2026
- Frigomeccanica acquisition expands our full-line solutions for the protein industry

FINANCIAL OUTLOOK



	3Q25 Guidance	2025 Guidance
Total Revenue	\$950-975 million	\$3.81-3.87 billion
Commercial Foodservice	\$580-590 million	
Residential Kitchen	\$170-180 million	
Food Processing	\$195-205 million	
Adjusted EBITDA	\$185-195 million	\$770-800 million
Adjusted EPS	\$2.04-2.19	\$8.65-9.05 ¹

1) FY 2025 Adjusted EPS Guidance is the sum of the four quarters of Adjusted EPS, with an underlying assumption of Q3 and Q4 QTD shares outstanding of 50.8 million and 51.0 million, respectively, which incorporates July activity.

TARIFF COMMENTS AND OUTLOOK



Large U.S. manufacturing footprint and global scale positions Middleby to navigate tariffs and gain market share

- Updated tariff cost effect projected to be \$150 million annually
- Approximately \$10 million of tariff headwind in Q2 2025;
 - Q3 estimated tariff headwind of \$10-15 million, net of pricing
 - Q4 estimated tariff headwind of \$5-10 million, net of pricing
- China & India represent roughly 50% of identified cost exposure
- Tariff impact expected to be fully offset by start of FY 2026 through operating initiatives and price increases implemented in Q3 2025
- Anticipated long-term market-share gains by leveraging our U.S. and global manufacturing footprint

CAPITAL RETURN TO SHAREHOLDERS

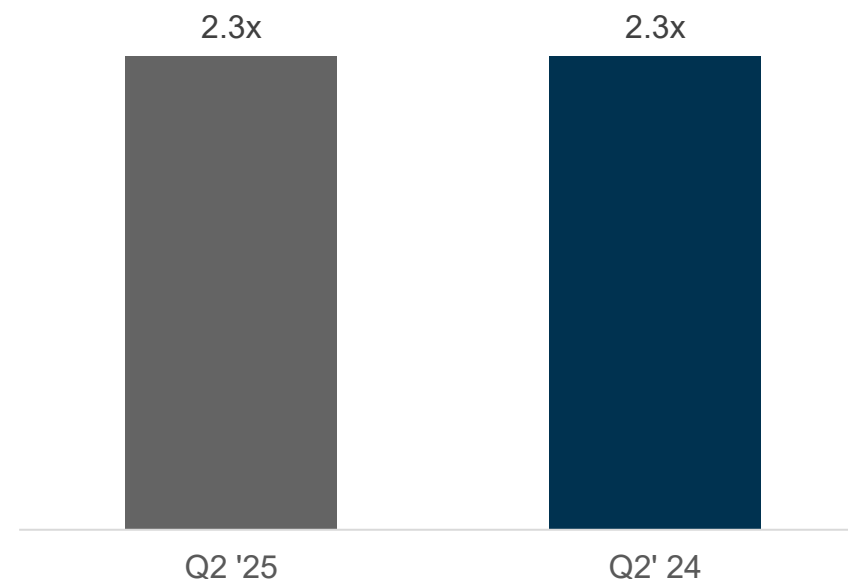


July YTD '25 Share Repurchases

\$449M

- Repurchased 3.1 million shares, or 5.7% of equity
- Average purchase price of \$146.11 / share
- 8.7 million shares remaining under share repurchase authorization
- Target vast majority of annual free cash flow towards repurchases
- Expect to reduce shares outstanding by 6-8% annually
- Opportunistic buying for the foreseeable future

Maintained Net Leverage¹ Target of 2.0-2.5x



1) As defined in the credit agreement

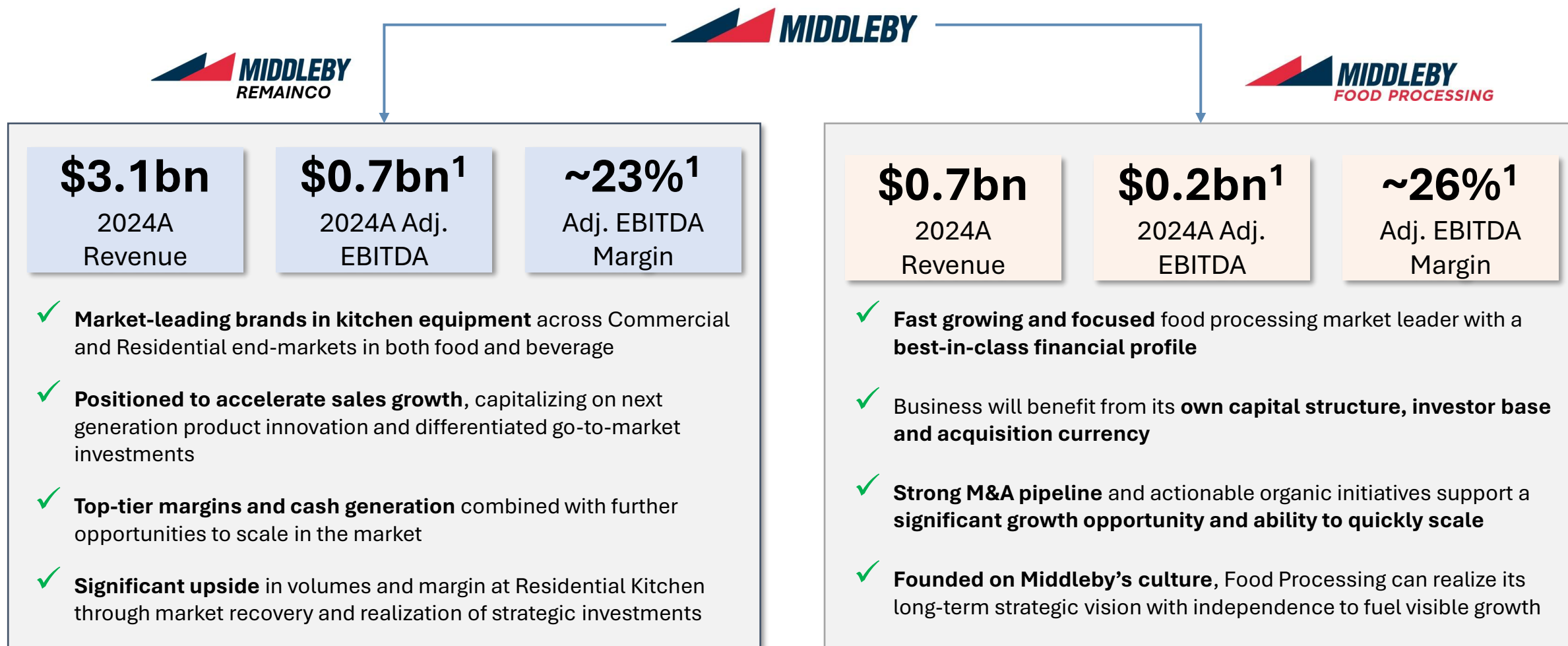
FOOD PROCESSING SEPARATION



After a comprehensive assessment of its portfolio, in February 2025, Middleby's Board decided to spin off Food Processing Business

- Next chapter of growth for highly successful but inherently different businesses that will benefit from renewed focus on individual core strategies, driving full valuations in line with best-in-class peers for each entity
- Provides greater exposure to and deeper understanding of each entity's standalone growth story, business strategies, and performance, aligned with respective macroeconomic trends
- Enables each entity to have unique, optimized capital structures and capital allocation policies aligned with individual business models and strategic and operational priorities
- Enhances strategic and financial impact of M&A potential for Food Processing
- On track to complete spin in the first half of 2026 with investor day planned ahead of separation

SEPARATION ENABLES FOCUSED AND CAPABILITY-ALIGNED COMPANIES WITH BEST-IN-CLASS FINANCIAL PROFILES



¹ As reported in 2024A earnings release and excludes any allocation of corporate costs.