

MIDDLEBY CORP
Form 10-K
March 15, 2007

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 10-K

x Annual Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934.

For the Fiscal Year Ended December 30, 2006

or

o Transition Report Pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934.

Commission File No. 1-9973

THE MIDDLEBY CORPORATION
(Exact name of Registrant as specified in its charter)

Delaware

(State or other jurisdiction of incorporation or organization)

36-3352497

(IRS Employer Identification Number)

1400 Toastmaster Drive, Elgin, Illinois

(Address of principal executive offices)

60120

(Zip Code)

Registrant's telephone number, including area code: **847-741-3300**

Securities registered pursuant to Section 12(b) of the Act:

| <u>Title of each class</u> | <u>Name of each exchange on which registered</u> |
|---|--|
| Common Stock, par value \$0.01 per share | The Nasdaq Stock Market LLC |

Securities registered pursuant to Section 12(g) of the Act: **None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes o No x

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Exchange Act. Yes o No x

Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the Registrant was required to file such reports) and (2) has been subject to such filing requirements for the past 90 days. Yes x No o

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Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of Registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, or a non-accelerated filer. See definition of "accelerated filer and large accelerated filer" in Rule 12b-2 of the Exchange Act.

Large accelerated filer Accelerated filer Non-accelerated filer

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

The aggregate market value of the voting stock held by nonaffiliates of the Registrant as of July 1, 2006 was approximately \$641,162,187.

The number of shares outstanding of the Registrant's class of common stock, as of March 9, 2007, was 7,970,623 shares.

Documents Incorporated by Reference

Part III of Form 10-K incorporates by reference the Registrant's definitive proxy statement to be filed pursuant to Regulation 14A in connection with the 2007 annual meeting of stockholders.

THE MIDDLEBY CORPORATION AND SUBSIDIARIES
DECEMBER 30, 2006
FORM 10-K ANNUAL REPORT
TABLE OF CONTENTS

| <u>PART I</u> | | Page |
|------------------------|--|-------------|
| Item 1. | Business | 1 |
| Item 1A. | Risk Factors | 12 |
| Item 1B. | Unresolved Staff Comments | 23 |
| Item 2. | Properties | 23 |
| Item 3. | Legal Proceedings | 24 |
| Item 4. | Submission of Matters to a Vote of Security Holders | 24 |
| <u>PART II</u> | | |
| Item 5. | Market for Registrant’s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities | 25 |
| Item 6. | Selected Financial Data | 27 |
| Item 7. | Management’s Discussion and Analysis of Financial Condition and Results of Operations | 28 |
| Item 7A. | Quantitative and Qualitative Disclosure about Market Risk | 41 |
| Item 8. | Financial Statements and Supplementary Data | 43 |
| Item 9. | Changes in and Disagreements with Accountants on Accounting and Financial Disclosure | 79 |
| Item 9A. | Controls and Procedures | 79 |
| Item 9B. | Other Information | 82 |
| <u>PART III</u> | | |
| Item 10. | Directors and Executive Officers of the Registrant | 83 |
| Item 11. | Executive Compensation | 83 |
| Item 12. | Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters | 83 |
| Item 13. | Certain Relationships and Related Transactions | 83 |

| | | |
|----------|--|----|
| Item 14. | Principal Accountant Fees and Services | 83 |
|----------|--|----|

PART IV

| | | |
|----------|--|----|
| Item 15. | Exhibits and Financial Statement Schedules | 84 |
|----------|--|----|

ii

PART I

Item 1. Business

General

The Middleby Corporation (“Middleby” or the “company”), through its operating subsidiary Middleby Marshall Inc. (“Middleby Marshall”) and its subsidiaries, is a leader in the design, manufacture, marketing, distribution, and service of a broad line of cooking equipment and related products used in all types of commercial restaurants, institutional kitchens, and food processing operations. The company's products designed for commercial restaurants and institutional kitchens include Middleby Marshall® and CTX® conveyor oven equipment, Blodgett® convection ovens, conveyor ovens, deck oven equipment, Blodgett Combi® cooking equipment, Blodgett Range® ranges, Nu-Vu® baking ovens and proofers, Pitco Frialator® fryer equipment, Southbend® ranges, convection ovens and heavy-duty cooking equipment, Toastmaster® toasters and counterline cooking and warming equipment, Houno® combi-ovens and baking ovens and MagiKitch'n® charbroilers and catering equipment. Products designed for the food processing industry include Alkar® batch ovens, conveyor ovens and continuous processing cooking systems, and Rapidpak® packaging and food safety equipment.

Founded in 1888 as a manufacturer of baking ovens, Middleby Marshall Oven Company was acquired in 1983 by TMC Industries Ltd., a publicly traded company that changed its name in 1985 to The Middleby Corporation. Throughout its history, the company had been a leading innovator in the baking equipment industry and in the early 1980s positioned itself as a leading foodservice equipment manufacturer by introducing the conveyor oven that revolutionized the pizza market. In 1989, the company became a broad line equipment manufacturer through the acquisition of the Foodservice Equipment Group of Hussmann Corporation, which included Southbend, Toastmaster and CTX.

The company identified the international markets as an area of growth. To capture these markets, the company acquired a controlling interest in Asbury Associates, Inc. in 1990, which was renamed Middleby Worldwide in 1999. Middleby's global sales and service network enables it to offer equipment to be delivered virtually anywhere in the world. The company believes that its global network provides it with a competitive advantage that positions the company as a preferred foodservice equipment supplier to major restaurant chains expanding globally. Further expanding its international capabilities, the company established Middleby Philippines Corporation (“MPC”) in 1991. The establishment of MPC provided for a low cost and local base of manufacturing for the expanding Asian markets.

In 2001, Middleby acquired the commercial cooking subsidiary, Blodgett Holdings, Inc. (“Blodgett”) from Maytag Corporation (“Maytag”) to expand its line up of products in all the major cooking equipment segments. The acquisition resulted in the addition of the Blodgett, Pitco and MagiKitch'n brand names into the company's portfolio. The acquisition of Blodgett established Middleby as a leading company in the commercial foodservice equipment segment and provided for a complete line of cooking equipment, which enabled the company to service most restaurant chain customers. In January 2005, the company acquired the assets of Nu-Vu Foodservice Systems, a leader in baking ovens and proofing equipment, to further expand its line of ovens and position the company to benefit from the growing trend of on-premise baking.

In December 2005, the company acquired Alkar Holdings Inc. ("Alkar"), a leading manufacturer of ovens and packaging machines for the food processing industry. Alkar Holdings, Inc. designs, manufactures, and markets batch ovens, conveyor ovens and continuous cooking systems under the Alkar brand, and related food packaging and food safety equipment under the Rapidpak brand. This acquisition enabled the company to expand its customer base to include food processing companies.

In August 2006, the company acquired Houno A/S ("Houno"), a leading manufacturer of combi-ovens and baking ovens, located in Denmark, to further penetrate the fast growing combi-oven market.

In February 2007, subsequent to the fiscal 2006 year end, the company announced that it had entered into an agreement to acquire the assets and operations of Jade Products Company ("Jade"). The acquisition is expected to be completed on April 2, 2007. This acquisition will complement the company's current commercial foodservice range equipment product offerings.

The company's annual reports on Form 10-K, including this Form 10-K, as well as the company's quarterly reports on Form 10-Q, current reports on Form 8-K and amendments to such reports are available, free of charge, on the company's internet website, www.middleby.com. These reports are available as soon as reasonably practicable after they are electronically filed with or furnished to the Securities and Exchange Commission.

Business Divisions and Products

The company conducts its business through three principal business divisions: the commercial foodservice equipment group; the industrial foodservice equipment group; and the international distribution division. See Note 10 to the Consolidated Financial Statements for further information on the company's business divisions.

Commercial Foodservice Equipment Group

The Commercial Foodservice Equipment Group develops, manufactures, markets, distributes and services equipment used for cooking and food preparation in commercial and institutional kitchens and restaurants throughout the world. This cooking and warming equipment is used across all types of foodservice operations, including quick-service restaurants, full-service restaurants, retail outlets, hotels and other institutions. The company offers a broad line of cooking equipment marketed under a portfolio of eleven brands, including, Blodgett®, Blodgett Combi®, Blodgett Range®, CTX®, Houno®, MagiKitch'n®, Middleby Marshall®, NuVu®, Pitco®, Southbend®, Toastmaster® and Visual Cooking®. These products are manufactured at the company's facilities in Illinois, Michigan, New Hampshire, North Carolina, Vermont, Denmark and the Philippines.

The division's principal product groups include:

· Core Cooking Equipment Product Group: manufactures equipment that is central to most restaurant kitchens. The products offered by this group include ranges, convection ovens, baking ovens, proofers, broilers, fryers, combi-ovens, charbroilers and steam equipment. These products are marketed under the Blodgett®, Pitco Frialator®, Southbend®, MagiKitch'n® and Nu-Vu® brands. Blodgett®, known for its durability and craftsmanship, is the leading brand of convection and combi ovens. In demand since the late 1800's, the Blodgett oven has stood the test of time and set the industry standard. Pitco Frialator® offers a broad line of gas and electric equipment combining reliability with efficiency in simple-to-operate professional frying equipment. Since 1918, Pitco fryers have captured a major market share by offering simple, reliable equipment for cooking menu items such as french fries, onion rings, chicken, donuts, and seafood. For over 100 years, Southbend® has produced a broad array of heavy-duty, gas-fired equipment, include ranges, convection ovens, broilers, and steam cooking equipment. Southbend has dedicated significant resources to developing and introducing innovative product features resulting in a premier cooking line. For more than 60 years, MagiKitch'n® has focused on manufacturing charbroiling products that deliver quality construction, high performance and flexible operation. For 30 years, Houno has manufactured quality combi-ovens and baking ovens.

· Conveyor Oven Equipment Product Group: manufactures ovens that are desirable for high volume applications, providing for high levels of production and efficiency while allowing a restaurant owner to retain flexibility in menu offerings. Conveyor oven equipment allows for simplification of the food preparation process, which in turn provides for labor savings opportunities and a greater consistency of the final product. Conveyor oven equipment products are marketed under the Middleby Marshall®, Blodgett® and CTX® brands.

· Counterline Cooking Equipment Product Group: manufactures predominantly light and medium-duty electric equipment, including pop-up and conveyor toasters, hot food servers, foodwarmers and griddles marketed under the Toastmaster® brand name to commercial restaurants and institutional kitchens.

· International Specialty Equipment Product Group: provides reduced-cost manufacturing capabilities in the Philippines. The group is a leading supplier of specialty equipment in the Asian markets, including fryers and counterline equipment, as well as component parts for the company's domestic operations.

Industrial Foodservice Equipment Group

The Industrial Foodservice Equipment Group develops, manufactures, markets, distributes and services equipment used for cooking, chilling and packaging in food processing operations throughout the world. Customers include large international food processing companies throughout the world. The company is recognized as a market leader in the manufacturing of equipment for producing pre-cooked meat products such as hot dogs, dinner sausages, poultry and lunchmeats. The company's products include batch ovens, conveyor ovens, and continuous cooking systems marketed under the Alkar brand, and packaging machinery and food safety equipment marketed under the Rapidpak brand. Through its broad line of products, the company is able deliver a wide array of cooking solutions to service a variety of food processing requirements demanded by its customers. The Alkar and Rapidpak product lines are manufactured at the company's facilities in Lodi, Wisconsin.

International Distribution Division

The International Distribution Division provides integrated export management and distribution services. The division distributes the company's product lines and certain non-competing complementary product lines of other manufacturers throughout the world. The company offers customers a complete package of kitchen equipment, delivered and installed in over 100 countries. For a local country distributor or dealer, the division provides centralized sourcing of a broad line of equipment with complete export management services, including export documentation, freight forwarding, equipment warehousing and consolidation, installation, warranty service and parts support. The International Distribution Division has regional export management companies in Asia, Europe and Latin America complemented by sales and distribution offices located in China, India, Lebanon, Mexico, the Philippines, Russia, South Korea, Spain, Sweden, Taiwan and the United Kingdom.

The Customers and Market

Commercial Foodservice Equipment Industry

The company's end-user customers include: (i) fast food or quick-service restaurants, (ii) full-service restaurants, including casual-theme restaurants, (iii) retail outlets, such as convenience stores, supermarkets and department stores and (iv) public and private institutions, such as hotels, resorts, schools, hospitals, long-term care facilities, correctional facilities, stadiums, airports, corporate cafeterias, military facilities and government agencies. The company's domestic sales are primarily through independent dealers and distributors and are marketed by the company's sales personnel and network of independent manufacturers' representatives. Many of the dealers in the U.S. belong to buying groups that negotiate sales terms with the company. Certain large multi-national restaurant and hotel chain customers have purchasing organizations that manage product procurement for their systems. Included in these customers are several large restaurant chains, which account for a significant portion of the company's business. The company's international sales are through a combined network of independent and company-owned distributors. The company maintains sales and distribution offices in China, India, Lebanon, Mexico, the Philippines, Russia, South Korea, Spain, Sweden, Taiwan and the United Kingdom.

During the past several decades, growth in the U.S. foodservice industry has been driven primarily by population growth, economic growth and demographic changes, including the emergence of families with multiple wage-earners and growth in the number of higher-income households. These factors have led to a demand for convenience and speed in food preparation and consumption. As a result, U.S. foodservice sales grew for the fifteenth consecutive year to approximately \$511 billion in 2006 as reported by The National Restaurant Association. Sales in 2007 are projected to increase to \$537 billion, an increase of 5.1% over 2006, according to The National Restaurant Association. The quick-service restaurant segment within the foodservice industry has been the fastest growing segment since the mid '80's. Total quick-service sales amounted to \$143.0 billion in 2006 and are projected to increase 5.0% to \$150.1 billion in 2007, as reported by The National Restaurant Association. The full-service restaurants represent the largest portion of the foodservice industry and represented \$173 billion in sales in 2006 and are projected to increase 5.1% to \$181.6 billion in 2007, as reported by The National Restaurant Association. This segment has seen increased chain concepts and penetration in recent years driven by the aging of the baby boom generation.

Over the past several decades, the foodservice equipment industry has enjoyed steady growth in the United States due to the development of new quick-service and casual-theme restaurant chain concepts, the expansion into nontraditional locations by quick-service restaurants and store equipment modernization. In the international markets, foodservice equipment manufacturers have been experiencing stronger growth than the U.S. market due to rapidly expanding international economies and increased opportunity for expansion by U.S. chains into developing regions.

The company believes that the worldwide commercial foodservice equipment market has sales in excess of \$20 billion. The cooking and warming equipment segment of this market is estimated by management to exceed \$1.5 billion in North America and \$2.5 billion worldwide. The company believes that continuing growth in demand for foodservice equipment will result from the development of new restaurant concepts in the U.S. and the expansion of U.S. chains into international markets, the replacement and upgrade of existing equipment and new equipment requirements resulting from menu changes.

Industrial Foodservice Equipment Industry

The company's customers include a diversified base of leading food processors, including virtually every leading global meat processor. A large portion of the company's revenues have been generated from producers of pre-cooked meat products such as hot dogs, dinner sausages, poultry, and lunchmeats, however, the company believes that it can leverage its expertise and product development capabilities in thermal processing to organically grow into new end markets.

Food processing has quickly become a highly competitive landscape dominated by a few large conglomerates that possess a variety of food brands. The consolidation of food processing plants associated with industry consolidation drives a need for more flexible and efficient equipment that is capable of processing large volumes in quicker cycle times. In recent years, food processors have had to conform to the demands of "big-box" retailers, including, most importantly, greater product consistency and exact package weights. Food processors are beginning to realize that their old equipment is no longer capable of efficiently producing adequate uniformity in the large product volumes required, and they are turning to equipment manufacturers that offer product consistency, innovative packaging designs and other solutions. To protect their own brands and reputations, big-box retailers are also dictating food safety standards that are actually stricter than government regulations.

A number of factors, including rising raw material prices, labor and health care costs, are driving food processors to focus on ways to improve their generally thin profitability margins. In order to increase the profitability and efficiency in processing plants, food processors pay increasingly more attention to the ergonomics of their machinery and the flexibility in the functionality of the equipment. Meat processors are continuously looking for ways to make their plants safer and reduce labor-intensive activities. Food processors have begun to recognize the value of new technology as an important vehicle to drive productivity and profitability in their plants. Due to pressure from big-box retailers, food processors are expected to continue to demand new and innovative equipment that addresses food safety, food quality, automation, and flexibility.

Improving living standards in developing countries is spurring increased worldwide demand for pre-cooked and convenience food products. As industrializing countries create more jobs, consumers in these countries will have the means to buy pre-cooked food products. In industrialized regions, such as Western Europe and the U.S., consumers are demanding more pre-cooked and convenience food products, such as deli tray variety packs, frozen food products and ready-to-eat varieties of ethnic foods.

The global food processing equipment industry is highly fragmented, large and growing. The company estimates demand for food equipment is approximately \$3 billion in the U.S and \$20 billion worldwide. The cooking and baking segment of this market is estimated by management to exceed \$0.5 billion in the U.S. and \$1.5 billion worldwide.

Backlog

The company's backlog of orders was \$47,017,000 at December 30, 2006, all of which is expected to be filled during 2007. The acquired Houno business accounted for \$1,864,000 of backlog. The company's backlog, excluding orders for Houno equipment, was \$44,977,000 at December 31, 2005. The backlog is not necessarily indicative of the level of business expected for the year, as there is generally a short time between order receipt and shipment for the majority of the company's products.

Marketing and Distribution

Commercial Foodservice Equipment Group

Middleby's products and services are marketed in the U.S. and in over 100 countries through a combination of the company's sales personnel and international marketing divisions and subsidiaries, together with an extensive network of independent dealers, distributors, consultants, sales representatives and agents. The company's relationships with major restaurant chains are primarily handled through an integrated effort of top-level executive and sales management at the corporate and business division levels to best serve each customer's needs.

In the United States, the company distributes its products to independent end-users primarily through a network of non-exclusive dealers nationwide, who are supported by manufacturers' marketing representatives. Sales are made direct to certain large restaurant chains that have established their own procurement and distribution organization for their franchise system.

International sales are primarily made through the International Distribution Division network to independent local country stocking and servicing distributors and dealers and, at times, directly to major chains, hotels and other large end-users.

Industrial Foodservice Equipment Group

The company maintains a direct sales force to market both the Alkar and Rapidpak brands and maintains direct relationships with each of its customers. The company also involves division management in the relationships with large global accounts. In North America, the company employs ten regional sales managers, each with responsibility for a group of customers and a particular region. Internationally, the company maintains two global sales managers supported by a network of independent sales representatives.

The company's sale process is highly consultative due to the highly technical nature of the equipment. During a typical sales process, a salesperson makes several visits to the customer's facility to conceptually discuss the production requirements, footprint and configuration of the proposed equipment. The company employs a technically proficient sales force, many of whom have previous technical experience with the company as well as education backgrounds in food science.

Services and Product Warranty

The company is an industry leader in equipment installation programs and after-sales support and service. The company provides warranty on its products typically for a one year period and in certain instances greater periods up to ten years. The emphasis on global service increases the likelihood of repeat business and enhances Middleby's image as a partner and provider of quality products and services.

Commercial Foodservice Equipment Group

The company's domestic service network consists of over 100 authorized service parts distributors and 3,000 independent certified technicians who have been formally trained and certified by the company through its factory training school and on-site installation training programs. Technicians work through service parts distributors, which are required to provide around-the-clock service via a toll-free paging number. The company provides substantial technical support to the technicians in the field through factory-based technical service engineers. The company has stringent parts stocking requirements for these agencies, leading to a high first-call completion rate for service and warranty repairs.

It is critical to major foodservice chains that equipment providers be capable of supporting equipment on a worldwide basis. The company's international service network covers over 100 countries with more than 1,000 service technicians trained in the installation and service of the company's products and supported by internationally-based service managers along with the factory-based technical service engineers. As with its domestic service network, the company maintains stringent parts stocking requirements for its international distributors.

Industrial Foodservice Equipment Group

The company maintains a technical service group of employees that oversees and performs installation and startup of equipment, and completes warranty and repair work. This technical service group provides services for customers both domestically and internationally. Service technicians are trained regularly on new equipment to ensure the customer receives a high level of customer service. From time to time the company utilizes trained third party technicians supervised by company employees to supplement company employees on large projects.

Competition

The cooking and warming segments of the commercial and industrial foodservice equipment industries are highly competitive and fragmented. Within a given product line, the industry remains fairly concentrated, with typically a small number of competitors accounting for the bulk of the line's industry-wide sales. Industry competition includes companies that manufacture a broad line of products and those that specialize in a particular product line. Competition is based upon many factors, including brand recognition, product features and design, quality, price, delivery lead times, serviceability and after-sale service. The company believes that its ability to compete depends on strong brand equity, exceptional product performance, short lead-times and timely delivery, competitive pricing, and its superior customer service support. In the international markets, the company competes with U.S. manufacturers and numerous global and local competitors.

The company believes that it is one of the largest multiple-line manufacturers of cooking and warming equipment in the U.S. and worldwide, although some of its competitors are units of operations that are larger than the company and possess greater financial and personnel resources. Among the company's major competitors are Enodis plc; Vulcan-Hart Corporation, a subsidiary of Illinois Tool Works Inc.; Wells Manufacturing Company, a subsidiary of United Technologies Corporation; Zanussi, a subsidiary of Electrolux AB; and Ali Group.

Manufacturing and Quality Control

The company manufactures product in six domestic and two international production facilities. In Elgin, Illinois, the company manufactures conveyor ovens. In Burlington, Vermont the company manufactures its combi oven, convection oven and deck oven product lines. In Fuquay-Varina, North Carolina, the company manufactures ranges, steamers, combi ovens, convection ovens and broiling equipment. In Bow, New Hampshire, the company manufactures fryers, charbroilers and catering equipment products. In Menominee, Michigan the company manufactures baking ovens, proofers and counterline equipment. In Lodi, Wisconsin the company engineers and manufactures cooking and chilling systems and packaging equipment that serves customers in the industrial foodservice industry. In Randers, Denmark, the company manufactures combi-ovens and baking ovens. In Laguna, the Philippines the company manufactures fryers, counterline equipment and component parts for the U.S. manufacturing facilities. Metal fabrication, finishing, sub-assembly and assembly operations are conducted at each manufacturing facility. Equipment installed at individual manufacturing facilities includes numerically controlled turret presses and machine centers, shears, press brakes, welding equipment, polishing equipment, CAD/CAM systems and product testing and quality assurance measurement devices. The company's CAD/CAM systems enable virtual electronic prototypes to be created, reviewed and refined before the first physical prototype is built.

Detailed manufacturing drawings are quickly and accurately derived from the model and passed electronically to manufacturing for programming and optimal parts nesting on various numerically controlled punching cells. The company believes that this integrated product development and manufacturing process is critical to assuring product performance, customer service and competitive pricing.

The company has established comprehensive programs to ensure the quality of products, to analyze potential product failures and to certify vendors for continuous improvement. Products manufactured by the company are tested prior to shipment to ensure compliance with company standards.

Sources of Supply

The company purchases its raw materials and component parts from a number of suppliers. The majority of the company's material purchases are standard commodity-type materials, such as stainless steel, electrical components and hardware. These materials and parts generally are available in adequate quantities from numerous suppliers. Some component parts are obtained from sole sources of supply. In such instances, management believes it can substitute other suppliers as required. The majority of fabrication is done internally through the use of automated equipment. Certain equipment and accessories are manufactured by other suppliers for sale by the company. The company believes it enjoys good relationships with its suppliers and considers the present sources of supply to be adequate for its present and anticipated future requirements.

Research and Development

The company believes its future success will depend in part on its ability to develop new products and to improve existing products. Much of the company's research and development efforts are directed to the development and improvement of products designed to reduce cooking time, reduce energy consumption, minimize labor costs or improve product yield, while maintaining consistency and quality of cooking production. The company has identified these issues as key concerns of most customers. The company often identifies product improvement opportunities by working closely with customers on specific applications. Most research and development activities are performed by the company's technical service and engineering staff located at each manufacturing location. On occasion, the company will contract outside engineering firms to assist with the development of certain technical concepts and applications. See Note 4(n) to the Consolidated Financial Statements for further information on the company's research and development activities.

Licenses, Patents, and Trademarks

The company owns numerous trademarks and trade names; among them, Alkarâ, Blodgettâ, Blodgett Combiâ, Blodgett Rangeâ, CTXâ, Hounoâ, MagiKitch'nâ, Middleby Marshallâ, Nu-Vuâ, Pitco Frialatorâ, RapidPakâ, Southbendâ, SteamMasterâ, Toastmasterâ and Visual Cookingâ are registered with the U.S. Patent and Trademark Office and in various foreign countries.

The company holds numerous patents covering technology and applications related to various products, equipment and systems. Management believes the expiration of any one of these patents would not have a material adverse effect on the overall operations or profitability of the company.

Middleby Marshall has an exclusive license from Enersyst Development Center LLC (“Enersyst”) to manufacture, use and sell Jetsweep air impingement ovens in the U.S. for commercial food service applications. This license covers numerous existing patents and provides further exclusive and non-exclusive license rights to existing and future developed technology. The Enersyst license expires upon the later of the expiration of licensed patents or October 1, 2008. Certain individual patents covered under the Enersyst license agreements expire at various dates through 2019 or later. While the loss of the Enersyst license or could have an adverse effect on the company, management believes it is capable of designing, manufacturing and selling similar equipment without it.

Employees

As of December 30, 2006, the company employed 1,282 persons. Of this amount, 494 were management, administrative, sales, engineering and supervisory personnel; 522 were hourly production non-union workers; and 266 were hourly production union members. Included in these totals were 299 individuals employed outside of the United States, of which 187 were management, sales, administrative and engineering personnel, 58 were hourly production non-union workers and 54 were hourly production workers, who participate in an employee cooperative. At its Lodi, Wisconsin facility, the company has a contract with the International Association of Bridge, Structural, Ornamental and Reinforcing Ironworkers that expires on February 1, 2008. At its Elgin, Illinois facility, the company has a union contract with the International Brotherhood of Teamsters that expires on April 30, 2007. The company also has a union workforce at its manufacturing facility in the Philippines, under a contract that extends through June 2011. Management believes that the relationships between employees, union and management are good.

Seasonality

The company’s revenues historically have been stronger in the second and third quarters due to increased purchases from customers involved with the catering business and institutional customers, particularly schools, during the summer months.

Item 1A. Risk Factors

An investment in shares of the company's common stock involves risks. The company believes the risks and uncertainties described below and in "Special Note Regarding Forward-Looking Statements" are the material risks it faces. Additional risks and uncertainties not currently known to the company or that it currently deems immaterial may impair its business operations. If any of the following risks actually occurs, the company's business, results of operations and financial condition could be materially adversely affected, and the trading price of the company's common stock could decline.

The company's level of indebtedness could adversely affect its business, results of operations and growth strategy.

The company now has and may continue to have a significant amount of debt. At December 30, 2006, the company had \$82.8 million of borrowings and \$5.2 million in letters of credit outstanding. To the extent the company requires capital resources, there can be no assurance that such funds will be available on favorable terms, or at all. The unavailability of funds could have a material adverse effect on the company's financial condition, results of operations and ability to expand the company's operations.

The company's level of indebtedness could adversely affect it in a number of ways, including the following:

- the company may be unable to obtain additional financing for working capital, capital expenditures, acquisitions and other general corporate purposes;
- a significant portion of the company's cash flow from operations must be dedicated to debt service, which reduces the amount of cash the company has available for other purposes;
- the company may be more vulnerable to a downturn in the company business or economic and industry conditions;
- the company may be disadvantaged as compared to its competitors, such as in the ability to adjust to changing market conditions, as a result of the significant amount of debt the company owes; and
- the company may be restricted in its ability to make strategic acquisitions and to pursue business opportunities.

The company's current credit agreement limits its ability to conduct business, which could negatively affect the company's ability to finance future capital needs and engage in other business activities.

The covenants in the company's existing credit agreement contain a number of significant limitations on its ability to, among other things:

- pay dividends;
- incur additional indebtedness;
- create liens on the company's assets;
- engage in new lines of business;
- make investments;
- make capital expenditures and enter into leases; and
- acquire or dispose of assets.

These restrictive covenants, among others, could negatively affect the company's ability to finance its future capital needs, engage in other business activities or withstand a future downturn in the company's business or the economy.

Under the company's current credit agreement, the company is required to maintain certain specified financial ratios and meet financial tests, including certain ratios of leverage and fixed charge coverage. The company's ability to comply with these requirements may be affected by matters beyond its control, and, as a result, the company cannot assure you that it will be able to meet these ratios and tests. A breach of any of these covenants would prevent the company from being able to draw under the company revolver and would result in a default under the company's credit agreement. In the event of a default under the company's current credit agreement, the lenders could terminate their commitments and declare all amounts borrowed, together with accrued interest and other fees, to be due and payable. Borrowings under other debt instruments that contain cross-acceleration or cross-default provisions may also be accelerated and become due and payable. The company may be unable to pay these debts in these circumstances.

Competition in the foodservice equipment industry is intense and could impact the company results of operations and cash flows.

The company operates in a highly competitive industry. In the company's business, competition is based on product features and design, brand recognition, reliability, durability, technology, energy efficiency, breadth of product offerings, price, customer relationships, delivery lead times, serviceability and after-sale service. The company has a number of competitors in each product line that it offers. Many of the company's competitors are substantially larger and enjoy substantially greater financial, marketing, technological and personnel resources. These factors may enable them to develop similar or superior products, to provide lower cost products and to carry out their business strategies more quickly and efficiently than the company can. In addition, some competitors focus on particular product lines or geographical regions or emphasize their local manufacturing presence or local market knowledge. Some competitors have different pricing structures and may be able to deliver their products at lower prices. Although the company believes that the performance and price characteristics of its products will provide competitive solutions for the company customers' needs, there can be no assurance that the company's customers will continue to choose its products over products offered by the company competitors.

Further, the market for the company's products is characterized by changing technology and evolving industry standards. The company's ability to compete in the past has depended in part on the company's ability to develop innovative new products and bring them to market more quickly than the company's competitors. The company's ability to compete successfully will depend, in large part, on its ability to enhance and improve its existing products, to continue to bring innovative products to market in a timely fashion, to adapt the company's products to the needs and standards of the company customers and potential customers and to continue to improve operating efficiencies and lower manufacturing costs. Moreover, competitors may develop technologies or products that render the company's products obsolete or less marketable. If the company's products, markets and services are not competitive, the company's business, financial condition and operating results will be materially harmed.

The company is subject to risks associated with developing products and technologies, which could delay product introductions and result in significant expenditures.

The company continually seeks to refine and improve upon the performance, utility and physical attributes of its existing products and to develop new products. As a result, the company's business is subject to risks associated with new product and technological development, including unanticipated technical or other problems. The occurrence of any of these risks could cause a substantial change in the design, delay in the development, or abandonment of new technologies and products. Consequently, there can be no assurance that the company will develop new technologies superior to the company's current technologies or successfully bring new products to market.

Additionally, there can be no assurance that new technologies or products, if developed, will meet the company's current price or performance objectives, be developed on a timely basis or prove to be as effective as products based on other technologies. The inability to successfully complete the development of a product, or a determination by the company, for financial, technical or other reasons, not to complete development of a product, particularly in instances in which the company has made significant expenditures, could have a material adverse effect on the company's financial condition and operating results.

The company's revenues and profits will be adversely affected if it is unable to expand its product offerings, retain its current customers, or attract new customers.

The success of the company's business depends, in part, on its ability to maintain and expand the company's product offerings and the company's customer base. The company's success also depends on its ability to offer competitive prices and services in a price sensitive business. Many of the company's larger restaurant chain customers have multiple sources of supply for their equipment purchases and periodically approve new competitive equipment as an alternative to the company's products for use within their restaurants. The company cannot assure you that it will be able to continue to expand the company product lines, or that it will be able to retain the company's current customers or attract new customers. The company also cannot assure you that it will not lose customers to low-cost competitors with comparable or superior products and services. If the company fails to expand its product offerings, or lose a substantial number of the company's current customers or substantial business from current customers, or are unable to attract new customers, the company's business, financial condition and results of operations will be adversely affected.

The company has depended, and will continue to depend, on key customers for a material portion of its revenues. As a result, changes in the purchasing patterns of such key customers could adversely impact the company's operating results.

Many of the company's key customers are large restaurant chains. The number of new store openings by these chains can vary from quarter to quarter depending on internal growth plans, construction, seasonality and other factors. If these chains were to conclude that the market for their type of restaurant has become saturated, they could open fewer restaurants. In addition, during an economic downturn, key customers could both open fewer restaurants and defer purchases of new equipment for existing restaurants. Either of these conditions could have a material adverse effect on the company's financial condition and results of operations.

Price changes in some materials and sources of supply could affect the company's profitability.

The company uses large amounts of stainless steel, aluminized steel and other commodities in the manufacture of its products. The price of steel has increased significantly over the past three years. The significant increase in the price of steel or any other commodity that the company is not able to pass on to its customers would adversely affect the company's operating results. In addition, an interruption in or the cessation of an important supply by any third party and the company's inability to make alternative arrangements in a timely manner, or at all, could have a material adverse effect on the company's business, financial condition and operating results.

The company's acquisition, investment and alliance strategy involves risks. If the company is unable to effectively manage these risks, its business will be materially harmed.

To achieve the company's strategic objectives, it may in the future seek to acquire or invest in other companies, businesses or technologies. Acquisitions entail numerous risks, including the following:

- difficulties in the assimilation of acquired businesses or technologies;
- diversion of management's attention from other business concerns;
- potential assumption of unknown material liabilities;
- failure to achieve financial or operating objectives; and
- loss of customers or key employees.

The company may not be able to successfully integrate any operations, personnel, services or products that it has acquired or may acquire in the future.

The company may seek to expand or enhance some of its operations by forming joint ventures or alliances with various strategic partners throughout the world. Entering into joint ventures and alliances also entails risks, including difficulties in developing and expanding the businesses of newly formed joint ventures, exercising influence over the activities of joint ventures in which the company does not have a controlling interest and potential conflicts with the company's joint venture or alliance partners.

Expansion of the company's operations internationally involves special challenges that it may not be able to meet. The company's failure to meet these challenges could adversely affect its business, financial condition and operating results.

The company plans to continue to expand its operations internationally. The company faces certain risks inherent in doing business in international markets. These risks include:

- becoming subject to extensive regulations and oversight, tariffs and other trade barriers;
- reduced protection for intellectual property rights;
- difficulties in staffing and managing foreign operations; and
- potentially adverse tax consequences.

In addition, the company will be required to comply with the laws and regulations of foreign governmental and regulatory authorities of each country in which the company conducts business.

The company cannot assure you that it will be able to succeed in marketing the company products and services in international markets. The company may also experience difficulty in managing the company's international operations because of, among other things, competitive conditions overseas, management of foreign exchange risk, established domestic markets, language and cultural differences and economic or political instability. Any of these factors could have a material adverse effect on the success of the company's international operations and, consequently, on the company's business, financial condition and operating results.

The company may not be able to adequately protect its intellectual property rights, and this inability may materially harm its business.

The company relies primarily on trade secret, copyright, service mark, trademark and patent law and contractual protections to protect the company proprietary technology and other proprietary rights. The company has filed numerous patent applications covering the company technology. Notwithstanding the precautions the company takes to protect the company intellectual property rights, it is possible that third parties may copy or otherwise obtain and use the company's proprietary technology without authorization or may otherwise infringe on the company's rights. In some cases, including a number of the company's most important products, there may be no effective legal recourse against duplication by competitors. In the future, the company may have to rely on litigation to enforce its intellectual property rights, protect its trade secrets, determine the validity and scope of the proprietary rights of others or defend against claims of infringement or invalidity. Any such litigation, whether successful or unsuccessful, could result in substantial costs to the company and diversions of the company's resources, either of which could adversely affect the company's business.

Any infringement by the company on patent rights of others could result in litigation and adversely affect its ability to continue to provide, or could increase the cost of providing the company's products and services.

Patents of third parties may have an important bearing on the company's ability to offer some of its products and services. The company's competitors, as well as other companies and individuals, may obtain, and may be expected to obtain in the future, patents related to the types of products and service the company offers or plan to offer. The company cannot assure you that it is or will be aware of all patents containing claims that may pose a risk of infringement by the company's products and services. In addition, some patent applications in the United States are confidential until a patent is issued and, therefore, the company cannot evaluate the extent to which its products and services may be covered or asserted to be covered by claims contained in pending patent applications. In general, if one or more of the company's products or services were to infringe patents held by others, the company may be required to stop developing or marketing the products or services, to obtain licenses from the holders of the patents to develop and market the services, or to redesign the products or services in such a way as to avoid infringing on the patent claims. The company cannot assess the extent to which it may be required in the future to obtain licenses with respect to patents held by others, whether such licenses would be available or, if available, whether it would be able to obtain such licenses on commercially reasonable terms. If the company were unable to obtain such licenses, it also may not be able to redesign the company's products or services to avoid infringement, which could materially adversely affect the company's business, financial condition and operating results.

The company may be the subject of product liability claims or product recalls, and it may be unable to obtain or maintain insurance adequate to cover potential liabilities.

Product liability is a significant commercial risk to the company. The company's business exposes it to potential liability risks that arise from the manufacture, marketing and sale of the company's products. In addition to direct expenditures for damages, settlement and defense costs, there is a possibility of adverse publicity as a result of product liability claims. Some plaintiffs in some jurisdictions have received substantial damage awards against companies based upon claims for injuries allegedly caused by the use of their products. In addition, it may be necessary for the company to recall products that do not meet approved specifications, which could result in adverse publicity as well as costs connected to the recall and loss of revenue.

The company cannot be certain that a product liability claim or series of claims brought against it would not have an adverse effect on the company's business, financial condition or results of operations. If any claim is brought against the company, regardless of the success or failure of the claim, the company cannot assure you that it will be able to obtain or maintain product liability insurance in the future on acceptable terms or with adequate coverage against potential liabilities or the cost of a recall.

An increase in warranty expenses could adversely affect the company's financial performance.

The company offers purchasers of its products warranties covering workmanship and materials typically for one year and, in certain circumstances, for periods of up to ten years, during which period the company or an authorized service representative will make repairs and replace parts that have become defective in the course of normal use. The company estimates and records its future warranty costs based upon past experience. These warranty expenses may increase in the future and may exceed the company's warranty reserves, which, in turn, could adversely affect the company's financial performance.

The company is subject to currency fluctuations and other risks from its operations outside the United States.

The company has manufacturing operations located in Asia and distribution operations in Asia, Europe and Latin America. The company's operations are subject to the impact of economic downturns, political instability and foreign trade restrictions, which may adversely affect the company's business, financial condition and operating results. The company anticipates that international sales will continue to account for a significant portion of consolidated net sales in the foreseeable future. Some sales by the company's foreign operations are in local currency, and an increase in the relative value of the U.S. dollar against such currencies would lead to a reduction in consolidated sales and earnings. Additionally, foreign currency exposures are not fully hedged, and there can be no assurances that the company's future results of operations will not be adversely affected by currency fluctuations.

The company is subject to potential liability under environmental laws.

The company's operations are regulated under a number of federal, state and local environmental laws and regulations that govern, among other things, the discharge of hazardous materials into the air and water as well as the handling, storage and disposal of these materials. Compliance with these environmental laws and regulations is a significant consideration for the company because it uses hazardous materials in the company manufacturing processes. In addition, because the company is a generator of hazardous wastes, even if it fully complies with applicable environmental laws, it may be subject to financial exposure for costs associated with an investigation and remediation of sites at which it has arranged for the disposal of hazardous wastes if these sites become contaminated. In the event of a violation of environmental laws, the company could be held liable for damages and for the costs of remedial actions. Environmental laws could also become more stringent over time, imposing greater compliance costs and increasing risks and penalties associated with any violation, which could negatively affect the company's operating results.

The company's financial performance is subject to significant fluctuations.

The company's financial performance is subject to quarterly and annual fluctuations due to a number of factors, including:

- the lengthy, unpredictable sales cycle for commercial foodservice equipment;
- the gain or loss of significant customers;
- unexpected delays in new product introductions;
- the level of market acceptance of new or enhanced versions of the company's products;
- unexpected changes in the levels of the company's operating expenses;
- competitive product offerings and pricing actions; and
- general economic conditions.

Each of these factors could result in a material and adverse change in the company's business, financial condition and results of operations.

The company may be unable to manage its growth.

The company has recently experienced rapid growth in business. Continued growth could place a strain on the company's management, operations and financial resources. There also will be additional demands on the company's sales, marketing and information systems and on the company's administrative infrastructure as it develops and offers additional products and enters new markets. The company cannot be certain that the company's operating and financial control systems, administrative infrastructure, outsourced and internal production capacity, facilities and personnel will be adequate to support the company's future operations or to effectively adapt to future growth. If the company cannot manage the company's growth effectively, the company's business may be harmed.

The company's business could suffer in the event of a work stoppage by its unionized labor force.

Because the company has a significant number of workers whose employment is subject to collective bargaining agreements and labor union representation, the company is vulnerable to possible organized work stoppages and similar actions. Unionized employees accounted for approximately 21% of the company's workforce as of December 30, 2006. At the company's Lodi, Wisconsin facility it has a union contract with the International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers that extends through January 2008. At the company's Elgin, Illinois facility, it has a union contract with the International Brotherhood of Teamsters that extends through April 2007. The company also has a union workforce at its manufacturing facility in the Philippines under a contract that extends through June 2011. Although the company believes that the current relationships between employees, union and management are good, any future strikes, employee slowdowns or similar actions by one or more unions, in connection with labor contract negotiations or otherwise, could have a material adverse effect on the company's ability to operate the company's business.

The company depends significantly on its key personnel.

The company depends significantly on certain of the company's executive officers and certain other key personnel, many of whom could be difficult to replace. While the company has employment agreements with certain key executives, the company cannot be certain that it will succeed in retaining this personnel or their services under existing agreements. The incapacity, inability or unwillingness of certain of these people to perform their services may have a material adverse effect on the company. There is intense competition for qualified personnel within the company's industry, and the company cannot assure you that it will be able to continue to attract, motivate and retain personnel with the skills and experience needed to successfully manage the company business and operations.

The impact of future transactions on the company's common stock is uncertain.

The company periodically reviews potential transactions related to products or product rights and businesses complementary to the company's business. Such transactions could include mergers, acquisitions, joint ventures, alliances or licensing agreements. In the future, the company may choose to enter into such transactions at any time. The impact of transactions on the market price of a company's stock is often uncertain, but it may cause substantial fluctuations to the market price. Consequently, any announcement of any such transaction could have a material adverse effect upon the market price of the company's common stock. Moreover, depending upon the nature of any transaction, the company may experience a charge to earnings, which could be material and could possibly have an adverse impact upon the market price of the company's common stock.

Future sales or issuances of equity or convertible securities could depress the market price of the company's common stock and be dilutive and affect the company's ability to raise funds through equity issuances.

If the company's stockholders sell substantial amounts of the company's common stock or the company issues substantial additional amounts of the company's equity securities, or there is a belief that such sales or issuances could occur, the market price of the company's common stock could fall. These factors could also make it more difficult for the company to raise funds through future offerings of equity securities.

The market price of the company's common stock may be subject to significant volatility.

The market price of the company's common stock may be highly volatile because of a number of factors, including the following:

- actual or anticipated fluctuations in the company's operating results;
- changes in expectations as to the company's future financial performance, including financial estimates by securities analysts and investors;
- the operating performance and stock price of other companies in the company's industry;
- announcements by the company or the company's competitors of new products or significant contracts, acquisitions, joint ventures or capital commitments;
- changes in interest rates;
- additions or departures of key personnel; and
- future sales or issuances of the company's common stock.

In addition, the stock markets from time to time experience price and volume fluctuations that may be unrelated or disproportionate to the operating performance of particular companies. These broad fluctuations may adversely affect the trading price of the company's common stock, regardless of the company's operating performance.

Item 1B. Unresolved Staff Comments

Not applicable.

Item 2. Properties

The company's principal executive offices are located in Elgin, Illinois. The company operates six manufacturing facilities in the U.S., one manufacturing facility in the Philippines and one manufacturing facility in Denmark.

The principal properties of the company utilized to conduct business operations are listed below:

| Location | Principal Function | Square Footage | Owned/Leased |
|----------------------------|---|-----------------------|--------------------------------|
| Elgin, IL | Manufacturing, Warehousing and Offices | 207,000 | Owned |
| Menominee, MI | Manufacturing, Warehousing and Offices | 46,000 | Owned |
| Bow, NH | Manufacturing, Warehousing and Offices | 102,000 34,000 | Owned Leased ⁽¹⁾ |
| Fuquay-Varina, NC | Manufacturing, Warehousing and Offices | 131,000 | Owned |
| Burlington, VT | Manufacturing, Warehousing and Offices | 140,000 | Owned |
| Lodi, WI | Manufacturing, Warehousing and Offices | 112,000 | Owned |
| Randers, Denmark | Manufacturing, Warehousing and Offices | 50,095 | Owned |
| Laguna, the Philippines | Manufacturing, Warehousing and Offices | 54,000 | Owned |

(1) Lease expires March 2010.

At various other locations the company leases small amounts of office space for administrative and sales functions, and in certain instances limited short-term inventory storage. These locations are in China, Mexico, South Korea, Spain, Sweden, Taiwan and the United Kingdom.

Management believes that these facilities are adequate for the operation of the company's business as presently conducted.

The company also has a leased manufacturing facility in Quakertown, Pennsylvania, which was exited as part of the company's manufacturing consolidation efforts. This lease extends through June 2015. This facility is currently subleased.

Item 3. Legal Proceedings

The company is routinely involved in litigation incidental to its business, including product liability claims, which are partially covered by insurance or by indemnification from Maytag for claims related to Blodgett prior to the December 2001 acquisition. Such routine claims are vigorously contested and management does not believe that the outcome of any such pending litigation will have a material adverse effect upon the financial condition, results of operations or cash flows of the company.

Item 4. Submission of Matters to a Vote of Security Holders

No matters were submitted to a vote of the security holders in the fourth quarter of the year ended December 30, 2006.

24

PART II**Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities***Principal Market*

The company's Common Stock trades on the Nasdaq Global Market under the symbol "MIDD". The following table sets forth, for the periods indicated, the high and low closing sale prices per share of Common Stock, as reported by the Nasdaq Global Market.

| | Closing Share Price | |
|---------------------------|----------------------------|------------|
| | High | Low |
| <u>Fiscal 2006</u> | | |
| First quarter | 97.80 | 81.00 |
| Second quarter | 94.25 | 79.83 |
| Third quarter | 88.30 | 73.59 |
| Fourth quarter | 105.40 | 75.15 |
| <u>Fiscal 2005</u> | | |
| First quarter | 55.69 | 45.82 |
| Second quarter | 56.01 | 44.04 |
| Third quarter | 72.50 | 52.10 |
| Fourth quarter | 87.65 | 69.81 |

Shareholders

The company estimates there were approximately 24,001 record holders of the company's common stock as of March 9, 2007.

Dividends

In July 2004, the company declared and paid a \$0.40 per share special dividend to shareholders of record of the company's common stock as of the close of business on June 4, 2004 aggregating to \$3.7 million.

Stock Options

During the fourth quarter of fiscal 2006, the company issued 12,423 shares to division executives pursuant to the exercise of stock options, for \$139,704.81. Such options were granted to division executives for 6,000 shares at an exercise price of \$5.90, 1,800 shares at an exercise price of \$10.51 per share and 4,623 shares at an exercise price of \$18.47 per share. As certificates for the shares were legended and stop transfer instructions were given to the transfer agent, the issuance of such shares was exempt under the Securities Act of 1933, as amended, pursuant to Section 4(2) thereof and the rules and regulations thereunder, as transactions by an issuer not involving a public offering.

Issuer Purchases of Equity Securities

| | Total Number of Shares Purchased | Average Price Paid per Share | Total Number of Shares Purchased as Part of Publicly Announced Plan or Program | Maximum Number of Shares that May Yet be Purchased Under the Plan or Program |
|--|---|------------------------------------|--|--|
| October 1, 2006 to October 28, 2006 | — | — | — | 847,001 |
| October 29, 2006 to November 25, 2006 | — | — | — | 847,001 |
| November 26, 2006 to December 30, 2006 | — | — | — | 847,001 |
| Quarter ended December 30, 2006 | — | — | — | 847,001 |

In July 1998, the company's Board of Directors adopted a stock repurchase program and subsequently authorized the purchase of up to 1,800,000 common shares in open market purchases. As of December 30, 2006, 952,999 shares had been purchased under the 1998 stock repurchase program.

In October 2000, the company's Board of Directors approved a self tender offer that authorized the purchase of up to 1,500,000 common shares from existing stockholders at a per share price of \$7.00. On November 22, 2000, upon the expiration date of this program, the company announced that 1,135,359 shares were accepted for payment pursuant to the self tender offer for \$7.9 million.

In December 2004, the company's Board of Directors approved a stock repurchase agreement in conjunction with the retirement of the Chairman of the Board. In connection with this agreement the company repurchased 1,808,774 shares of its common stock into treasury at \$42.00 per share for an aggregate price of \$75,968,508.

At December 30, 2006, the company had a total of 3,855,044 shares in treasury amounting to \$89.6 million.

PART II**Item 6. Selected Financial Data****(amounts in thousands, except per share data)****Fiscal Year Ended⁽¹⁾**

| | 2006 | 2005 | 2004 | 2003 | 2002 |
|---|------------|------------|------------|------------|------------|
| Income Statement Data: | | | | | |
| Net sales | \$ 403,131 | \$ 316,668 | \$ 271,115 | \$ 242,200 | \$ 235,147 |
| Cost of sales | 246,254 | 195,015 | 168,487 | 156,347 | 156,647 |
| Gross profit | 156,877 | 121,653 | 102,628 | 85,853 | 78,500 |
| Selling and distribution expenses | 40,371 | 33,772 | 30,496 | 29,609 | 28,213 |
| General and administrative expenses | 39,605 | 29,909 | 23,113 | 21,228 | 20,556 |
| Stock repurchase transaction expenses | — | — | 12,647 | — | — |
| Acquisition integration reserve adjustments | — | — | (1,887) | — | — |
| Income from operations | 76,901 | 57,972 | 38,259 | 35,016 | 29,731 |
| Interest expense and deferred financing amortization, net | 6,932 | 6,437 | 3,004 | 5,891 | 11,180 |
| Debt extinguishment expenses | — | — | 1,154 | — | 9,122 |
| Gain on acquisition financing derivatives | — | — | (265) | (62) | (286) |
| Other expense, net | 161 | 137 | 522 | 366 | 901 |
| Earnings before income taxes | 69,808 | 51,398 | 33,844 | 28,821 | 8,814 |
| Provision for income taxes | 27,431 | 19,220 | 10,256 | 10,123 | 2,712 |
| Net earnings | \$ 42,377 | \$ 32,178 | \$ 23,588 | \$ 18,698 | \$ 6,102 |
| Net earnings per share: | | | | | |
| Basic | \$ 5.54 | \$ 4.28 | \$ 2.56 | \$ 2.06 | \$ 0.68 |
| Diluted | \$ 5.13 | \$ 3.98 | \$ 2.38 | \$ 1.99 | \$ 0.67 |
| Weighted average number of shares outstanding: | | | | | |
| Basic | 7,643 | 7,514 | 9,200 | 9,065 | 8,990 |
| Diluted | 8,259 | 8,093 | 9,931 | 9,392 | 9,132 |
| Cash dividends declared per common share | \$ — | \$ — | 0.40 | 0.25 | — |
| Balance Sheet Data: | | | | | |
| Working capital | \$ 11,512 | \$ 7,590 | \$ 10,923 | \$ 3,490 | \$ 13,890 |
| Total assets | 285,022 | 263,918 | 209,675 | 194,620 | 207,962 |
| Total debt | 82,802 | 121,595 | 123,723 | 56,500 | 87,962 |
| Stockholders' equity | 100,573 | 48,500 | 7,215 | 62,090 | 44,632 |

(1) The company's fiscal year ends on the Saturday nearest to December 31.

Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations

Special Note Regarding Forward-Looking Statements

This report contains "forward-looking statements" subject to the Private Securities Litigation Reform Act of 1995. These forward-looking statements involve known and unknown risks, uncertainties and other factors, which could cause the company's actual results, performance or outcomes to differ materially from those expressed or implied in the forward-looking statements. The following are some of the important factors that could cause the company's actual results, performance or outcomes to differ materially from those discussed in the forward-looking statements:

- volatility in earnings resulting from goodwill impairment losses, which may occur irregularly and in varying amounts;
- variability in financing costs;
- quarterly variations in operating results;
- dependence on key customers;
- risks associated with the company's foreign operations, including market acceptance and demand for the company's products and the company's ability to manage the risk associated with the exposure to foreign currency exchange rate fluctuations;
- the company's ability to protect its trademarks, copyrights and other intellectual property;
- changing market conditions;
- the impact of competitive products and pricing;
- the timely development and market acceptance of the company's products; and
- the availability and cost of raw materials.

The company cautions readers to carefully consider the statements set forth in the section entitled "Item 1A Risk Factors" of this filing and discussion of risks included in the company's Securities and Exchange Commission filings.

NET SALES SUMMARY
(dollars in thousands)
Fiscal Year Ended⁽¹⁾

| | 2006 | | 2005 | | 2004 | |
|---|------------|---------|------------|---------|------------|---------|
| | Sales | Percent | Sales | Percent | Sales | Percent |
| Business Divisions: | | | | | | |
| Commercial Foodservice: | | | | | | |
| Core cooking equipment | \$ 245,574 | 60.9 | \$ 222,216 | 70.2 | \$ 185,520 | 68.4 |
| Conveyor oven equipment | 64,136 | 15.9 | 55,270 | 17.5 | 54,183 | 20.0 |
| Counterline cooking equipment | 9,341 | 2.3 | 12,298 | 3.9 | 10,262 | 3.8 |
| International specialty equipment | 10,164 | 2.5 | 9,210 | 2.9 | 7,545 | 2.8 |
| Commercial Foodservice | 329,215 | 81.6 | 298,994 | 94.5 | 257,510 | 95.0 |
| Industrial Foodservice | 55,153 | 13.7 | 2,837 | 0.9 | — | — |
| International Distribution Division (2) | | | | | | |
| | 56,496 | 14.0 | 53,989 | 17.0 | 46,146 | 17.0 |
| Intercompany sales (3) | (37,733) | (9.3) | (39,152) | (12.4) | (32,541) | (12.0) |
| Total | \$ 403,131 | 100.0% | \$ 316,668 | 100.0% | \$ 271,115 | 100.0% |

(1) *The company's fiscal year ends on the Saturday nearest to December 31.*

(2) *Consists of sales of products manufactured by Middleby and products manufactured by third parties.*

(3) *Represents the elimination of sales amongst the Commercial Foodservice Equipment Group and from the Commercial Foodservice Equipment Group to the International Distribution Division.*

Results of Operations

The following table sets forth certain items in the consolidated statements of earnings as a percentage of net sales for the periods presented:

| | Fiscal Year Ended ⁽¹⁾ | | |
|---|----------------------------------|--------|--------|
| | 2006 | 2005 | 2004 |
| Net sales | 100.0% | 100.0% | 100.0% |
| Cost of sales | 61.1 | 61.6 | 62.1 |
| Gross profit | 38.9 | 38.4 | 37.9 |
| Selling, general and administrative expenses | 19.8 | 20.1 | 19.8 |
| Stock repurchase transaction expenses | — | — | 4.7 |
| Lease reserve adjustments | — | — | (0.7) |
| Income from operations | 19.1 | 18.3 | 14.1 |
| Interest expense and deferred financing amortization, net | 1.7 | 2.0 | 1.1 |
| Debt extinguishment expenses | — | — | 0.4 |
| Gain on acquisition financing derivatives | — | — | (0.1) |
| Other expense, net | — | — | 0.2 |
| Earnings before income taxes | 17.4 | 16.3 | 12.5 |
| Provision for income taxes | 6.9 | 6.1 | 3.8 |
| Net earnings | 10.5% | 10.2% | 8.7% |

(1) *The company's fiscal year ends on the Saturday nearest to December 31.*

29

Fiscal Year Ended December 30, 2006 as Compared to December 31, 2005

Net sales. Net sales in fiscal 2006 increased by \$86.5 million or 27.3% to \$403.1 million as compared to \$316.7 million in fiscal 2005. A net sales increase of \$56.4 million or 17.8% was attributable to acquisition growth, including the December 2005 acquisition of Alkar and the August 2006 acquisition of Houno A/S. Excluding acquisitions, net sales increased \$30.1 million or 9.5% from the prior year, as a result of growth in restaurant chain business and increased sales of new products.

Net sales of the Commercial Foodservice Equipment Group increased by \$30.2 million or 10.1% to \$329.2 million in 2006 as compared to \$299.0 million in fiscal 2005.

- Core cooking equipment increased \$23.4 million or 10.5% to \$245.6 million from \$222.2 million, primarily due to increased fryer, convection oven, and cooking range sales resulting from new product introductions and increased purchases from international and regional restaurant chain customers resulting from new store openings and increased replacement business. Net sales in 2006 also included \$4.1 million increased combi-oven sales associated with the newly acquired Houno product line.
- Conveyor oven equipment sales increased \$8.8 million or 15.9% to \$64.1 million from \$55.3 million in the prior year, as a result of increased sales associated with new oven models, including the WOW oven introduced in the first half of 2006.
- Counterline cooking equipment sales decreased \$3.0 million to \$9.3 million or 24.4% from \$12.3 million in the prior year. Sales during the second half of 2006, were impacted by the relocation of production to another facility. This transition was completed in January 2007. Additionally, sales were impacted by the discontinuance of a lower margin toaster product line.
- International specialty equipment sales increased \$1.0 million to \$10.2 million or 10.9% from \$9.2 million in the prior year quarter due to increased product and component parts produced for the company's U.S. manufacturing operations.

Net sales for Industrial Foodservice Equipment Group were \$55.2 million as compared to \$2.8 million in fiscal 2005. The prior year revenues reflect sales for a four week period subsequent to the acquisition of Alkar, which was acquired in December 2005.

Net sales for International Distribution Division increased \$2.5 million or 4.6% to \$56.5 million, as compared to \$54.0 million in the prior year. The net sales increase reflects a \$3.4 million in Latin America resulting from expansion of the U.S. chains and increased business with local restaurant chains in the region. This increase was offset in part by a \$0.5 million sales decline in Asia and a \$0.4 million decline in Europe. The prior year sales in Asia and Europe benefited from product rollouts with certain restaurant chain customers which did not recur in 2006.

Intercompany sales eliminations represent sales of product amongst the Commercial Foodservice Equipment Group operations and from the Commercial Foodservice Equipment Group operations to the International Distribution Division. The sales elimination decreased by \$1.5 million to \$37.7 million reflecting the decrease in purchases of equipment by the International Distribution Division from the Commercial Foodservice Equipment Group due to increased sales volumes.

Gross profit. Gross profit increased by \$35.2 million to \$156.9 million in fiscal 2006 from \$121.7 million in 2005, reflecting the impact of higher sales volumes. The gross margin rate also increased from 38.9% in 2006 as compared to 38.4% in 2005. The net increase in the gross margin rate reflects:

- Increased sales volumes that benefited manufacturing efficiencies and provided for greater leverage of fixed manufacturing costs.

- Higher margins associated with new product sales.

- Improved margins at Nu-Vu, which was acquired in January 2005. The margin improvement at this operation reflects the benefits of successful integration efforts.

- The adverse impact of lower margins at the newly acquired Alkar operations

- The adverse impact increased steel and other material costs.

Selling, general and administrative expenses. Combined selling, general, and administrative expenses increased by \$16.3 million to \$80.0 million in 2006 from \$63.7 million in 2005. As a percentage of net sales, operating expenses amounted to 19.8% in 2006, as compared to 20.1% in 2005 reflecting greater leverage on higher sales volumes.

Selling expenses increased \$6.6 million to \$40.4 million from \$33.8 million, reflecting an increase of \$4.5 million associated with the newly acquired Alkar and Houno operations and \$2.1 million of higher commission costs associated with the increased sales volumes.

General and administrative expenses increased \$9.7 million to \$39.6 million from \$29.9 million, reflecting an increase of \$4.3 million associated with the newly acquired Alkar and Houno operations. General and administrative expenses also includes \$1.1 million of stock option compensation expensed as a result of the adoption of Statement of Financial Accounting Standard No. 123R on January 1, 2006. No such expense was recorded in 2005. Increased general and administrative expense also reflects increased incentive compensation expense resulting from improved financial performance of the company, increased legal and professional fees associated with acquisition related initiatives and other increased costs associated with general increases in business scope and volumes.

Income from operations. Income from operations increased \$18.9 million to \$76.9 million in fiscal 2006 from \$58.0 million in fiscal 2005. The increase in operating income resulted from the increase in net sales and gross profit.

Non-operating expenses. Non-operating expenses increased \$0.5 million to \$7.1 million in 2006 from \$6.6 million in 2005 and are comprised primarily of interest expense. Interest and deferred financing amortization costs increased \$0.5 million in 2006 as compared to 2005, due to higher interest rates, which more than offset the benefit of lower average debt balances.

Income taxes. A tax provision of \$27.4 million, at an effective rate of 39.3%, was recorded for 2006 as compared to \$19.2 million at a 37.4% effective rate in 2005. The 2005 provision reflected a favorable adjustment to tax reserves associated with closed tax periods amounting which amounted to \$1.3 million.

Fiscal Year Ended December 31, 2005 as Compared to January 1, 2005

Net sales. Net sales in fiscal 2005 increased by \$45.6 million or 16.8% to \$316.7 million in fiscal 2005 from \$271.1 million in fiscal 2004.

Net sales of the Commercial Foodservice Equipment Group increased by \$41.5 million or 16.1% to \$299.0 million in 2005 as compared to \$257.5 million in the prior year.

- Core cooking equipment increased by \$36.7 million or 19.8% to \$222.2 million in 2005. The sales increase included \$16.0 million of sales at Nu-Vu Foodservice Systems which was acquired on January 7, 2005 representing 8.6% of the sales growth of the core cooking equipment product group. The remaining \$20.7 million in sales for this group reflects continued success of recent product introductions including the Solstice series of fryers, the Southbend Platinum series of ranges and the Blodgett combi-oven and steam line.
- Conveyor oven equipment sales increased by approximately \$1.1 million or 2.0% to \$55.3 million. The increase in sales reflects sales of the new 500 series product line of ovens, offset in part by reduced sales of certain discontinued oven models during 2005.
- Counterline cooking equipment sales increased by approximately \$2.0 million or 19.8% as a result of increased sales of a new series of counterline equipment introduced in 2004.
- International specialty equipment sales increased by \$1.7 million or 22.1%. The increase in sales resulted from increased product and component parts produced for the company's U.S. manufacturing operations.

Net sales at the Industrial Foodservice Equipment Group were \$2.8 million for the period subsequent to the acquisition of Alkar on December 7, 2005.

Net sales of the International Distribution Division increased by \$7.9 million or 17.1% to \$54.0 million. Sales increased in all regions reflecting growth with the local restaurant chains and expansion of U.S. restaurant concepts internationally. Net sales included an increase of \$3.5 million in Asia, \$2.8 million in Europe and the Middle East and \$1.6 million in Latin America.

Intercompany sales eliminations represent sales of product amongst the Commercial Foodservice Equipment Group operations and from the Commercial Foodservice Equipment Group operations to the International Distribution Division. The sales elimination increased by \$6.7 million to \$39.2 million reflecting the increase in purchases of equipment by the International Distribution Division from the Commercial Foodservice Equipment Group due to increased sales volumes.

Gross profit. Gross profit increased by \$19.0 million to \$121.7 million in fiscal 2005 from \$102.6 million in 2004 as a result of increased sales volumes and improvements in the gross margin rate, which increased to 38.4% in 2005 from 37.9% in 2004. The improvement in the gross margin rate resulted from several factors, including the following:

- Increased sales volumes resulting in greater production efficiencies and absorption of fixed overhead costs.
- Increased production efficiencies and lower warranty expenses associated with new product introductions resulting from standardization of product platforms and improvements of product design for new generations of equipment.

Selling, general and administrative expenses. Selling, general and administrative expenses decreased by \$0.7 million to \$63.7 million in 2005 from \$64.4 million in 2004.

Selling and distribution expenses increased to \$33.8 million in 2005 from \$30.5 million in 2004. The increase included incremental selling and distribution expenses of \$1.0 million associated with the operations of the acquisitions completed during 2005. The remaining increase in selling and distribution expense resulted primarily from increased commission expense to the company's independent sales representatives on higher sales and increased promotional and marketing expenses. As a percentage of net sales, selling and distribution expenses decreased to 10.7% in 2005 from 11.2% in 2004.

General and administrative expenses increased to \$29.9 million in 2005 from \$23.1 million in 2004. The increase included incremental general and administrative expenses of \$1.1 million associated with the operations of the acquisitions completed in 2005. The remaining increase in general and administrative expenses includes \$3.3 million of non-cash stock compensation expense and \$2.1 million increase in professional fees associated with acquisitions, Sarbanes-Oxley compliance and other legal matters. As a percentage of net sales, general and administrative expenses were 9.4% in 2005 compared to the prior year of 8.5%.

Stock repurchase transaction expenses of \$12.6 million were recorded in the fourth quarter of 2004 associated with the repurchase of 1,808,774 shares of the company's common stock and 271,000 stock options from the company's former chairman, members of his family and trusts controlled by his family. Expenses included \$8.0 million of costs associated with the repurchase of the 271,000 stock options, \$1.9 million related to a pension settlement with the former chairman and \$2.7 million of investment banking, legal, and various other costs associated with the transaction.

Lease reserve adjustments of \$1.9 million were recorded during fiscal 2004, primarily consisting of a gain resulting from an early lease termination that occurred in conjunction with the sale of a leased facility to an unrelated third party. The leased facility was originally exited in early 2002 subsequent to the acquisition of Blodgett as a result of the company's manufacturing consolidation efforts.

Income from operations. Income from operations increased \$19.7 million to \$58.0 million in fiscal 2005 from \$38.3 million in fiscal 2004. The increase in operating income resulted from the increase in net sales and gross profit and the absence of the stock repurchase transactions expenses that incurred in 2004.

Non-operating expenses. Non-operating expenses increased by \$2.2 million to \$6.6 million in 2005 from \$4.4 million in 2004. The net increase in non-operating expenses included:

- A \$3.4 million increase in interest expense to \$6.4 million in 2005 from \$3.0 million in 2004 resulting from higher average debt during the year due to the \$84 million December 2004 stock repurchase transaction and higher rates of interest.
- An decrease of \$1.2 million pertaining to the write-off in fiscal 2004 of deferred financing costs related to the company's previous bank facility, which was refinanced as a result of the stock repurchase transaction.
 - A \$0.3 million decrease in the gain on financing related derivatives.
 - A \$0.4 million decrease in other expense, primarily due to lower foreign exchange losses.

Income taxes. The company recorded a net tax provision of \$19.2 million in fiscal 2005 at an effective rate of 37.4% as compared to a provision of \$10.3 million at an effective rate of 30.3% in the prior year. The 2004 tax provision included a \$3.2 million tax benefit recorded during the third quarter associated with an adjustment to tax reserves for a closed tax year.

Financial Condition and Liquidity

Total cash and cash equivalents decreased by \$0.4 million to \$3.5 million at December 30, 2006 from \$3.9 million at December 31, 2005. Net borrowings decreased to \$82.8 million at December 30, 2006 from \$121.6 million at December 31, 2005.

Operating activities. Net cash provided by operating activities after changes in assets and liabilities amounted to \$50.1 million as compared to \$42.3 million in the prior year.

Adjustments to reconcile 2006 net earnings to operating cash flows included \$4.9 million of depreciation and amortization, \$4.6 million of non-cash stock compensation expense and \$0.7 million of deferred tax expense.

During 2006, working capital levels increased due to an increase in sales volumes. The changes in working capital included an \$11.4 million increase in accounts receivable, a \$4.0 million increase in inventories and a \$1.1 million increase in accounts payable. Prepaid and other assets decreased \$3.5 million due to a reduction in the prepaid tax balance resulting from the utilization of tax overpayments from 2005. The reduction in the prepaid and other assets account also reflects a lower level of assets recorded in connection with revenues earned in excess of project billings associated at the industrial foodservice business due to a lower level of projects in process at the end of 2006 as compared to 2005. Accrued expenses and other liabilities increased by \$8.3 million as a result of increased accruals for operating liabilities associated with higher business volumes, including accruals associated with customer rebate programs and incentive compensation.

Investing activities. During 2006, net cash used for investing activities amounted to \$8.7 million. This included \$1.5 million paid in connection with the acquisition of Alkar, \$4.9 million paid in connection with the acquisition of Houno and \$2.3 million of additions and upgrades of production equipment, manufacturing facilities and training equipment.

Financing activities. Net cash flows used in financing activities amounted to \$41.9 million in 2006. This included \$26.2 million in repayments under the company's revolving credit facility and \$12.5 million of scheduled repayments of under the senior term loan. The company also repaid in full \$2.1 million note related and established in conjunction with the release and early termination of obligations under a lease agreement relative to a manufacturing facility that was exited in Shelburne, Vermont. In addition, the company utilized \$1.9 million to reduce debt under its foreign loans, which are held in Spain and Denmark. The loans in Denmark relate to the acquisition of Houno, as \$3.7 million of debt was included in the net assets of the acquired operations of Houno.

At December 30, 2006, the company was in compliance with all covenants pursuant to its borrowing agreements. Management believes that future cash flows from operating activities and borrowing availability under the revolving credit facility will provide the company with sufficient financial resources to meet its anticipated requirements for working capital, capital expenditures and debt amortization for the foreseeable future, including the 2007 scheduled debt repayments of \$16.8 million under U.S. and foreign banking facilities.

Contractual Obligations

The company's contractual cash payment obligations are set forth below (dollars in thousands):

| | Long-term Debt | Operating Leases | Idle Facility Lease | Total Contractual Cash Obligations |
|------------------|-------------------|---------------------|---------------------------|---|
| Less than 1 year | \$ 16,838 | \$ 960 | \$ 333 | \$ 18,131 |
| 1-3 years | 63,351 | 1,480 | 695 | 65,526 |
| 4-5 years | 228 | 599 | 871 | 1,698 |
| After 5 years | 2,385 | — | 1,624 | 4,009 |
| | \$ 82,802 | \$ 3,039 | \$ 3,523 | \$ 89,364 |

Idle facility lease consists of an obligation for a manufacturing location that was exited in conjunction with the company's manufacturing consolidation efforts. This lease obligation continues through June 2015. This facility has been subleased. The obligation presented above does not reflect any anticipated sublease income from the facilities.

As indicated in Note 11 to the consolidated financial statements, the projected benefit obligation of the defined benefit plans exceeded the plans' assets by \$3.5 million at the end of 2006 as compared to \$2.4 million at the end of 2005. The unfunded benefit obligations were comprised of \$0.7 million under funding of the company's union plan and \$2.8 million of under funding of the company's director plans. The company does not expect to contribute to the director plans in 2007. The company made minimum contributions required by the Employee Retirement Income Security Act of 1974 ("ERISA") of \$0.2 million in 2006 and \$0.3 million in 2005 to the company's union plan. The company expects to continue to make minimum contributions to the union plan as required by ERISA, which are expected to be \$0.2 million in 2007.

The company places purchase orders with its suppliers in the ordinary course of business. These purchase orders are generally to fulfill short-term manufacturing requirements of less than 90 days and most are cancelable with a restocking penalty. The company has no long-term purchase contracts or minimum purchase obligations with any supplier.

The company has contractual obligations under its various debt agreements to make interest payments. These amounts are subject to the level of borrowings in future periods and the interest rate for the applicable periods, and therefore the amounts of these payments is not determinable.

The company has no activities, obligations or exposures associated with off-balance sheet arrangements.

Related Party Transactions

On December 23, 2004 the company repurchased 1,808,774 shares of its common stock and 271,000 options from William F. Whitman, Jr., the former chairman of the company's board of directors, members of his family and trusts controlled by his family (collectively, the "Whitmans") in a private transaction for a total aggregate purchase price of \$83,974,578 in cash. The repurchased shares represented 19.6% of the company's outstanding shares and were repurchased for \$75,968,508 at \$42.00 per share which represented a 12.8% discount to the closing market price of \$48.19 of the company's common stock on December 23, 2004 and a 21.7% discount from the \$53.64 average closing price over the thirty trading days prior to the repurchase. The company incurred \$1.2 million of transaction costs associated with the repurchase of these shares. The 271,000 stock options were purchased for \$8,006,070, which represented the difference between \$42.00 and the exercise price of the option. In conjunction with the stock repurchase, the Whitmans resigned as directors of the company.

The company financed the share repurchase with borrowings under its senior bank facility that was established in connection with this transaction.

In February 2005, the company settled all pension obligations associated with William F. Whitman, Jr., the former chairman of the company's board of directors for \$7.5 million in cash. In conjunction with this transaction, the company recorded \$1.9 million in settlement costs representing the difference between the settlement amount and the accrued pension liability at the time of the transaction.

Critical Accounting Policies and Estimates

Management's discussion and analysis of financial condition and results of operations are based upon the company's consolidated financial statements, which have been prepared in accordance with accounting principles generally accepted in the United States. The preparation of these financial statements requires the company to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses as well as related disclosures. On an ongoing basis, the company evaluates its estimates and judgments based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates under different assumptions or conditions.

Property and equipment. Property and equipment are depreciated or amortized on a straight-line basis over their useful lives based on management's estimates of the period over which the assets will be utilized to benefit the operations of the company. The useful lives are estimated based on historical experience with similar assets, taking into account anticipated technological or other changes. The company periodically reviews these lives relative to physical factors, economic factors and industry trends. If there are changes in the planned use of property and equipment or if technological changes were to occur more rapidly than anticipated, the useful lives assigned to these assets may need to be shortened, resulting in the recognition of increased depreciation and amortization expense in future periods.

Long-lived assets. Long-lived assets (including goodwill and other intangibles) are reviewed for impairment annually and whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. In assessing the recoverability of the company's long-lived assets, the company considers changes in economic conditions and makes assumptions regarding estimated future cash flows and other factors. Estimates of future cash flows are judgments based on the company's experience and knowledge of operations. These estimates can be significantly impacted by many factors including changes in global and local business and economic conditions, operating costs, inflation, competition, and consumer and demographic trends. If the company's estimates or the underlying assumptions change in the future, the company may be required to record impairment charges.

Warranty. In the normal course of business the company issues product warranties for specific product lines and provides for the estimated future warranty cost in the period in which the sale is recorded. The estimate of warranty cost is based on contract terms and historical warranty loss experience that is periodically adjusted for recent actual experience. Because warranty estimates are forecasts that are based on the best available information, claims costs may differ from amounts provided. Adjustments to initial obligations for warranties are made as changes in the obligations become reasonably estimable.

Litigation. From time to time, the company is subject to proceedings, lawsuits and other claims related to products, suppliers, employees, customers and competitors. The company maintains insurance to partially cover product liability, workers compensation, property and casualty, and general liability matters. The company is required to assess the likelihood of any adverse judgments or outcomes to these matters as well as potential ranges of probable losses. A determination of the amount of accrual required, if any, for these contingencies is made after assessment of each matter and the related insurance coverage. The reserve requirements may change in the future due to new developments or changes in approach such as a change in settlement strategy in dealing with these matters. The company does not believe that any pending litigation will have a material adverse effect on its financial condition or results of operations.

Income taxes. The company operates in numerous foreign and domestic taxing jurisdictions where it is subject to various types of tax, including sales tax and income tax. The company's tax filings are subject to audits and adjustments. Because of the nature of the company's operations, the nature of the audit items can be complex, and the objectives of the government auditors can result in a tax on the same transaction or income in more than one state or country. As part of the company's calculation of the provision for taxes, the company establishes reserves for the amount that it expects to incur as a result of audits. The reserves may change in the future due to new developments related to the various tax matters.

New Accounting Pronouncements

In November 2004, the FASB issued SFAS No. 151, "Inventory Costs - an amendment of ARB No. 43, Chapter 4". This statement amends the guidance in ARB No. 43, Chapter 4 to clarify the accounting for abnormal amounts of idle facility expense, freight, handling costs and wasted material. This statement requires that these items be recognized as current period costs and also requires that allocation of fixed production overheads to the costs of conversion be based on the normal capacity of the production facilities. This statement is effective for inventory costs incurred during fiscal years beginning after June 15, 2005. The adoption of this statement did not have material effect on the company's financial position, results of operations or cash flows.

In December 2004, FASB issued a revision to SFAS No. 123 "Accounting for Stock Based Compensation". SFAS No. 123(R) "Share-Based Payment" requires all new, modified, and unvested share-based payments to employees to be recognized in the financial statements as compensation cost over the service period based upon their fair value on the date of grant. This statement eliminates the alternative of accounting for share-based compensation under Accounting Principles Board Opinion No. 25. The statement is effective as of the beginning of the first interim or annual reporting period that begins after June 15, 2005. The company adopted SFAS No. 123(R) on January 1, 2006 under the modified prospective application transition method. Accordingly, the adoption of SFAS No. 123 resulted in a reduction to net earnings of \$754,000, or \$0.09 per share for the year ended December 30, 2006.

In May 2005, the FASB issued SFAS No. 154, "Accounting Changes and Error Corrections - a replacement of APB Opinion No. 20 and FASB Statement No. 3". This statement replaces APB Opinion No. 20, Accounting Changes and FASB Statement No. 3, Reporting Changes in Interim Financial Statements and changes the requirements for the accounting for and reporting of a change in accounting principles. This statement applies to all voluntary changes in accounting principles. This statement is effective for accounting changes and corrections of errors made in fiscal years beginning after December 15, 2005. The adoption of this statement did not have material effect on the company's financial position, results of operations or cash flows.

In February 2006, the FASB issued SFAS No. 155, "Accounting for Certain Hybrid Financial Instruments - an amendment of FASB Statements No. 133 and 140". This statement provides entities with relief from having to separately determine the fair value of an embedded derivative that would otherwise be required to be bifurcated from its host contract in accordance with SFAS No. 133. This statement allows an entity to make an irrevocable election to measure such a hybrid financial instrument at fair value in its entirety, with changes in fair value recognized in earnings. This statement is effective for all financial instruments acquired, issued, or subject to a remeasurement (new basis) event occurring after the beginning of an entity's first fiscal year that begins after September 15, 2006. The company will apply this guidance prospectively. The adoption of this statement did not have material effect on the company's financial position, results of operations or cash flows.

In July 2006, the FASB issued Interpretation No. 48, "Accounting for Uncertainty in Income Taxes." This interpretation requires that a recorded tax benefit must be more likely than not of being sustained upon examination by tax authorities based upon its technical merits. The amount of benefit recorded is the largest amount of benefit that is greater than 50 percent likely of being realized upon ultimate settlement. Upon adoption, any adjustment will be recorded directly to beginning retained earnings. The interpretation is effective for fiscal years beginning after December 15, 2006. The company has not yet determined what impact the application of the interpretation will have on the company's financial position, results of operations or cash flows.

In September 2006, the FASB issued SFAS No. 157, "Fair Value Measurements". This statement defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles and expands disclosures about fair value measurements. This statement does not require any new fair value measurements. This statement is effective for interim reporting periods in fiscal years beginning after November 15, 2007. The company will apply this guidance prospectively.

In September 2006, the FASB issued SFAS No. 158, "Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans - an amendment of FASB Statements No. 87, 88, 106, and 132(R)". This statement improves financial reporting by requiring an employer to recognize the overfunded or underfunded status of a defined benefit postretirement plan as an asset or liability in its statement of financial position and to recognize changes in that funded status in the year in which the changes occur through comprehensive income of a business entity. This statement also improves financial reporting by requiring an employer to measure the funded status of a plan as of the date of its year-end statement of financial position, with limited exceptions. Employers with publicly traded equity securities are required to initially recognize the funded status of a defined benefit postretirement plan and to provide the required disclosures as of the end of the fiscal year ending after December 15, 2006. The company adopted the applicable provisions of SFAS No. 158 effective for the fiscal year ended December 30, 2006 as required.

Certain Risk Factors That May Affect Future Results

An investment in shares of the company's common stock involves risks. The company believes the risks and uncertainties described in "Item 1A Risk Factors" and in "Special Note Regarding Forward-Looking Statements" are the material risks it faces. Additional risks and uncertainties not currently known to the company or that it currently deems immaterial may impair its business operations. If any of the risks identified in "Item 1A. Risk Factors" actually occurs, the company's business, results of operations and financial condition could be materially adversely affected, and the trading price of the company's common stock could decline.

Item 7A. Quantitative and Qualitative Disclosure about Market Risk**Interest Rate Risk**

The company is exposed to market risk related to changes in interest rates. The following table summarizes the maturity of the company's debt obligations:

| | Fixed Rate Debt | Variable Rate Debt |
|---------------------|------------------------|-----------------------|
| | (dollars in thousands) | |
| 2007 | \$ — | \$ 16,838 |
| 2008 | — | 15,645 |
| 2009 | — | 47,706 |
| 2010 | — | 111 |
| 2011 and thereafter | 795 | 1,707 |
| | \$ 795 | \$ 82,007 |

During the fourth quarter of 2005 the company amended its senior secured credit facility. Terms of the senior credit agreement currently provide for \$47.5 million of term loans and \$130.0 million of availability under a revolving credit line. As of December 30, 2006, the company had \$77.6 million of borrowings outstanding under this facility, including \$30.1 million of borrowings under the revolving credit line. The company also has \$5.2 million in outstanding letters of credit, which reduces the borrowing availability under the revolving credit line.

Borrowings under the senior secured credit facility are assessed at an interest rate at 1.00% above LIBOR for long-term borrowings or at the higher of the Prime rate and the Federal Funds Rate. At December 30, 2006 the average interest rate on the senior debt amounted to 6.49%. The interest rates on borrowings under the senior bank facility may be adjusted quarterly based on the company's defined indebtedness ratio on a rolling four-quarter basis. Additionally, a commitment fee, based upon the indebtedness ratio is charged on the unused portion of the revolving credit line. This variable commitment fee amounted to 0.20% as of December 30, 2006.

In August 2006, the company completed its acquisition of Houno A/S in Denmark. This acquisition was funded in part with locally established debt facilities with borrowings in Danish Krone. On December 30, 2006 these facilities amounted to \$3.8 million in US dollars, including \$0.9 million outstanding under a revolving credit facility, \$2.1 million of a term loan and \$0.8 million of a long term mortgage note. The interest rate on the revolving credit facility is assessed at 1.25% above Euro LIBOR, which amounted to 5.15% on December 30, 2006. The term loan matures in 2013 and the interest rate is assessed at 5.0%. The long-term mortgage note matures in March 2023 and is assessed interest at a fixed rate of 5.19%.

In December 2005, the company entered into a \$3.2 million U.S. dollar secured term loan at its subsidiary in Spain. This term loan amortizes in equal monthly installments over a four-year period ending December 2009. As of December 30, 2006, the company had \$1.4 million of borrowings remaining under this loan. Borrowings under this facility are assessed at an interest rate of 0.45% above LIBOR. At December 30, 2006 the interest rate on this loan was 5.82%.

The company has historically entered into interest rate swap agreements to effectively fix the interest rate on its outstanding debt. In January 2002, the company had entered into an interest rate swap agreement for a notional amount of \$20.0 million. This agreement swapped one-month LIBOR for a fixed rate of 4.03% and was in effect through December 2004. In February 2003, the company entered into an interest rate swap agreement for a notional amount of \$10.0 million. This agreement swapped one-month LIBOR for a fixed rate of 2.36% and was in effect through December 2005. In January 2005, the company entered into an interest rate swap agreement for a notional amount of \$70.0 million. This agreement swaps one-month LIBOR for a fixed rate of 3.78%. The notional amount amortizes consistent with the repayment schedule of the company's term loan maturing November 2009. The unamortized amount of this swap was \$47.5 million at December 30, 2006. In January 2006, the company entered into an interest rate swap agreement for a notional amount of \$10.0 million maturing on December 21, 2009. This agreement swaps one-month LIBOR for a fixed rate of 5.03%. In August 2006, in conjunction with the Houno acquisition, the company assumed an interest rate swap with a notional amount of \$0.9 million Euro maturing on December 31, 2018. This agreement swaps one-month Euro LIBOR for a fixed rate of 4.84%.

The terms of the senior secured credit facility limit the paying of dividends, capital expenditures and leases, and require, among other things, certain ratios of indebtedness and fixed charge coverage. The credit agreement also provides that if a material adverse change in the company's business operations or conditions occurs, the lender could declare an event of default. Under terms of the agreement a material adverse effect is defined as (a) a material adverse change in, or a material adverse effect upon, the operations, business properties, condition (financial and otherwise) or prospects of the company and its subsidiaries taken as a whole; (b) a material impairment of the ability of the company to perform under the loan agreements and to avoid any event of default; or (c) a material adverse effect upon the legality, validity, binding effect or enforceability against the company of any loan document. A material adverse effect is determined on a subjective basis by the company's creditors. At December 30, 2006, the company was in compliance with all covenants pursuant to its borrowing agreements.

Foreign Exchange Derivative Financial Instruments

The company uses derivative financial instruments, principally foreign currency forward purchase and sale contracts with terms of less than one year, to hedge its exposure to changes in foreign currency exchange rates. The company's primary hedging activities are to mitigate its exposure to changes in exchange rates on intercompany and third party trade receivables and payables. The company does not currently enter into derivative financial instruments for speculative purposes. In managing its foreign currency exposures, the company identifies and aggregates naturally occurring offsetting positions and then hedges residual balance sheet exposures.

The company accounts for its derivative financial instruments in accordance with SFAS No. 133, "Accounting for Derivative Instruments and Hedging Activities", which was adopted in the first quarter of 2001. In accordance with SFAS No.133, as amended, these instruments are recognized on the balance sheet as either an asset or a liability measured at fair value. Changes in the market value and the related foreign exchange gains and losses are recorded in the statement of earnings.

Item 8. Financial Statements and Supplementary Data

| | Page |
|--|------|
| Report of Independent Registered Public Accounting Firms | 44 |
| Consolidated Balance Sheets | 45 |
| Consolidated Statements of Earnings | 46 |
| Consolidated Statements of Changes in Stockholders' Equity | 47 |
| Consolidated Statements of Cash Flows | 48 |
| Notes to Consolidated Financial Statements | 49 |
| The following consolidated financial statement schedule is included in response to Item 15 | |
| Schedule II - Valuation and Qualifying Accounts and Reserves | 78 |

All other schedules for which provision is made to applicable regulation of the Securities and Exchange Commission are not required under the related instruction or are inapplicable and, therefore, have been omitted.

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of
The Middleby Corporation

We have audited the accompanying consolidated balance sheets of The Middleby Corporation and subsidiaries (the “Company”) as of December 30, 2006 and December 31, 2005, and the related consolidated statements of earnings, stockholders' equity, and cash flows for each of the three years in the period ended December 30, 2006. Our audits also included the financial statement schedule listed in the Index at Item 8. These financial statements and financial statement schedule are the responsibility of the Company's management. Our responsibility is to express an opinion on the financial statements and financial statement schedule based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, such consolidated financial statements present fairly, in all material respects, the financial position of The Middleby Corporation and subsidiaries as of December 30, 2006 and December 31, 2005, and the results of their operations and their cash flows for each of the three years in the period ended December 30, 2006, in conformity with accounting principles generally accepted in the United States of America. Also, in our opinion, such financial statement schedule, when considered in relation to the basic consolidated financial statements taken as a whole, present fairly, in all material respects, the information set forth therein.

As described in Note 4 to the consolidated financial statements, on January 1, 2006, the Company adopted Statement of Financial Accounting Standards No. 123(R), “*Share-Based Payment*.”

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the effectiveness of the Company's internal control over financial reporting as of December 30, 2006, based on the criteria established in *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated March 14, 2007 expressed an unqualified opinion on management's assessment of the effectiveness of the Company's internal control over financial reporting and an unqualified opinion on the effectiveness of the Company's internal control over financial reporting.

/s/ DELOITTE & TOUCHE LLP

Chicago, Illinois
March 14, 2007

THE MIDDLEBY CORPORATION AND SUBSIDIARIES**CONSOLIDATED BALANCE SHEETS**
DECEMBER 30, 2006 AND DECEMBER 31, 2005
(amounts in thousands, except share data)

| | 2006 | 2005 |
|---|------------|------------|
| <u>ASSETS</u> | | |
| Current assets: | | |
| Cash and cash equivalents | \$ 3,534 | \$ 3,908 |
| Accounts receivable, net | 51,580 | 38,552 |
| Inventories, net | 47,292 | 40,989 |
| Prepaid expenses and other | 3,289 | 4,513 |
| Prepaid taxes | 1,129 | 3,354 |
| Current deferred taxes | 10,851 | 10,319 |
| Total current assets | 117,675 | 101,635 |
| Property, plant and equipment, net | 28,534 | 25,331 |
| Goodwill | 101,258 | 98,757 |
| Other intangibles | 35,306 | 35,498 |
| Other assets | 2,249 | 2,697 |
| Total assets | \$ 285,022 | \$ 263,918 |
| <u>LIABILITIES AND STOCKHOLDERS' EQUITY</u> | | |
| Current liabilities: | | |
| Current maturities of long-term debt | \$ 16,838 | \$ 13,780 |
| Accounts payable | 19,689 | 17,576 |
| Accrued expenses | 69,636 | 62,689 |
| Total current liabilities | 106,163 | 94,045 |
| Long-term debt | 65,964 | 107,815 |
| Long-term deferred tax liability | 5,867 | 8,207 |
| Other non-current liabilities | 6,455 | 5,351 |
| Stockholders' equity: | | |
| Preferred stock, \$.01 par value; none issued | — | — |
| Common stock, \$.01 par value, 11,807,767 and 11,751,219 shares issued in 2006 and 2005, respectively | 117 | 117 |
| Paid-in capital | 73,743 | 65,087 |
| Treasury stock at cost; 3,855,044 and 3,856,344 shares in 2006 and 2005, respectively | (89,641) | (89,650) |
| Retained earnings | 115,917 | 73,540 |
| Accumulated other comprehensive loss | 437 | (594) |
| Total stockholders' equity | 100,573 | 48,500 |
| Total liabilities and stockholders' equity | \$ 285,022 | \$ 263,918 |

The accompanying Notes to Consolidated Financial Statements are an integral part of these consolidated financial statements.

THE MIDDLEBY CORPORATION AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF EARNINGS
FOR THE FISCAL YEARS ENDED DECEMBER 30, 2006, DECEMBER 31, 2005
AND JANUARY 1, 2005
(amounts in thousands, except per share data)

| | 2006 | 2005 | 2004 |
|---|------------|------------|------------|
| Net sales | \$ 403,131 | \$ 316,668 | \$ 271,115 |
| Cost of sales | 246,254 | 195,015 | 168,487 |
| Gross profit | 156,877 | 121,653 | 102,628 |
| Selling and distribution expenses | 40,371 | 33,772 | 30,496 |
| General and administrative expenses | 39,605 | 29,909 | 23,113 |
| Stock repurchase transaction expenses | — | — | 12,647 |
| Lease reserve adjustments | — | — | (1,887) |
| Income from operations | 76,901 | 57,972 | 38,259 |
| Interest expense and deferred financing amortization, net | 6,932 | 6,437 | 3,004 |
| Debt extinguishment expenses | — | — | 1,154 |
| Gain on acquisition financing derivatives | — | — | (265) |
| Other expense, net | 161 | 137 | 522 |
| Earnings before income taxes | 69,808 | 51,398 | 33,844 |
| Provision for income taxes | 27,431 | 19,220 | 10,256 |
| Net earnings | \$ 42,377 | \$ 32,178 | \$ 23,588 |
| Net earnings per share: | | | |
| Basic | \$ 5.54 | \$ 4.28 | \$ 2.56 |
| Diluted | \$ 5.13 | \$ 3.98 | \$ 2.38 |
| Weighted average number of shares | | | |
| Basic | 7,643 | 7,514 | 9,200 |
| Dilutive stock options | 616 | 579 | 731 |
| Diluted | 8,259 | 8,093 | 9,931 |

The accompanying Notes to Consolidated Financial Statements
are an integral part of these consolidated financial statements.

THE MIDDLEBY CORPORATION AND SUBSIDIARIES**CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY**
FOR THE FISCAL YEARS ENDED DECEMBER 30, 2006, DECEMBER 31, 2005
AND JANUARY 1, 2005
(amounts in thousands)

| | Common Stock | Paid-in Capital | Treasury Stock | Retained Earnings | Accumulated Other Comprehensive Income | Total Stockholders' Equity |
|--|-----------------|--------------------|-------------------|----------------------|---|----------------------------------|
| Balance, January 3, 2004 | \$ 113 | \$ 55,279 | \$ (12,463) | \$ 21,470 | \$ (2,309) | \$ 62,090 |
| Comprehensive income: | | | | | | |
| Net earnings | - | - | - | 23,588 | - | 23,588 |
| Currency translation adjustments | - | - | - | - | 674 | 674 |
| Decrease in minimum pension liability, net of tax of \$290 | - | - | - | - | 1,077 | 1,077 |
| Unrealized gain on interest rate swap, net of tax of \$143 | - | - | - | - | 201 | 201 |
| Net comprehensive income | - | - | - | 23,588 | 1,952 | 25,540 |
| Exercise of stock options | - | 349 | - | - | - | 349 |
| Purchase of treasury stock | - | - | (77,187) | - | - | (77,187) |
| Restricted stock issuance | 1 | (1) | - | - | - | - |
| Stock compensation | - | 119 | - | - | - | 119 |
| Dividend payment | - | - | - | (3,696) | - | (3,696) |
| Balance, January 1, 2005 | \$ 114 | \$ 55,746 | \$ (89,650) | \$ 41,362 | \$ (357) | \$ 7,215 |
| Comprehensive income: | | | | | | |
| Net earnings | - | - | - | 32,178 | - | 32,178 |
| Currency translation adjustments | - | - | - | - | (687) | (687) |
| Increase in minimum pension liability, net of tax of \$(169) | - | - | - | - | (255) | (255) |
| Unrealized gain on interest rate swap, net of tax of \$522 | - | - | - | - | 705 | 705 |
| Net comprehensive income | - | - | - | 32,178 | (237) | 31,941 |
| Exercise of stock options | - | 977 | - | - | - | 977 |
| Restricted stock issuance | 3 | (3) | - | - | - | - |
| Stock compensation | - | 3,310 | - | - | - | 3,310 |
| Tax benefit on stock compensation | - | 5,057 | - | - | - | 5,057 |
| Balance, December 31, 2005 | \$ 117 | \$ 65,087 | \$ (89,650) | \$ 73,540 | \$ (594) | \$ 48,500 |
| Comprehensive income: | | | | | | |
| Net earnings | - | - | - | 42,377 | - | 42,377 |
| Currency translation adjustments | - | - | - | - | 945 | 945 |
| | - | - | - | - | 218 | 218 |

| | | | | | | |
|---|-----------|------------|-----------|---------------|----------------|-----------------|
| Decrease in pension benefit costs, net of tax of \$145 | | | | | | |
| Unrealized gain on interest rate swap, net of tax of \$(88) | - | - | - | - | (132) | (132) |
| Net comprehensive income | - | - | - | 42,377 | 1,031 | 43,408 |
| Exercise of stock options | - | 789 | - | - | - | 789 |
| Issuance of treasury stock | - | - | 9 | - | - | 9 |
| Stock compensation | - | 4,584 | - | - | - | 4,584 |
| Tax benefit on stock compensation | - | 3,283 | - | - | - | 3,283 |
| Balance, December 30, 2006 | \$ | 117 | \$ | 73,743 | \$ | (89,641) |
| | | | | \$ | 115,917 | \$ |
| | | | | | 437 | \$ |
| | | | | | | 100,573 |

The accompanying Notes to Consolidated Financial Statements are an integral part of these consolidated financial statements.

THE MIDDLEBY CORPORATION AND SUBSIDIARIES**CONSOLIDATED STATEMENTS OF CASH FLOWS**
FOR THE FISCAL YEARS ENDED DECEMBER 30, 2006, DECEMBER 31, 2005
AND JANUARY 1, 2005
(amounts in thousands)

| | 2006 | 2005 | 2004 |
|---|------------|-------------|------------|
| Cash flows from operating activities— | | | |
| Net earnings | \$ 42,377 | \$ 32,178 | \$ 23,588 |
| Adjustments to reconcile net earnings to net cash provided by operating activities— | | | |
| Depreciation and amortization | 4,861 | 3,554 | 3,612 |
| Debt extinguishment | — | — | 1,154 |
| Deferred taxes | 677 | 807 | 7,574 |
| Non-cash adjustments to lease reserves | — | — | (1,887) |
| Unrealized gain on derivative financial instruments | — | — | (265) |
| Non-cash share-based compensation | 4,584 | 3,310 | 119 |
| Changes in assets and liabilities, net of acquisitions | | | |
| Accounts receivable, net | (11,366) | (3,608) | (2,980) |
| Inventories, net | (4,030) | (1,323) | (7,004) |
| Prepaid expenses and other assets | 3,582 | 7,222 | (10,193) |
| Accounts payable | 1,062 | 536 | (682) |
| Accrued expenses and other liabilities | 8,322 | (417) | 5,486 |
| Net cash provided by operating activities | 50,069 | 42,259 | 18,522 |
| Cash flows from investing activities— | | | |
| Additions to property and equipment | (2,267) | (1,376) | (1,199) |
| Acquisition of Blodgett | — | — | (2,000) |
| Acquisition of Nu-Vu | — | (11,450) | — |
| Acquisition of Alkar | (1,500) | (28,195) | — |
| Acquisition of Houno | (4,939) | — | — |
| Net cash (used in) investing activities | (8,706) | (41,021) | (3,199) |
| Cash flows from financing activities— | | | |
| Net (repayments) proceeds under previous revolving credit facilities | — | — | (1,500) |
| Net (repayments) proceeds under previous senior secured bank notes | — | — | (53,000) |
| Proceeds under current revolving credit facilities | (26,150) | 4,985 | 51,265 |
| Proceeds (repayments) under current senior secured bank notes | (12,500) | (10,000) | 70,000 |
| Proceeds (repayments) under foreign bank loan | (1,936) | 3,200 | — |
| Repayments under note agreement | (2,145) | (313) | — |
| Debt issuance costs | — | — | (1,509) |
| Issuance (Repurchase) of treasury stock | 9 | — | (77,187) |
| Payment of special dividend | — | — | (3,696) |
| Net proceeds from stock issuances | 789 | 977 | 349 |
| Net cash (used in) financing activities | (41,933) | (1,151) | (15,278) |
| Effect of exchange rates on cash and cash equivalents | 153 | (51) | 106 |

| | | | |
|--|----------|----------|----------|
| Cash acquired in acquisitions | 43 | 69 | |
| Changes in cash and cash equivalents— | | | |
| Net increase (decrease) in cash and cash equivalents | (374) | 105 | 151 |
| Cash and cash equivalents at beginning of year | 3,908 | 3,803 | 3,652 |
| Cash and cash equivalents at end of year | \$ 3,534 | \$ 3,908 | \$ 3,803 |

The accompanying Notes to Consolidated Financial Statements are an integral part of these consolidated financial statements.

THE MIDDLEBY CORPORATION AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE FISCAL YEARS ENDED DECEMBER 30, 2006, DECEMBER 31, 2005
AND JANUARY 1, 2005

(1) NATURE OF OPERATIONS

The Middleby Corporation (the "company") is engaged in the design, manufacture and sale of commercial and industrial foodservice equipment. The company manufactures and assembles this equipment at six factories in the United States, one factory in the Philippines and one factory in Denmark. The company operates in three business segments: 1) the commercial foodservice equipment group, 2) the industrial foodservice equipment group and 3) the international distribution division.

The commercial foodservice equipment group manufactures conveyor ovens, convection ovens, fryers, ranges, toasters, combi ovens, steamers, broilers, deck ovens, baking ovens, proofers and counter-top cooking and warming equipment. End-user customers include: (i) fast food or quick-service restaurants, (ii) full-service restaurants, including casual-theme restaurants, (iii) retail outlets, such as convenience stores, supermarkets and department stores and (iv) public and private institutions, such as hotels, resorts, schools, hospitals, long-term care facilities, correctional facilities, stadiums, airports, corporate cafeterias, military facilities and government agencies. Included in these customers are several large multi-national restaurant chains, which account for a significant portion of the company's business, although no single customer accounts for more than 10% of net sales. The company's domestic sales are primarily through independent dealers and distributors and are marketed by the company's sales personnel and network of independent manufacturers' representatives.

The industrial foodservice equipment group manufactures batch ovens, conveyor ovens, continuous cooking systems and food packaging equipment. Customers include food processing companies. Included in these companies are several large international food processing companies, which account for a significant portion of the revenues of this business segment, although none of which is greater than 10% of net sales. The sales of the business are made through its direct sales force.

The international distribution division provides sales, technical service and distribution services for the commercial foodservice industry. This division sells and support the products manufactured by the company's commercial foodservice equipment business. This business operates through a combined network of independent and company-owned distributors. The company maintains regional sales offices in Asia, Europe and Latin America complemented by sales and distribution offices in China, India, Lebanon, Mexico, the Philippines, Russia, Spain, South Korea, Sweden, Taiwan and the United Kingdom.

The company purchases raw materials and component parts, the majority of which are standard commodity type materials, from a number of suppliers. Although certain component parts are procured from a sole source, the company can purchase such parts from alternate vendors.

The company has numerous licenses and patents to manufacture, use and sell its products and equipment. Management believes the loss of any one of these licenses or patents would not have a material adverse effect on the financial and operating results of the company.

(2) PURCHASE ACCOUNTING

Nu-Vu

On January 7, 2005, Middleby Marshall Holdings, LLC, a wholly-owned subsidiary of the company, completed its acquisition of the assets of Nu-Vu Foodservice Systems ("Nu-Vu"), a leading manufacturer of baking ovens, from Win-Holt Equipment Corporation ("Win-Holt") for \$12.0 million in cash. In September 2005, the company reached final settlement with Win-Holt on post-closing adjustments pertaining to the acquisition of Nu-Vu. As a result, the final purchase price was reduced by \$550,000.

The company has accounted for this business combination using the purchase method to record a new cost basis for the assets acquired and liabilities assumed. The difference between the purchase price and the fair value of the assets acquired and liabilities assumed has been recorded as goodwill in the financial statements.

The final allocation of cash paid for the Nu-Vu acquisition is summarized as follows (in thousands):

| | Jan. 7, 2005 | Adjustments | Dec. 31, 2005 |
|-------------------------------|--------------|-------------|---------------|
| Current assets | \$ 2,556 | \$ 242 | \$ 2,798 |
| Property, plant and equipment | 1,178 | — | 1,178 |
| Deferred taxes | 3,637 | (336) | 3,301 |
| Goodwill | 4,566 | 252 | 4,818 |
| Other intangibles | 2,188 | (875) | 1,313 |
| Current liabilities | (2,125) | 167 | (1,958) |
| Total cash paid | \$ 12,000 | \$ (550) | \$ 11,450 |

The goodwill and other intangible assets associated with the Nu-Vu acquisition, which are comprised of the tradename, are subject to the non-amortization provisions of Statement of Financial Accounting Standards ("SFAS") No. 142, "Goodwill and Other Intangible Assets," and are allocable to the company's Commercial Foodservice Equipment Group for purposes of segment reporting (see footnote 12 for further discussion). Goodwill and other intangible assets associated with this transaction are deductible for income taxes.

Alkar

On December 7, 2005 the company acquired the stock of Alkar Holdings, Inc. ("Alkar") for \$26.7 million in cash. Cash paid at closing amounted to \$28.2 million and included \$1.5 million of estimated working capital adjustments determined at closing. The company reached final settlement of post-close adjustments, which resulted in an additional payment of \$1.5 million.

The company has accounted for this business combination using the purchase method to record a new cost basis for the assets acquired and liabilities assumed. The difference between the purchase price and the fair value of the assets acquired and liabilities assumed has been recorded as goodwill in the financial statements.

The final allocation of cash paid for the Alkar acquisition is summarized as follows (in thousands):

| | Dec. 7, 2005 | Adjustments | Dec. 30, 2006 |
|----------------------------------|--------------|-------------|---------------|
| Current assets | \$ 17,160 | \$ (1,545) | \$ 15,615 |
| Property, plant and equipment | 3,032 | (160) | 2,872 |
| Goodwill | 19,177 | 1,015 | 20,192 |
| Other intangibles | 7,960 | — | 7,960 |
| Current liabilities | (16,003) | 1,509 | (14,494) |
| Long-term deferred tax liability | (3,131) | 681 | (2,450) |
| Total cash paid | \$ 28,195 | \$ 1,500 | \$ 29,695 |

The goodwill and \$5.0 million of trademarks included in other intangibles are subject to the nonamortization provisions of SFAS No. 142 from the date of acquisition. Other intangibles also includes \$2.1 million allocated to customer relationships, \$0.6 million allocated to backlog, and \$0.3 million allocated to developed technology which are amortized over periods of 10 years, 7 months, and 14 years respectively. Goodwill and other intangibles of Alkar are allocated to the Industrial Foodservice Equipment Group for segment reporting purposes. These assets are not deductible for tax purposes.

Houno

On August 31, 2006, the company acquired the stock of Houno A/S ("Houno") located in Denmark for \$4.9 million in cash. The company also assumed \$3.7 million of debt included as part of the net assets of Houno.

The company has accounted for this business combination using the purchase method to record a new cost basis for the assets acquired and liabilities assumed. The difference between the purchase price and the fair value of the assets acquired and liabilities assumed has been recorded as goodwill in the financial statements. The allocation of the purchase price to the assets, liabilities and intangible assets is under review and is subject to change based upon finalization of the valuation of the assets and liabilities acquired.

The preliminary allocation of cash paid for the Houno acquisition is summarized as follows (in thousands):

| | Aug. 31, 2006 | Adjustments | Dec. 30, 2006 |
|----------------------------------|---------------|-------------|---------------|
| Current assets | \$ 4,325 | \$ — | 4,325 |
| Property, plant and equipment | 4,371 | — | 4,371 |
| Goodwill | 1,287 | 199 | 1,486 |
| Other intangibles | 1,139 | (199) | 940 |
| Other assets | 92 | — | 92 |
| Current liabilities | (3,061) | — | (3,061) |
| Long-term debt | (2,858) | — | (2,858) |
| Long-term deferred tax liability | (356) | — | (356) |
| Total cash paid | \$ 4,939 | \$ — | 4,939 |

The goodwill is subject to the nonamortization provisions of SFAS No. 142 from the date of acquisition. Other intangibles also includes \$0.1 million allocated to backlog and \$1.0 million allocated to developed technology which are amortized over periods of 1 month and 5 years, respectively. Goodwill and other intangibles of Houno are allocated to the Commercial Foodservice Equipment Group for segment reporting purposes. These assets are not deductible for tax purposes.

(3) STOCK REPURCHASE TRANSACTION

On December 23, 2004 the company repurchased 1,808,774 shares of its common stock and 271,000 options from William F. Whitman, Jr., the former chairman of the company's board of directors, members of his family and trusts controlled by his family (collectively, the "Whitmans") in a private transaction for a total aggregate purchase price of \$83,974,578 in cash. The repurchased shares represented 19.6% of the company's outstanding shares and were repurchased for \$75,968,508 at \$42.00 per share which represented a 12.8% discount to the closing market price of \$48.19 of the company's common stock on December 23, 2004 and a 21.7% discount from the \$53.64 average closing price over the thirty trading days prior to the repurchase. The company incurred \$1.2 million of transaction costs associated with the repurchase of these shares. The 271,000 stock options were purchased for \$8,006,070, which represented the difference between \$42.00 and the exercise price of the option. In conjunction with the stock repurchase, the Whitmans resigned as directors of the company.

The company financed the share repurchase with borrowings under its senior bank facility that was established in connection with this transaction.

In conjunction with the transaction the company recorded \$13.8 million of expenses, which were comprised of the following items (dollars in thousands):

| | |
|------------------------------|-----------|
| Compensation related expense | \$ 8,225 |
| Pension settlement | 1,947 |
| Financial advisor fees | 1,899 |
| Other professional fees | 576 |
| Subtotal | 12,647 |
| Debt extinguishment costs | 1,154 |
| Total | \$ 13,801 |

The \$8.2 million in compensation expense includes the value of the 271,000 repurchased stock options along with the employer portion of related payroll taxes.

In February 2005, the company settled all pension obligations associated with William F. Whitman, Jr., the former chairman of the company's board of directors for \$7.5 million in cash. In conjunction with this transaction, the company recorded \$1.9 million in settlement costs representing the difference between the settlement amount and the accrued pension liability at the time of the transaction.

Debt extinguishment costs of \$1.2 million represent the write-off of deferred financing costs pertaining to the company's prior financing agreements which were paid prior to the maturity of the agreement utilizing funds under the company's new senior debt agreement completed in order to finance the stock repurchase transaction.

(4) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Presentation

The consolidated financial statements include the accounts of the company and its wholly-owned subsidiaries. All intercompany accounts and transactions have been eliminated in consolidation. The company's consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States. The preparation of these financial statements requires the company to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses as well as related disclosures. On an ongoing basis, the company evaluates its estimates and judgments based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates under different assumptions or conditions.

The company's fiscal year ends on the Saturday nearest December 31. Fiscal years 2006, 2005 and 2004 ended on December 30, 2006, December 31, 2005 and January 1, 2005, respectively, and each included 52 weeks.

(b) Cash and Cash Equivalents

The company considers all short-term investments with original maturities of three months or less when acquired to be cash equivalents. The company's policy is to invest its excess cash in U.S. Government securities, interest-bearing deposits with major banks, municipal notes and bonds and commercial paper of companies with strong credit ratings that are subject to minimal credit and market risk.

(c) Accounts Receivable

Accounts receivable, as shown in the consolidated balance sheets, are net of allowances for doubtful accounts of \$5,101,000 and \$3,081,000 at December 30, 2006 and December 31, 2005, respectively.

(d) Inventories

Inventories are composed of material, labor and overhead and are stated at the lower of cost or market. Costs for inventories at two of the company's manufacturing facilities have been determined using the last-in, first-out ("LIFO") method. These inventories under the LIFO method amounted to \$16.9 million in 2006 and \$15.4 million in 2005 and represented approximately 36% and 38% of the total inventory in each respective year. Costs for all other inventory have been determined using the first-in, first-out ("FIFO") method. The company estimates reserves for inventory obsolescence and shrinkage based on its judgment of future realization. Inventories at December 30, 2006 and December 31, 2005 are as follows:

| | 2006 | 2005 |
|-------------------------|------------------------|-----------|
| | (dollars in thousands) | |
| Raw materials and parts | \$ 15,795 | \$ 11,311 |
| Work in process | 6,642 | 6,792 |
| Finished goods | 25,127 | 22,654 |
| | 47,564 | 40,757 |
| LIFO reserve | (272) | 232 |
| | \$ 47,292 | \$ 40,989 |

(e) Property, Plant and Equipment

Property, plant and equipment are carried at cost as follows:

| | 2006 | 2005 |
|-------------------------------|------------------------|-----------|
| | (dollars in thousands) | |
| Land | \$ 5,055 | \$ 5,047 |
| Building and improvements | 25,194 | 20,365 |
| Furniture and fixtures | 9,662 | 9,234 |
| Machinery and equipment | 25,629 | 24,746 |
| | 65,540 | 59,392 |
| Less accumulated depreciation | (37,006) | (34,061) |
| | \$ 28,534 | \$ 25,331 |

Property and equipment are depreciated or amortized on a straight-line basis over their useful lives based on management's estimates of the period over which the assets will be utilized to benefit the operations of the company. The useful lives are estimated based on historical experience with similar assets, taking into account anticipated technological or other changes. The company periodically reviews these lives relative to physical factors, economic factors and industry trends. If there are changes in the planned use of property and equipment or if technological changes were to occur more rapidly than anticipated, the useful lives assigned to these assets may need to be shortened, resulting in the recognition of increased depreciation and amortization expense in future periods.

Following is a summary of the estimated useful lives:

| Description | Life |
|---------------------------|----------------|
| Building and improvements | 20 to 40 years |
| Furniture and fixtures | 3 to 7 years |
| Machinery and equipment | 3 to 10 years |

Depreciation expense is provided for using the straight-line method and amounted to \$3,419,000, \$3,235,000 and \$3,150,000 in fiscal 2006, 2005 and 2004, respectively.

Expenditures which significantly extend useful lives are capitalized. Maintenance and repairs are charged to expense as incurred. Asset impairments are recorded whenever events or changes in circumstances indicate that the recorded value of an asset is less than the sum of its expected future undiscounted cash flows.

(f) Goodwill and Other Intangibles

Goodwill and other intangibles are reviewed for impairment annually or whenever events or circumstances indicate that the carrying value of an asset may not be recoverable. For long-lived assets held for use, an impairment loss is recognized when the estimated undiscounted cash flows produced by an asset are less than the asset's carrying value. Estimates of future cash flows are judgments based on the company's experience and knowledge of operations. These estimates can be significantly impacted by many factors including changes in global and local business and economic conditions, operating costs, inflation, competition, and consumer and demographic trends. If the company's estimates or the underlying assumptions change in the future, the company may be required to record impairment charges.

Intangible assets consist of the following (in thousands):

| | December 30, 2006 | | | December 31, 2005 | | |
|--------------------------------|-------------------|-----------------------|--------------------------|-------------------|-----------------------|--------------------------|
| | Estimated Life | Gross Carrying Amount | Accumulated Amortization | Estimated Life | Gross Carrying Amount | Accumulated Amortization |
| Amortized intangible assets: | | | | | | |
| Customer lists | 2 to 10 yrs | \$ 2,447 | \$ (277) | 10 yrs | \$ 2,100 | \$ (12) |
| Backlog | 4 to 7 mos | 927 | (927) | 7 mos | 600 | (60) |
| Developed technology | 7 yrs | 492 | (62) | 7 yrs | 260 | (2) |
| | | \$ 3,866 | \$ (1,266) | | \$ 2,960 | \$ (74) |
| Unamortized intangible assets: | | | | | | |
| Trademarks and tradenames | | \$ 32,706 | | | \$ 32,612 | |
| | | \$ 32,706 | | | \$ 32,612 | |

The aggregate intangible amortization expense was \$1.2 million and \$0.1 million in 2006 and 2005, respectively. The estimated future amortization expense of intangible assets is as follows (in thousands):

| | | |
|------------|----|-------|
| 2007 | \$ | 455 |
| 2008 | | 399 |
| 2009 | | 280 |
| 2010 | | 280 |
| 2011 | | 280 |
| Thereafter | | 906 |
| | \$ | 2,600 |

(g) Accrued Expenses

Accrued expenses consist of the following at December 30, 2006 and December 31, 2005, respectively:

| | 2006 | 2005 |
|--|------------------------|-----------|
| | (dollars in thousands) | |
| Accrued payroll and related expenses | \$ 16,564 | \$ 15,577 |
| Accrued customer rebates | 13,119 | 10,740 |
| Accrued warranty | 11,292 | 11,286 |
| Accrued product liability and workers comp | 4,361 | 2,418 |
| Advanced customer deposits | 3,615 | 6,204 |
| Other accrued expenses | 20,685 | 16,464 |
| | \$ 69,636 | \$ 62,689 |

(h) Litigation Matters

From time to time, the company is subject to proceedings, lawsuits and other claims related to products, suppliers, employees, customers and competitors. The company maintains insurance to partially cover product liability, workers compensation, property and casualty, and general liability matters. The company is required to assess the likelihood of any adverse judgments or outcomes to these matters as well as potential ranges of probable losses. A determination of the amount of accrual required, if any, for these contingencies is made after assessment of each matter and the related insurance coverage. The required accrual may change in the future due to new developments or changes in approach such as a change in settlement strategy in dealing with these matters. The company does not believe that any such matter will have a material adverse effect on its financial condition, results of operations or cash flows of the company.

(i) Other Comprehensive Income

The following table summarizes the components of accumulated other comprehensive income (loss) as reported in the consolidated balance sheets:

| | 2006 | 2005 |
|---|------------------------|------------|
| | (dollars in thousands) | |
| Unrecognized pension benefit costs, net of tax | \$ (1,042) | \$ (1,259) |
| Unrealized gain on interest rate swap, net of tax | 612 | 743 |
| Currency translation adjustments | 867 | (78) |
| | \$ 437 | \$ (594) |

(j) Fair Value of Financial Instruments

Due to their short-term nature, the carrying value of the company's cash and cash equivalents and receivables approximate fair value. The value of long-term debt, which is disclosed in Note 5, approximates fair value. The company's derivative instruments are based on market prices when available or are derived from financial valuation methodologies.

(k) Foreign Currency

Foreign currency transactions are accounted for in accordance with SFAS No. 52 "Foreign Currency Translation." The income statements of the company's foreign operations are translated at the monthly average rates. Assets and liabilities of the company's foreign operations are translated at exchange rates at the balance sheet date. These translation adjustments are not included in determining net income for the period but are disclosed and accumulated in a separate component of stockholders' equity. Exchange gains and losses on foreign currency transactions are included in determining net income for the period in which they occur. These transactions amounted to a loss of \$0.2 million, \$0.1 million and \$0.6 million, respectively, in fiscal 2006, 2005 and 2004, respectively.

(l) Revenue Recognition

The company recognizes revenue on the sale of its products when risk of loss has passed to the customer, which occurs at the time of shipment, and collectibility is reasonably assured. The sale prices of the products sold are fixed and determinable at the time of shipment. Sales are reported net of sales returns, sales incentives and cash discounts based on prior experience and other quantitative and qualitative factors.

At the industrial foodservice equipment group, the company enters into long-term sales contracts for certain products. Revenue under these long-term sales contracts is recognized using the percentage of completion method prescribed by Statement of Position No. 81-1 due to the length of time to fully manufacture and assemble the equipment. The company measures revenue recognized based on the ratio of actual labor hours incurred in relation to the total estimated labor hours to be incurred related to the contract. The percentage of completion method of accounting for these contracts most accurately reflects the status of these uncompleted contracts in the company's financial statements and most accurately measures the matching of revenues with expenses. At the time a loss on a contract becomes known, the amount of the estimated loss is recognized in the consolidated financial statements.

*(m)**Warranty Costs*

In the normal course of business the company issues product warranties for specific product lines and provides for the estimated future warranty cost in the period in which the sale is recorded. The estimate of warranty cost is based on contract terms and historical warranty loss experience that is periodically adjusted for recent actual experience. Because warranty estimates are forecasts that are based on the best available information, claims costs may differ from amounts provided. Adjustments to initial obligations for warranties are made as changes in the obligations become reasonably estimable.

A rollforward of the warranty reserve is as follows:

| | 2006 | | 2005 |
|-------------------|------------------------|----|---------|
| | (dollars in thousands) | | |
| Beginning balance | \$ 11,286 | \$ | 10,563 |
| Warranty expense | 9,258 | | 8,916 |
| Warranty claims | (9,252) | | (8,193) |
| Ending balance | \$ 11,292 | \$ | 11,286 |

(n) Research and Development Costs

Research and development costs, included in cost of sales in the consolidated statements of earnings, are charged to expense when incurred. These costs were \$4,575,000, \$2,767,000 and \$2,537,000 in fiscal 2006, 2005 and 2004, respectively.

*(o)**Share-Based Compensation*

On January 1, 2006, the company adopted SFAS No. 123R, which requires, among other changes, that the cost resulting from all share-based payment transactions be recognized as compensation cost over the vesting period based on the fair value of the instrument on the date of grant. SFAS No. 123R revises SFAS No. 123, "Accounting for Stock-Based Compensation" ("SFAS No. 123"), which previously allowed pro forma disclosure of certain share-based compensation expense. Further, SFAS No. 123R supercedes Accounting Principles Board Opinion No. 25, "Accounting for Stock Issued to Employees," which previously allowed the intrinsic value method of accounting for stock options.

The company adopted SFAS No. 123R as of January 1, 2006, using the modified prospective transition method. In accordance with the modified prospective transition method, the company's consolidated financial statements for the prior periods have not been restated to reflect, and do not include, the impact of SFAS No. 123R. Share-based compensation expense of \$4.6 million was recognized for 2006, including \$1.1 million associated with stock options and \$3.5 million associated with stock grants.

Prior to the adoption of SFAS No. 123R, there was no share-based compensation expense recorded for stock options recognized in the statement of income during fiscal 2005 and 2004. Share-based compensation expense recorded for stock options in 2006 as a result of the adoption of SFAS No. 123R was \$1.1 million, or \$0.8 million net of tax. The additional expense resulted in a reduction of \$0.09 to diluted earnings per share.

Prior to the adoption of SFAS No. 123R, the company had recorded share-based compensation expense related to stock grants as required by APB Opinion No. 25. In accordance with APB No. 25, the company established the value of a stock grant based upon the market value of the stock at the time of issuance. Under APB No. 25 the value of the stock grant is amortized and recorded as compensation expense over the applicable vesting period. The company issued stock grants with a fair value of \$12.8 million in 2005 and \$4.8 million in 2004. Share-based compensation expense of \$3.5 million, \$3.3 million and \$0.1 million has been recorded related to the vesting of these stock grants in 2006, 2005 and 2004, respectively.

As of December 30, 2006, there was \$12.3 million of total unrecognized compensation cost related to nonvested share-based stock option and stock grant compensation arrangements, of which \$4.1 million, \$4.4 million and \$3.8 million is expected to be recognized in 2007, 2008 and 2009, respectively.

The following table illustrates the pro forma effect on net income and earnings per share if the company had applied the fair value recognition provisions of SFAS No. 123R and recognized share-based compensation expense associated with stock options during 2005 and 2004.

| | 2005 | 2004 |
|---|-----------|-----------|
| Net income - as reported | \$ 32,178 | \$ 23,588 |
| Less: Stock-based employee compensation expense, net of taxes | 683 | 442 |
| Net income - pro forma | \$ 31,495 | \$ 23,146 |
| Earnings per share - as reported: | | |
| Basic | \$ 4.28 | \$ 2.56 |
| Diluted | 3.98 | 2.38 |
| Earnings per share - pro forma: | | |
| Basic | \$ 4.19 | \$ 2.52 |
| Diluted | 3.89 | 2.33 |

The weighted average fair value for options vested in 2006 was \$9.18 per share with an aggregate fair value of \$757,000.

The weighted average fair value for the options granted in 2006, 2005 and 2004 was \$36.10, \$19.11 and \$8.35, respectively. The fair value of the options was estimated using Black-Scholes and binomial option-pricing models, based on the average market price at the grant date and the weighted average assumptions specific to the underlying options.

Option valuation models require the input of highly subjective assumptions. As the company's options have characteristics significantly different from those of traded options and because changes in the subjective input assumptions can materially affect the fair value estimate, in the opinion of management, the existing models do not necessarily provide a reliable single measure of the fair value of its options. Expected volatility assumptions are based on historical volatility of the company's stock. Expected life assumptions for 2006 are based on the "simplified" method as described in SEC SAB No. 107, which is the midpoint between the vesting date and the end of the contractual term. The risk-free interest rate was selected based upon yields of U.S. Treasury issues with a term equal to the expected life of the option being valued. The weighted average assumptions utilized for option grants during the periods presented are as follows:

| | 2006 | 2005 |
|---|-------|-------|
| Stock Options assumptions (weighted average): | | |
| Volatility | 40.0% | 40.0% |
| Expected life (years) | 4.6 | 4.5 |
| Risk-free interest rate | 5.0% | 3.9% |
| Dividend yield | 0.0% | 0.0% |

There were no options grants in 2004.

(p) Earnings Per Share

In accordance with SFAS No. 128 "Earnings Per Share", "basic earnings per share" is calculated based upon the weighted average number of common shares actually outstanding, and "diluted earnings per share" is calculated based upon the weighted average number of common shares outstanding, warrants and other dilutive securities.

The company's potentially dilutive securities consist of shares issuable on exercise of outstanding options computed using the treasury method and amounted to 616,000, 579,000 and 731,000 for fiscal 2006, 2005 and 2004, respectively.

(q) Consolidated Statements of Cash Flows

Cash paid for interest was \$6.1 million, \$6.0 million and \$2.6 million in fiscal 2006, 2005 and 2004, respectively. Cash payments totaling \$11.4 million, \$16.3 million and \$16.9 million were made for income taxes during fiscal 2006, 2005 and 2004, respectively.

In 2006, net income included \$4.6 million of non cash pretax expense related to non-cash share-based compensation (see note 6). In 2005 net income included \$3.3 million of non cash pretax expense related to non-cash share-based compensation (see note 6). In 2004, net income included in the cash flows from operations had a non-cash expense of \$1.2 million pretax related to the early extinguishment of debt (see Note 3), \$0.1 million pretax related to a non-cash share-based compensation (see Note 6) and \$1.9 million related to lease reserve adjustments. These non-cash items have been added back as adjustments to reconcile net earnings to net cash provided by operating activities.

(r) New Accounting Pronouncements

In November 2004, the FASB issued SFAS No. 151, "Inventory Costs - an amendment of ARB No. 43, Chapter 4". This statement amends the guidance in ARB No. 43, Chapter 4 to clarify the accounting for abnormal amounts of idle facility expense, freight, handling costs and wasted material. This statement requires that these items be recognized as current period costs and also requires that allocation of fixed production overheads to the costs of conversion be based on the normal capacity of the production facilities. This statement is effective for inventory costs incurred during fiscal years beginning after June 15, 2005. The adoption of this statement did not have a material effect on the company's financial position, results of operations or cash flows.

In December 2004, FASB issued a revision to SFAS No. 123 "Accounting for Stock Based Compensation". SFAS No. 123(R) "Share-Based Payment" requires all new, modified, and unvested share-based payments to employees to be recognized in the financial statements as compensation cost over the service period based upon their fair value on the date of grant. This statement eliminates the alternative of accounting for share-based compensation under Accounting Principles Board Opinion No. 25. The statement is effective as of the beginning of the first interim or annual reporting period that begins after June 15, 2005. The company adopted SFAS No. 123(R) on January 1, 2006 under the modified prospective application transition method. Accordingly, the adoption of SFAS No. 123 resulted in a reduction to net earnings of \$754,000, or \$0.09 per share for the year ended December 30, 2006.

In May 2005, the FASB issued SFAS No. 154, "Accounting Changes and Error Corrections - a replacement of APB Opinion No. 20 and FASB Statement No. 3". This statement replaces APB Opinion No. 20, Accounting Changes and FASB Statement No. 3, Reporting Changes in Interim Financial Statements and changes the requirements for the accounting for and reporting of a change in accounting principles. This statement applies to all voluntary changes in accounting principles. This statement is effective for accounting changes and corrections of errors made in fiscal years beginning after December 15, 2005. The adoption of this statement did not have a material effect on the company's financial position, results of operations or cash flows.

In February 2006, the FASB issued SFAS No. 155, "Accounting for Certain Hybrid Financial Instruments - an amendment of FASB Statements No. 133 and 140". This statement provides entities with relief from having to separately determine the fair value of an embedded derivative that would otherwise be required to be bifurcated from its host contract in accordance with SFAS No. 133. This statement allows an entity to make an irrevocable election to measure such a hybrid financial instrument at fair value in its entirety, with changes in fair value recognized in earnings. This statement is effective for all financial instruments acquired, issued, or subject to a remeasurement (new basis) event occurring after the beginning of an entity's first fiscal year that begins after September 15, 2006. The company will apply this guidance prospectively. The adoption of this statement did not have a material effect on the company's financial position, results of operations or cash flows.

In July 2006, the FASB issued Interpretation No. 48, "Accounting for Uncertainty in Income Taxes." This interpretation requires that a recorded tax benefit must be more likely than not of being sustained upon examination by tax authorities based upon its technical merits. The amount of benefit recorded is the largest amount of benefit that is greater than 50 percent likely of being realized upon ultimate settlement. Upon adoption, any adjustment will be recorded directly to beginning retained earnings. The interpretation is effective for fiscal years beginning after December 15, 2006. The company will apply this guidance prospectively. The company has not yet determined what impact the application of the interpretation will have on the company's financial position, results of operations or cash flows.

In September 2006, the FASB issued SFAS No. 157, "Fair Value Measurements". This statement defines fair value, establishes a framework for measuring fair value in generally accepted accounting principles and expands disclosures about fair value measurements. This statement does not require any new fair value measurements. This statement is effective for interim reporting periods in fiscal years beginning after November 15, 2007. The company will apply this guidance prospectively.

In September 2006, the FASB issued SFAS No. 158, "Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans - an amendment of FASB Statements No. 87, 88, 106, and 132(R)". This statement improves financial reporting by requiring an employer to recognize the overfunded or underfunded status of a defined benefit postretirement plan as an asset of liability in its statement of financial position and to recognize changes in that funded status in the year in which the changes occur through comprehensive income of a business entity. This statement also improves financial reporting by requiring an employer to measure the funded status of a plan as of the date of its year-end statement of financial position, with limited exceptions. Employers with publicly traded equity securities are required to initially recognize the funded status of a defined benefit postretirement plan and to provide the required disclosures as of the end of the fiscal year ending after December 15, 2006. The company adopted the applicable provisions of SFAS No. 158 effective for the fiscal year ended December 30, 2006 as required.

(5) FINANCING ARRANGEMENTS

The following is a summary of long-term debt at December 30, 2006 and December 31, 2005:

| | 2006 | 2005 |
|---|------------------------|-------------------|
| | (dollars in thousands) | |
| Senior secured revolving credit line | \$ 30,100 | \$ 56,250 |
| Senior secured bank term loans | 47,500 | 60,000 |
| Foreign loans | 5,202 | 3,200 |
| Other note | — | 2,145 |
| Total debt | \$ 82,802 | \$ 121,595 |
| Less current maturities of long-term debt | 16,838 | 13,780 |
| Long-term debt | \$ 65,964 | \$ 107,815 |

During the fourth quarter of 2005, the company amended its senior secured credit facility. Terms of the agreement currently provide for \$47.5 million of term loans and \$130.0 million of availability under a revolving credit line. As of December 30, 2006, the company had \$77.6 million outstanding under this facility, including \$30.1 million of borrowings under the revolving credit line. The company also had \$5.2 million in outstanding letters of credit, which reduced the borrowing availability under the revolving credit line.

Borrowings under the senior secured credit facility are assessed at an interest rate of 1.00% above LIBOR for long-term borrowings or at the higher of the Prime rate and the Federal Funds Rate for short term borrowings. At December 30, 2006 the average interest rate on the senior debt amounted to 5.7%. The interest rates on borrowings under the senior bank facility may be adjusted quarterly based on the company's defined indebtedness ratio on a rolling four-quarter basis. Additionally, a commitment fee, based upon the indebtedness ratio is charged on the unused portion of the revolving credit line. This variable commitment fee amounted to 0.20% as of December 30, 2006.

In August 2006, the company completed its acquisition of Houno A/S in Denmark. This acquisition was funded in part with locally established debt facilities with borrowings in Danish Krone. On December 30, 2006 these facilities amounted to \$3.8 million in US dollars, including \$0.9 million outstanding under a revolving credit facility, \$2.1 million of a term loan and \$0.8 million of a long term mortgage note. The interest rate on the revolving credit facility is assessed at 1.25% above Euro LIBOR, which amounted to 5.15% on December 30, 2006. The term loan matures in 2013 and the interest rate is assessed at 5.0%. The long-term mortgage note matures in March 2023 and is assessed interest at a fixed rate of 5.19%.

In December 2005, the company entered into a \$3.2 million U.S. dollar secured term loan at its subsidiary in Spain. This term loan amortizes in equal monthly installments over a four-year period ending December 2009. As of December 30, 2006, the company had \$1.4 million of borrowings remaining under this loan. Borrowings under this facility are assessed at an interest rate of 0.45% above LIBOR. At December 30, 2006 the interest rate on this loan was 5.82%.

In November 2004, the company entered into a promissory note in conjunction with the release and early termination of obligations under a lease agreement relative to a manufacturing facility in Shelburne, Vermont. The company fully repaid the \$2.1 million remaining balance on this note in 2006.

The company has historically entered into interest rate swap agreements to effectively fix the interest rate on its outstanding debt. In January 2002, the company had entered into an interest rate swap agreement for a notional amount of \$20.0 million. This agreement swapped one-month LIBOR for a fixed rate of 4.03% and was in effect through December 2004. In February 2003, the company entered into an interest rate swap agreement for a notional amount of \$10.0 million. This agreement swapped one-month LIBOR for a fixed rate of 2.36% and was in effect through December 2005. In January 2005, the company entered into an interest rate swap agreement for a notional amount of \$70.0 million. This agreement swaps one-month LIBOR for a fixed rate of 3.78%. The notional amount amortizes consistent with the repayment schedule of the company's term loan maturing November 2009. The unamortized amount of this swap was \$47.5 million at December 30, 2006. In January 2006, the company entered into an interest rate swap agreement for a notional amount of \$10.0 million maturing on December 21, 2009. This agreement swaps one-month LIBOR for a fixed rate of 5.03%. In August 2006, in conjunction with the Houno acquisition, the company assumed an interest rate swap with a notional amount of \$0.9 million Euro maturing on December 31, 2018. This agreement swaps one-month Euro LIBOR for a fixed rate of 4.84%.

The terms of the senior secured credit facility limit the paying of dividends, capital expenditures and leases, and require, among other things, certain ratios of indebtedness and fixed charge coverage. The credit agreement also provides that if a material adverse change in the company's business operations or conditions occurs, the lender could declare an event of default. Under terms of the agreement a material adverse effect is defined as (a) a material adverse change in, or a material adverse effect upon, the operations, business properties, condition (financial and otherwise) or prospects of the company and its subsidiaries taken as a whole; (b) a material impairment of the ability of the company to perform under the loan agreements and to avoid any event of default; or (c) a material adverse effect upon the legality, validity, binding effect or enforceability against the company of any loan document. A material adverse effect is determined on a subjective basis by the company's creditors. At December 30, 2006, the company was in compliance with all covenants pursuant to its borrowing agreements.

The aggregate amount of debt payable during each of the next five years is as follows:

| | (dollars in thousands) |
|---------------------|---------------------------|
| 2007 | \$ 16,838 |
| 2008 | 15,645 |
| 2008 | 47,706 |
| 2009 | 111 |
| 2010 and thereafter | 2,502 |
| | \$ 82,802 |

As of December 31, 2005, the company had \$116.3 million outstanding under its senior secured credit facility, including \$56.3 million of borrowings under the revolving credit line. The company also had \$8.5 million in outstanding letters of credit at December 31, 2005. At December 31, 2005 the average interest rate on the senior debt amounted to 5.7%.

As of December 31, 2005, the company had \$3.2 million outstanding in an U.S. Dollar secured term loan at its subsidiary in Spain. At December 31, 2005, the average interest rate was 4.83%.

As of December 31, 2005 the company had \$2.1 million in notes outstanding in conjunction with the release and early termination of obligations under a lease agreement. At December 31, 2005 the interest rate on the note was approximately 8.29%. The company fully retired this note in September 2006.

(6) COMMON AND PREFERRED STOCK

(a) Shares Authorized and Issued

At December 30, 2006 and December 31, 2005, the company had 20,000,000 shares of common stock and 2,000,000 shares of Non-voting Preferred Stock authorized. At December 30, 2006, there were 7,952,723 common stock shares outstanding.

(b) Treasury Stock

In July 1998, the company's Board of Directors adopted a stock repurchase program and during 1998 authorized the purchase of up to 1,800,000 common shares in open market purchases. As of December 30, 2006, 952,999 shares had been purchased under the 1998 stock repurchase program and 847,001 remain authorized for repurchase.

In October 2000, the company's Board of Directors approved a self tender offer that authorized the purchase of up to 1,500,000 common shares from existing stockholders at a per share price of \$7.00. On November 22, 2000 the company announced that 1,135,359 shares were accepted for payment pursuant to the tender offer for \$7.9 million.

On December 23, 2004, the company repurchased 1,808,774 shares at a \$42.00 per share of its common stock from the chairman of the company's board of directors, members of his family and trusts controlled by his family upon his retirement from the company. The aggregate cost of the stock repurchase including transaction related costs was \$77.2 million.

At December 30, 2006, the company had a total of 3,855,044 shares in treasury amounting to \$89.6 million.

(c)

Share-Based Awards

The company maintains a 1998 Stock Incentive Plan (the "Plan"), as amended on December 15, 2003, under which the company's Board of Directors issues stock options and stock grants to key employees. A maximum amount of 1,750,000 shares can be issued under the Plan. Stock options issued under the plan provide key employees with rights to purchase shares of common stock at specified exercise prices. Options may be exercised upon certain vesting requirements being met, but expire to the extent unexercised within a maximum of ten years from the date of grant. Stock grants issued to employees are transferable upon certain vesting requirements being met.

As of December 30, 2006, a total of 1,582,160 share based awards have been issued under the plan. This includes 351,000 stock grants, of which 210,000 remain unvested and 1,231,160 stock options, of which 547,683 have been exercised and 683,477 remain outstanding.

In addition to shares under the 1998 Stock Incentive Plan, certain directors of the company have outstanding stock options. As of December 30, 2006, there were 6,500 shares outstanding, all of which are vested.

The company issues share-based awards from its common stock held in treasury. The company does not anticipate it will be required to repurchase any additional shares of common stock in 2007 to satisfy obligations under its share-based award programs.

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A summary of stock option activity under the 1998 Stock Incentive Plan is presented below:

| Stock Option Activity | Shares | Weighted Average Exercise Price |
|--|-----------|---------------------------------|
| Outstanding at January 3, 2004: | 995,500 | \$ 13.16 |
| Granted | — | — |
| Exercised | (32,023) | \$ 8.00 |
| Forfeited | (15,277) | \$ 10.94 |
| Repurchased | (250,000) | \$ 12.86 |
| Outstanding at January 1, 2005: | 698,200 | \$ 13.56 |
| Granted | 100,000 | — |
| Exercised | (49,175) | \$ 9.78 |
| Forfeited | (13,000) | \$ 10.22 |
| Outstanding at December 31, 2005: | 736,025 | \$ 19.25 |
| Granted | — | — |
| Exercised | (52,548) | \$ 14.33 |
| Forfeited | — | — |
| Outstanding at December 30, 2006: | 683,477 | \$ 19.59 |
| Aggregate intrinsic value (dollars in thousands) | \$ 58,150 | |
| Exercisable at December 30, 2006: | 545,637 | \$ 16.38 |
| Aggregate intrinsic value (dollars in thousands) | \$ 42,277 | |

A summary of stock option activity under the Directors Plan is presented below:

| Stock Option Activity | Shares | Weighted Average Exercise Price |
|---------------------------------|----------|---------------------------------|
| Outstanding at January 3, 2004: | 97,500 | \$ 8.20 |
| Granted | — | — |
| Exercised | (13,000) | \$ 7.15 |
| Forfeited | (7,500) | \$ 11.72 |
| Repurchased | (21,000) | \$ 7.72 |

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| | | | |
|--|----------|-----|-------|
| Outstanding at January 1, 2005: | 56,000 | \$ | 8.15 |
| Granted | — | | — |
| Exercised | (50,000) | \$ | 7.86 |
| Forfeited | — | | — |
| Outstanding at December 31, 2005: | 6,000 | \$ | 10.51 |
| Granted | 3,500 | \$ | 88.43 |
| Exercised | (3,000) | \$ | 10.51 |
| Forfeited | — | | — |
| Outstanding at December 30, 2006: | 6,500 | \$ | 52.47 |
| Aggregate intrinsic value (dollars in thousands) | \$ | 339 | |
| Exercisable at December 30, 2006: | 6,500 | \$ | 52.47 |
| Aggregate intrinsic value (dollars in thousands) | \$ | 339 | |

There were no nonvested shares under the Directors Plan as of December 30, 2006.

The following summarizes the options outstanding and exercisable under the stock plans by exercise price, at December 30, 2006:

| Exercise Price | Options Outstanding | Weighted Average Remaining Life | Options Exercisable | Weighted Average Remaining Life |
|----------------|---------------------|---------------------------------|---------------------|---------------------------------|
| Employee plan | | | | |
| \$5.90 | 178,000 | 5.16 | 142,400 | 5.16 |
| \$10.51 | 68,100 | 6.18 | 40,860 | 6.18 |
| \$18.47 | 337,377 | 6.82 | 337,377 | 6.82 |
| \$53.93 | 100,000 | 8.17 | 25,000 | 8.17 |
| | 683,477 | 6.52 | 545,637 | 6.42 |
| Director plan | | | | |
| \$10.51 | 3,000 | 1.18 | 3,000 | 1.18 |
| \$88.43 | 3,500 | 9.37 | 3,500 | 9.37 |
| | 6,500 | 5.59 | 6,500 | 5.59 |

A summary of the company's nonvested share grant activity under the 1998 Stock Incentive Plan and related information, for fiscal year ended December 30, 2006 is as follows:

| | Shares | Weighted Average Grant-Date Fair Value |
|----------------------------------|------------|--|
| Nonvested Shares | | |
| Nonvested at beginning of period | \$ 290,000 | \$ 48.98 |
| Granted | — | — |
| Vested | (70,000) | 49.01 |
| Forefeited | — | — |
| Nonvested at end of period | 220,000 | \$ 48.97 |

Additional information related to the share based compensation is as follows:

| | 2006 | 2005 | 2004 |
|--------------------------------------|------------------------|----------|----------|
| | (dollars in thousands) | | |
| Intrinsic value of options exercised | \$ 4,010 | \$ 4,762 | \$ 1,827 |
| Cash received from exercise | 789 | 977 | 349 |
| Tax benefit from option exercises | \$ 514 | \$ 878 | \$ 162 |

(7) INCOME TAXES

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Earnings before taxes is summarized as follows:

| | 2006 | 2005 (dollars in thousands) | | 2004 |
|----------|-----------|--------------------------------|--|-----------|
| Domestic | \$ 65,156 | \$ 45,603 | | \$ 31,712 |
| Foreign | 4,652 | 5,795 | | 2,132 |
| Total | \$ 69,808 | \$ 51,398 | | \$ 33,844 |

The provision (benefit) for income taxes is summarized as follows:

| | 2006 | 2005 (dollars in thousands) | | 2004 |
|-----------------|-----------|--------------------------------|--|-----------|
| Federal | \$ 21,189 | \$ 14,470 | | \$ 7,126 |
| State and local | 4,582 | 3,663 | | 2,467 |
| Foreign | 1,660 | 1,087 | | 663 |
| Total | \$ 27,431 | \$ 19,220 | | \$ 10,256 |
| Current | \$ 26,754 | \$ 18,413 | | \$ 2,682 |
| Deferred | 677 | 807 | | 7,574 |
| Total | \$ 27,431 | \$ 19,220 | | \$ 10,256 |

Reconciliation of the differences between income taxes computed at the federal statutory rate to the effective rate are as follows:

| | 2006 | 2005 | 2004 |
|---|-------|-------|-------|
| U.S. federal statutory tax rate | 35.0% | 35.0% | 35.0% |
| Permanent book vs. tax differences | (0.9) | (1.3) | (0.9) |
| State taxes, net of federal benefit | 4.4 | 4.9 | 5.9 |
| U.S. taxes on foreign earnings and foreign tax rate differentials | 0.7 | 1.8 | (0.2) |
| Reserve adjustments and other | 0.1 | (3.0) | (9.5) |
| Consolidated effective tax | 39.3% | 37.4% | 30.3% |

At December 30, 2006 and December 31, 2005, the company had recorded the following deferred tax assets and liabilities, which were comprised of the following:

| | 2006 | | 2005 | |
|-----------------------------------|------------------------|----------|------|----------|
| | (dollars in thousands) | | | |
| Deferred tax assets: | | | | |
| Compensation reserves | \$ | 5,613 | \$ | 5,057 |
| Warranty reserves | | 4,354 | | 4,329 |
| Inventory reserves | | 2,659 | | 2,244 |
| Accrued retirement benefits | | 1,290 | | 1,526 |
| Receivable related reserves | | 2,084 | | 1,340 |
| Accrued plant closure | | 1,200 | | 1,177 |
| Product liability reserves | | 697 | | 665 |
| Unicap | | 369 | | 346 |
| Other | | 1,178 | | 659 |
| Gross deferred tax assets | | 19,444 | | 17,343 |
| Valuation allowance | | — | | — |
| Deferred tax assets | \$ | 19,444 | \$ | 17,343 |
| Deferred tax liabilities: | | | | |
| Intangible assets | \$ | (9,740) | \$ | (10,595) |
| Depreciation | | (2,941) | | (3,364) |
| Foreign tax earnings repatriation | | (1,208) | | (776) |
| Interest rate swap | | (408) | | (496) |
| LIFO reserves | | (163) | | — |
| Deferred tax liabilities | \$ | (14,460) | \$ | (15,231) |

The company's financial statements include amounts recorded for contingent tax liabilities with respect to loss contingencies that are deemed probable of occurrence. As those contingencies are resolved, whether by audit or the closing of a tax year, the company adjusts tax expense to reflect the expected resolution.

Pursuant to The American Jobs Creation Act of 2004 (The Act) enacted on October 22, 2004, the company evaluated provisions relating the repatriation of certain foreign earnings and their impact on the company. The Act provides for a special one-time tax deduction of 85 percent of certain foreign earnings that are repatriated, as defined in the Act. The company elected to apply this provision in 2005 and repatriated \$4.7 million in earnings from its subsidiaries in Spain and Mexico. Additionally, the company has assessed the liability for unremitted foreign earnings anticipated to be remitted in future periods. On December 21, 2004, FASB Staff Position FAS 109-2, "Accounting and Disclosure Guidance for the Foreign Earnings Repatriation Provision within the American Jobs Creation Act of 2004", was issued. In accordance with FAS 109-2, the company recorded provisions for taxes on foreign earnings in its 2005 financial statements in the amount of \$1.2 million.

(8) FINANCIAL INSTRUMENTS

In June 1998, the FASB issued SFAS No. 133, "Accounting for Derivative Instruments and Hedging Activities". SFAS No. 133, as amended, establishes accounting and reporting standards for derivative instruments. The statement requires an entity to recognize all derivatives as either assets or liabilities and measure those instruments at fair value. Derivatives that do not qualify as a hedge must be adjusted to fair value in earnings. If the derivative does qualify as a hedge under SFAS No. 133, changes in the fair value will either be offset against the change in fair value of the hedged assets, liabilities or firm commitments or recognized in other accumulated comprehensive income until the hedged item is recognized in earnings. The ineffective portion of a hedge's change in fair value will be immediately recognized in earnings.

(a) Foreign exchange

The company has entered into derivative instruments, principally forward contracts to reduce exposures pertaining to fluctuations in foreign exchange rates. The fair value of these forward contracts was less than \$0.1 million at the end of the year.

(b) Interest rate swap

In January 2002, the company entered into an interest rate swap agreement with a notional amount of \$20.0 million to fix the interest rate applicable to certain of its variable rate debt. The agreement swapped one-month LIBOR for a fixed rate of 4.03% and was in effect through December 2004.

In February 2003, the company entered into an interest rate swap agreement with a notational amount of \$10.0 million to fix the interest rate applicable to certain of its variable rate debt. The agreement swaps one month LIBOR for a fixed rate of 2.36% and is in effect through December 2005. The interest rate swap has been designated as a hedge, and in accordance with SFAS No. 133 the changes in the fair value are recorded as a component of accumulated comprehensive income. The change in the fair value of the swap during 2005 was less than \$0.1 million.

In January 2005, the company entered into an interest rate swap agreement with a notational amount of \$70.0 million. The agreement swaps one month LIBOR for a fixed rate of 3.78%. The notional amount of the swap amortizes consistent with the repayment schedule of the company's senior term loan maturing in November 2009. The interest rate swap has been designated as a hedge, and in accordance with SFAS No. 133 the changes in the fair value are recorded as a component of accumulated comprehensive income. The change in the fair value of the swap during 2006 was a loss of \$0.1 million and during 2005 was a gain of \$0.7 million.

In January 2006, the company entered into an interest rate swap agreement for a notional amount of \$10.0 million maturing on December 21, 2009. This agreement swaps one-month LIBOR for a fixed rate of 5.03%. This interest rate swap has been designated as a hedge, and in accordance with SFAS No. 133 the changes in the fair value are recorded as a component of accumulated comprehensive income. There was no material change in the value of the swap during 2006.

In August 2006, in conjunction with the Houno acquisition, the company assumed an interest rate swap with a notional amount of \$1.2 million maturing on December 31, 2018. The agreement swaps one-month Euro LIBOR for a fixed rate of 4.84%. The interest rate swap has not been designated as an effective hedge and therefore all changes in the fair value are reflected in earnings.

(9) LEASE COMMITMENTS

The company leases warehouse space, office facilities and equipment under operating leases, which expire in fiscal 2007 and thereafter. The company also has a lease obligation for a manufacturing facility that was exited in conjunction with manufacturing consolidation efforts related to the acquisition of Blodgett. Future payment obligations under these leases are as follows:

| | Operating Leases | Idle Facility Leases | Total Lease Commitments |
|---------------------|------------------------|----------------------------|----------------------------|
| | (dollars in thousands) | | |
| 2007 | \$ 960 | \$ 333 | \$ 1,293 |
| 2008 | 818 | 337 | 1,155 |
| 2009 | 662 | 358 | 1,020 |
| 2010 | 356 | 432 | 788 |
| 2011 and thereafter | 243 | 2,063 | 2,306 |
| | \$ 3,039 | \$ 3,523 | \$ 6,562 |

Rental expense pertaining to the operating leases was \$0.9 million, \$0.8 million, and \$0.7 million in fiscal 2006, 2005, and 2004, respectively.

The idle lease obligations relate to a manufacturing facility in Quakerstown, Pennsylvania that was exited in 2001. Obligations under the lease extend through June 2015. The company has established reserves of \$2.5 million to cover the costs of obligations under this lease, net of anticipated sublease income. Management believes the remaining reserve balance is adequate to cover costs associated with the lease obligation. However, the forecast of sublease income could differ from actual amounts, which are subject to the occupancy by a subtenant and a negotiated sublease rental rate. If the company's estimates of underlying assumptions change in the future, the company would be required to adjust the reserve amount accordingly.

In 2001 the company had also established reserves for a manufacturing facility in Shelburne, Vermont that was exited in 2002. During 2004 the company recorded adjustments to reduce this reserve by \$1.9 million. The 2004 lease reserve adjustment reflected a reduction in obligations associated with this lease as a result of the sale of that property by the landlord, which allowed the company to negotiate an early exit from this lease.

(10) SEGMENT INFORMATION

The company operates in three reportable operating segments defined by management reporting structure and operating activities.

The commercial foodservice equipment business group manufactures cooking equipment for the restaurant and institutional kitchen industry. This business division has manufacturing facilities in Illinois, Michigan, New Hampshire, North Carolina, Vermont, Denmark and the Philippines. This division supports four major product groups, including conveyor oven equipment, core cooking equipment, counterline cooking equipment, and international specialty equipment. Principal product lines of the conveyor oven product group include Middleby Marshall ovens, Blodgett ovens and CTX ovens. Principal product lines of the core cooking equipment product group include the Southbend product line of ranges, steamers, convection ovens, broilers and steam cooking equipment, the Blodgett product line of ranges, convection ovens and combi ovens, the Houno product line of combi-ovens and baking ovens, MagiKitch'n charbroilers and catering equipment and the Pitco Frialator product line of fryers. The counterline cooking and warming equipment product group includes toasters, hot food servers, foodwarmers and griddles distributed under the Toastmaster brand name. The international specialty equipment product group is primarily comprised of food preparation tables, undercounter refrigeration systems, and component parts for the U.S. manufacturing operations.

The industrial foodservice equipment business group manufactures cooking and packaging equipment for the food processing industry. This business division has manufacturing operations in Lodi, Wisconsin. Its principal products include batch ovens, conveyORIZED ovens and continuous process ovens sold under the Alkar brand name and food packaging machinery sold under the RapidPak brandname.

The International Distribution Division provides integrated design, export management, distribution and installation services through its operations in China, India, Lebanon, Mexico, the Philippines, Russia, South Korea, Spain, Sweden Taiwan and the United Kingdom. The division sells the company's product lines and certain non-competing complementary product lines throughout the world. For a local country distributor or dealer, the company is able to provide a centralized source of foodservice equipment with complete export management and product support services.

The accounting policies of the segments are the same as those described in the summary of significant accounting policies. The chief decision maker evaluates individual segment performance based on operating income. Management believes that intersegment sales are made at established arms length transfer prices.

The following table summarizes the results of operations for the company's business segments (dollars in thousands):

| | Commercial Foodservice | Industrial Foodservice | International Distribution | Corporate and Other ⁽²⁾ | Eliminations ⁽³⁾ | Total |
|----------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------------------|-----------------------------|------------|
| 2006 | | | | | | |
| Net sales | \$ 329,215 | \$ 55,153 | \$ 56,496 | \$ — | \$(37,733) | \$ 403,131 |
| Operating income | 85,267 | 8,396 | 3,160 | (18,771) | (1,151) | 76,901 |
| Depreciation expense | 2,749 | 508 | 110 | 52 | — | 3,419 |
| Net capital expenditures | 1,421 | 447 | 83 | 316 | — | 2,267 |
| Total assets | 211,289 | 45,445 | 27,764 | 7,650 | (7,126) | 285,022 |
| Long-lived assets ⁽⁴⁾ | 129,941 | 27,791 | 500 | 9,115 | — | 167,347 |
| 2005 | | | | | | |
| Net sales | \$ 298,994 | \$ 2,837 | \$ 53,989 | \$ — | \$(39,152) | \$ 316,668 |
| Operating income | 69,710 | 134 | 3,460 | (15,367) | 35 | 57,972 |
| Depreciation expense | 2,992 | 49 | 178 | 16 | — | 3,235 |
| Net capital expenditures | 1,006 | — | 275 | 95 | — | 1,376 |
| Total assets | 192,207 | 43,410 | 25,869 | 8,338 | (5,906) | 263,918 |
| Long-lived assets ⁽⁴⁾ | 129,958 | 26,922 | 400 | 5,003 | — | 162,283 |
| 2004 | | | | | | |
| Net sales | \$ 257,510 | \$ — | \$ 46,146 | \$ — | \$(32,541) | \$ 271,115 |
| Operating income | 54,990 | — | 1,908 | (19,751) | (775) | 36,372 |
| Depreciation expense | 3,267 | — | 156 | (273) | — | 3,150 |
| Net capital expenditures | 888 | — | 197 | 114 | — | 1,199 |
| Total assets | 177,271 | — | 24,439 | 14,485 | (6,520) | 209,675 |
| Long-lived assets ⁽⁴⁾ | 121,529 | — | 412 | 3,722 | — | 125,663 |

(1) Non-operating expenses are not allocated to the operating segments. Non-operating expenses consist of interest expense and deferred financing amortization, foreign exchange gains and losses and other income and expense items outside of income from operations.

(2) Includes corporate and other general company assets and operations.

(3) Includes elimination of intercompany sales, profit in inventory, and intercompany receivables. Intercompany sale transactions are predominantly from the Commercial Foodservice Equipment Group to the International Distribution Division.

(4) Long-lived assets of the Commercial Foodservice Equipment Group includes assets located in the Philippines which amounted to \$2,002, \$2,095 and \$2,184 in 2006, 2005 and 2004, respectively and assets located in Denmark which amounted to \$1,307 in 2006.

Net sales by each major geographic region are as follows:

| | 2006 | 2005 | 2004 |
|--------------------------|------------------------|------------|------------|
| | (dollars in thousands) | | |
| United States and Canada | \$ 326,023 | \$ 256,790 | \$ 219,377 |
| Asia | 25,779 | 23,399 | 20,846 |

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| | | | |
|------------------------|------------|------------|------------|
| Europe and Middle East | 34,831 | 26,568 | 22,808 |
| Latin America | 16,498 | 9,911 | 8,084 |
| Total international | 77,108 | 59,878 | 51,738 |
| | \$ 403,131 | \$ 316,668 | \$ 271,115 |

73

(11) EMPLOYEE RETIREMENT PLANS

(a) Pension Plans

The company maintains a non-contributory defined benefit plan for its union employees at the Elgin, Illinois facility. Benefits are determined based upon retirement age and years of service with the company. This defined benefit plan was frozen on April 30, 2002 and no further benefits accrue to the participants beyond this date. Plan participants will receive or continue to receive payments for benefits earned on or prior to April 30, 2002 upon reaching retirement age. The employees participating in the defined benefit plan were enrolled in a newly established 401K savings plan on July 1, 2002, further described below.

The company also maintains a retirement benefit agreement with its Chairman. The retirement benefits are based upon a percentage of the Chairman's final base salary. Additionally, the company maintains a retirement plan for non-employee directors participating on the Board of Directors prior to 2004. This plan is not available to any new non-employee directors. The plan provides for an annual benefit upon a change in control of the company or retirement from the Board of Directors at age 70, equal to 100% of the director's last annual retainer, payable for a number of years equal to the director's years of service up to a maximum of 10 years.

A summary of the plans' benefit obligations, funded status, and net balance sheet position is as follows:

| | (dollars in thousands) | | | |
|--|------------------------|-------------------|---------------|-------------------|
| | 2006 | 2006 | 2005 | 2005 |
| | Union Plan | Director Plans | Union Plan | Director Plans |
| Change in Benefit Obligation: | | | | |
| Benefit obligation - beginning of year | \$ 4,695 | \$ 1,447 | \$ 4,161 | \$ 8,281 |
| Service cost | — | 1,222 | — | 846 |
| Interest on benefit obligations | 256 | 153 | 242 | 82 |
| Return on assets | (202) | — | (190) | — |
| Net amortization and deferral | 180 | — | 139 | — |
| Pension settlement | — | — | — | 16 |
| Net pension expense | 234 | 1,375 | 191 | 944 |
| Net benefit payments | (211) | — | (206) | (7,778) |
| Actuarial (gain) loss | (56) | — | 549 | — |
| Benefit obligation - end of year | \$ 4,662 | \$ 2,822 | \$ 4,695 | \$ 1,447 |
| Change in Plan Assets: | | | | |
| Plan assets at fair value - beginning of year | \$ 3,738 | \$ — | \$ 3,483 | \$ 3,965 |
| Company contributions | 165 | — | 336 | 3,813 |
| Investment gain | 307 | — | 125 | — |
| Benefit payments and plan expenses | (211) | — | (206) | (7,778) |
| Plan assets at fair value - end of year | \$ 3,999 | \$ 2,822 | \$ 3,738 | \$ — |
| Funded Status: | | | | |
| Unfunded benefit obligation | \$ (663) | \$ (2,822) | \$ (957) | \$ (1,447) |
| Unrecognized net loss | — | — | 2,098 | — |
| Net amount in the balance sheet at year-end | \$ (663) | \$ (2,822) | \$ 1,141 | \$ (1,447) |
| Pre-tax components in accumulated other comprehensive income: | | | | |
| Net actuarial loss | \$ 1,736 | \$ — | \$ 2,098 | \$ — |
| Net prior service cost | — | — | — | — |
| Net transaction (asset) obligations | — | — | — | — |
| Total amount recognized | \$ 1,736 | \$ — | \$ 2,098 | \$ — |
| Salary growth rate | n/a | 7.50% | n/a | 7.50% |
| Assumed discount rate | 5.75% | 5.75% | 5.75% | 6.00% |
| Expected return on assets | 5.50% | n/a | 5.50% | n/a |

In September 2006, the FASB issued SFAS No. 158. One provision of SFAS No. 158 requires full recognition of the funded status of defined benefit and post-retirement plans. Adoption of this provision did not impact earnings. The company utilizes a November 30 measurement date for the calculation of union plan obligations, which would not materially differ from measurement at the fiscal year end.

The following table indicates the pre-tax incremental effect of the application of SFAS No. 158 on individual line items in the Consolidated Balance Sheet at December 30, 2006, for the company's plans.

| | Before SFAS No. 158 | Adjustment | After SFAS No. 158 |
|--|------------------------|------------|-----------------------|
| Pension Plans: | | | |
| Prepaid benefit cost | \$ 1,073 | \$ (1,073) | \$ — |
| Accrued benefit liability | (1,736) | 1,073 | (663) |
| Accumulated other comprehensive income | 1,736 | — | 1,736 |

The company has engaged a non-affiliated third party professional investment advisor to assist the company develop investment policy and establish asset allocations. The company's overall investment objective is to provide a return, that along with company contributions, is expected to meet future benefit payments. Investment policy is established in consideration of anticipated future timing of benefit payments under the plans. The anticipated duration of the investment and the potential for investment losses during that period are carefully weighed against the potential for appreciation when making investment decisions. The company routinely monitors the performance of investments made under the plans and reviews investment policy in consideration of changes made to the plans or expected changes in the timing of future benefit payments.

The assets of the union plan were invested in the following classes of securities (none of which were securities of the company):

| | 2006 Union Plan | 2005 Union Plan |
|--------------|-----------------------|-----------------------|
| Equity | 26% | 24% |
| Fixed income | 36 | 50 |
| Money market | 38 | 26 |
| | 100% | 100% |

The expected return on assets is developed in consideration of the anticipated duration of investment period for assets held by the plan, the allocation of assets in the plan, and the historical returns for plan assets.

Estimated future benefit payments under the plan is as follows (dollars in thousands):

| | Union Plan | Director Plans |
|----------------|---------------|-------------------|
| 2007 | \$ 318 | \$ — |
| 2008 | 305 | 40 |
| 2009 | 307 | 40 |
| 2010 | 303 | 40 |
| 2011 | 306 | 40 |
| 2012 thru 2016 | 1,613 | 3,312 |

In conjunction with the retirement of the former chairman of the board in December 2004, the company entered into an agreement to settle obligations relating to the former chairman's pension. As part of this settlement, the company made payments aggregating to \$7.8 million, which were funded in part by existing plan assets, in the first quarter of 2005 to fully settle all pension obligations due to the former chairman. Contributions to the directors' plan are based upon actual retirement benefits for directors as they retire.

Contributions under the union plan are funded in accordance with provisions of The Employee Retirement Income Security Act of 1974. Expected contributions to be made in 2007 are \$0.2 million.

(b) 401K Savings Plans

As of December 30, 2006, the company maintained four separate defined contribution 401K savings plans covering all employees in the United States. These four plans separately cover (1) the union employees at the Elgin, Illinois facility, (2) the union employees at the Lodi, Wisconsin facility, (3) the non-union employees at the Lodi, Wisconsin facility, and (4) all other remaining non-union employees in the United States not covered by one of the previous mentioned plans. The company makes profit sharing contributions to the various plans in accordance with the requirements of the plan. Profit sharing contributions for certain of these 401K savings plans are at the discretion of the company.

In conjunction with the freeze on future benefits under the defined benefit plan for union employees at the Elgin, Illinois facility, the company established a 401K savings plan for this group of employees. The company makes contributions to this plan in accordance with its agreement with the union. These contributions amounted to \$206,000 for 2006, \$219,600 for 2005 and \$221,400 for 2004.

The 401K savings plans for both the union and non-union employees at the Lodi, Wisconsin facility are related to the business operations of Alkar Holdings, Inc. which was acquired on December 7, 2005. Contributions made to the union employee plan amounted to \$168,800 for 2005. There were no contributions to the union employee plan for 2006. There were no contributions for the non-union employee plan for 2006 or 2005.

(12) QUARTERLY DATA (UNAUDITED)

| | 1 st | 2 nd | 3 rd | 4 th | Total Year |
|---------------------------------------|---|-----------------|-----------------|-----------------|------------|
| | (dollars in thousands, except per share data) | | | | |
| 2006 | | | | | |
| Net sales | \$ 96,749 | \$ 104,849 | \$ 103,239 | \$ 98,294 | \$ 403,131 |
| Gross profit | 35,524 | 41,727 | 40,575 | 39,051 | 156,877 |
| Income (loss) from operations | 15,148 | 20,279 | 21,021 | 20,453 | 76,901 |
| Net earnings (loss) | \$ 8,051 | \$ 11,090 | \$ 12,177 | \$ 11,059 | \$ 42,377 |
| Basic earnings (loss) per share (1) | \$ 1.06 | \$ 1.45 | \$ 1.59 | \$ 1.44 | \$ 5.54 |
| Diluted earnings (loss) per share (1) | \$ 0.97 | \$ 1.34 | \$ 1.48 | \$ 1.34 | \$ 5.13 |
| 2005 | | | | | |
| Net sales | \$ 74,889 | \$ 83,912 | \$ 80,937 | \$ 76,930 | \$ 316,668 |
| Gross profit | 27,072 | 32,586 | 32,476 | 29,519 | 121,653 |
| Income (loss) from operations | 12,003 | 16,337 | 16,284 | 13,348 | 57,972 |
| Net earnings (loss) | \$ 6,348 | \$ 8,969 | \$ 9,628 | \$ 7,233 | \$ 32,178 |
| Basic earnings (loss) per share (1) | \$ 0.85 | \$ 1.19 | \$ 1.28 | \$ 0.96 | \$ 4.28 |
| Diluted earnings (loss) per share (1) | \$ 0.79 | \$ 1.11 | \$ 1.19 | \$ 0.88 | \$ 3.98 |

(1) Sum of quarters may not equal the total for the year due to changes in the number of shares outstanding during the year.

(13) SUBSEQUENT EVENT

In February 2007, subsequent to the fiscal 2006 year end, the company entered into an agreement to acquire the assets and operations of Jade Products Company. The acquisition is expected to close on April 2, 2007.

THE MIDDLEBY CORPORATION AND SUBSIDIARIES**SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS AND RESERVES**
FISCAL YEARS ENDED DECEMBER 30, 2006, DECEMBER 31, 2005
AND JANUARY 1, 2005

| | Balance Beginning Of Period | Additions Charged Expense | Write-Offs During the the Period | Acquisition | Balance At End Of Period |
|---|-----------------------------------|---------------------------------|--|--------------|--------------------------------|
| Allowance for doubtful accounts; deducted from accounts receivable on the balance sheets- | | | | | |
| 2006 | \$ 3,081,000 | \$ 1,733,000 | \$ (722,000) | \$ 1,009,000 | \$ 5,101,000 |
| 2005 | \$ 3,382,000 | \$ 503,000 | \$ (1,125,000) | \$ 321,000 | \$ 3,081,000 |
| 2004 | \$ 3,146,000 | \$ 514,000 | \$ (278,000) | -\$ | \$ 3,382,000 |

78

Item 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure

None

Item 9A. Controls and Procedures

The company maintains disclosure controls and procedures that are designed to ensure that information required to be disclosed in the company's Exchange Act reports is recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms, and that such information is accumulated and communicated to the company's management, including its Chief Executive Officer and Chief Financial Officer as appropriate, to allow timely decisions regarding required disclosure.

As of December 30, 2006, the company carried out an evaluation, under the supervision and with the participation of the company's management, including the company's Chief Executive Officer and Chief Financial Officer, of the effectiveness of the design and operation of the company's disclosure controls and procedures. Based on the foregoing, the company's Chief Executive Officer and Chief Financial Officer concluded that the company's disclosure controls and procedures were effective as of the end of this period.

During the quarter ended December 30, 2006 there have been no changes in the company's internal controls over financial reporting that have materially affected, or are reasonably likely to materially affect, the company's internal control over financial reporting.

79

Management's Report on Internal Control over Financial Reporting

Our management is responsible for establishing and maintaining adequate internal control over financial reporting as defined in Rules 13a-15(f) and 15d-15(f) under the Securities Exchange Act of 1934. Our internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. Our internal control over financial reporting includes those policies and procedures that:

- (i) pertain to the maintenance of records that in reasonable detail, accurately and fairly reflect the transactions and dispositions of our assets.
- (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of our management and directors; and
- (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of our assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Under the supervision and with the participation of our management, including our principal executive officer and principal financial officer, we conducted an evaluation of the effectiveness of our internal control over financial reporting based on the framework in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Our assessment of the internal control structure excluded Houno A/S which was acquired on August 31, 2006. Houno A/S had net sales of \$4.1 million and total assets of \$5.8 million, which are included in the consolidated financial statements of the company as of and for the year ended December 30, 2006. Under guidelines established by the Securities Exchange Commission, companies are allowed to exclude acquisitions from their assessment of internal control over financial reporting during the first year of an acquisition while integrating the acquired company.

Based on our evaluation under the framework in Internal Control - Integrated Framework, our management concluded that our internal control over financial reporting was effective as of December 30, 2006. Our management's assessment of the effectiveness of our internal control over financial reporting as of December 30, 2006 has been audited by Deloitte & Touche LLP, an independent registered public accounting firm, as stated in their report which is included herein.

The Middleby Corporation
March 14, 2007

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Board of Directors and Stockholders of
The Middleby Corporation

We have audited management's assessment, included in the accompanying Management's Report on Internal Control Over Financial Reporting, that The Middleby Corporation and subsidiaries (the "Company") maintained effective internal control over financial reporting as of December 30, 2006, based on criteria established in *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission. As described in Management's Report on Internal Control Over Financial Reporting, management excluded from its assessment the internal control over financial reporting at Houno A/S, which was acquired on August 31, 2006, and whose financial statements constitute 0% and 2% of net and total assets, respectively, 1 % of revenues, and (1%) of net income of the consolidated financial statement amounts as of and for the year ended December 30, 2006. Accordingly, our audit did not include the internal control over financial reporting at Houno A/S. The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting. Our responsibility is to express an opinion on management's assessment and an opinion on the effectiveness of the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, evaluating management's assessment, testing and evaluating the design and operating effectiveness of internal control, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinions.

A company's internal control over financial reporting is a process designed by, or under the supervision of, the company's principal executive and principal financial officers, or persons performing similar functions, and effected by the company's board of directors, management, and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of the inherent limitations of internal control over financial reporting, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of the effectiveness of the internal control over financial reporting to future periods are subject to the risk that the controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, management's assessment that the Company maintained effective internal control over financial reporting as of December 30, 2006, is fairly stated, in all material respects, based on the criteria established in *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 30, 2006, based on the criteria established in *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated financial statements and financial statement schedule as of and for the year ended December 30, 2006 of the Company and our report dated March 14, 2007 expressed an unqualified opinion on those financial statements and financial statement schedule and included an explanatory paragraph regarding the Company's adoption of Statement of Financial Accounting Standards No. 123(R), "*Share-Based Payment*," on January 1, 2006.

/s/ DELOITTE & TOUCHE LLP

Chicago, Illinois
March 14, 2007

81

Item 9B. Other Information

None.

82

PART III

Pursuant to General Instruction G (3), the information called for by Part III (Item 10 (Directors and Executive Officers of the Registrant), Item 11 (Executive Compensation), Item 12 (Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters), Item 13 (Certain Relationships and Related Transactions) and Item 14 (Principal Accountant Fees and Services), is incorporated herein by reference from the registrant's definitive proxy statement filed with the Commission pursuant to Regulation 14A not later than 120 days after the end of the fiscal year covered by this Form 10-K.

83

PART IV

Item 15. Exhibits and Financial Statement Schedules

- (a) 1. Financial statements.

The financial statements listed on Page 37 are filed as part of this Form 10-K.

3. Exhibits.

- 2.1 Stock Purchase Agreement, dated August 30, 2001, between The Middleby Corporation and Maytag Corporation, incorporated by reference to the company's Form 10-Q Exhibit 2.1, for the fiscal period ended September 29, 2001, filed on November 13, 2001.
- 2.2 Amendment No. 1 to Stock Purchase Agreement, dated December 21, 2001, between The Middleby Corporation and Maytag Corporation, incorporated by reference to the company's Form 8-K Exhibit 2.2 dated December 21, 2001, filed on January 7, 2002.
- 2.3 Amendment No. 2 to Stock Purchase Agreement, dated December 23, 2002 between The Middleby Corporation and Maytag Corporation, incorporated by reference to the company's Form 8-K Exhibit 2.1 dated December 23, 2002, filed on January 7, 2003.
- 2.4 Stock Purchase Agreement, dated December 6, 2005, by and among Middleby Marshall, Inc., Alkar Holdings, Inc. and the other signatories thereto, incorporated by reference to the company's Form 8-K Exhibit 10.1, dated December 6, 2005, filed on December 12, 2005.
- 3.1 Restated Certificate of Incorporation of The Middleby Corporation (effective as of May 13, 2005, incorporated by reference to the company's Form 8-K, Exhibit 3.1, dated April 29, 2005, filed on May 17, 2005.
- 3.2 Amended and Restated Bylaws of The Middleby Corporation (effective as of May 13, 2005, incorporated by reference to the company's Form 8-K, Exhibit 3.2, dated April 29, 2005, filed on May 17, 2005.

- 4.1 Certificate of Designations dated October 30, 1987, and specimen stock certificate relating to the company Preferred Stock, incorporated by reference from the company's Form 10-K, Exhibit (4), for the fiscal year ended December 31, 1988, filed on March 15, 1989.
- 4.2 Subordinated Promissory Note Agreement, dated December 21, 2001, between The Middleby Corporation and Maytag Corporation incorporated by reference to the company's Form 8-K, Exhibit 4.1 filed on January 7, 2002.
- 4.3 Subordinated Promissory Note Agreement, dated December 21, 2001, between The Middleby Corporation and Maytag Corporation incorporated by reference to the company's Form 8-K, Exhibit 4.2 filed on January 7, 2002.
- 4.4 Deed of Charge and Memorandum of Deposit, dated December 21, 2001, between G.S. Blodgett Corporation and Bank of America incorporated by reference to the company's Form 8-K, Exhibit 4.4 filed on January 7, 2002.
- 4.5 Subsidiary Guaranty, dated December 21, 2001, between The Middleby Corporation, Middleby Marshall Inc. and Bank of America incorporated by reference to the company's Form 8-K, Exhibit 4.5 filed on January 7, 2002.
- 4.6 Security Agreement, dated December 21, 2001, between The Middleby Corporation, Middleby Marshall Inc. and its subsidiaries and Bank of America incorporated by reference to the company's Form 8-K, Exhibit 4.6 filed on January 7, 2002.
- 4.7 U.S. Pledge Agreement, dated December 21, 2001, between The Middleby Corporation, Middleby Marshall Inc. and its subsidiaries and Bank of America incorporated by reference to the company's Form 8-K, Exhibit 4.7 filed on January 7, 2002.
- 4.8 Consent and Waiver to Subordinated Promissory Note, dated December 23, 2002, between The Middleby Corporation and Maytag Corporation, incorporated by reference to the company's Form 8-K Exhibit 2.1 dated December 23, 2002, filed on January 7, 2003.
- 4.9 Restated and Substituted Promissory Note, dated October 23, 2003, between The Middleby Corporation and Maytag Corporation, incorporated by reference to the company's Form 10-Q, Exhibit 4.2, for the fiscal period ended September 27, 2003, filed on November 7, 2003.

- 4.10 Second Amended and Restated Credit Agreement, dated May 19, 2004, between The Middleby Corporation, Middleby Marshall, Inc., LaSalle Bank National Association, Wells Fargo Bank, Inc., Bank of America N.A. and Banc of America Securities, LLC, incorporated by reference to the company's Form 8-K Exhibit 4.1, dated May 19, 2004, filed on May 21, 2004.
- 4.11 Commercial Promissory Note between The Middleby Corporation and Pizzagalli Properties, LLC, dated November 10, 2004, incorporated by reference to the company's Form 10-K Exhibit 4.18, for the fiscal year ended January 1, 2005, filed on March 17, 2005.
- 4.12 Third Amended and Restated Credit Agreement, dated December 23, 2004, between The Middleby Corporation, Middleby Marshall, Inc., LaSalle Bank National Association, Wells Fargo Bank, Inc. and Bank of America N.A., incorporated by reference to the company's Form 8-K Exhibit 10.2, dated December 23, 2004, filed on December 28, 2004.
- 4.13 First Amendment to the Third Amended and Restated Agreement, dated December 7, 2005, between The Middleby Corporation, Middleby Marshall, Inc., LaSalle Bank National Association, Wells Fargo Bank, Inc. and Bank of America N.A., incorporated by reference to the company's Form 8-K Exhibit 10.1, dated December 7, 2005, filed on December 12, 2005.
- 10.1 Amended and Restated Employment Agreement of William F. Whitman, Jr., dated January 1, 1995,
* incorporated by reference to the company's Form 10-Q, Exhibit (10) (iii) (a), for the fiscal quarter ended April 1, 1995;
- 10.2 Amendment No. 1 to Amended and Restated Employment Agreement of William F. Whitman, Jr., incorporated
* by reference to the company's Form 8-K, Exhibit 10(a), filed on August 21, 1998.
- 10.3 Amended and Restated Employment Agreement of David P. Riley, dated January 1, 1995, incorporated by
* reference to the company's 10-Q, Exhibit (10) (iii) (b) for the fiscal quarter ended April 1, 1995;
- 10.4 Amendment No. 1 to Amended and Restated Employment Agreement of David P. Riley incorporated by
* reference to the company's Form 8-K, Exhibit 10(b), filed on August 21, 1998.

- 10.5 Retirement Plan for Independent Directors adopted as of January 1, 1995, incorporated by reference to the
* company's Form 10-Q, Exhibit (10) (iii) (c), for the fiscal quarter ended April 1, 1995;
- 10.6 Description of Supplemental Retirement Program, incorporated by reference to Amendment No. 1 to the
* company's Form 10-Q, Exhibit 10 (c), for the fiscal quarter ended July 3, 1993, filed on August 25, 1993;
- 10.7 The Middleby Corporation Stock Ownership Plan, incorporated by reference to the company's Form 10-K,
* Exhibit (10) (iii) (m), for the fiscal year ended January 1, 1994, filed on March 31, 1994;
- 10.8 Amendment to The Middleby Corporation Stock Ownership Plan dated as of January 1, 1994, incorporated by
* reference to the company's Form 10-K, Exhibit (10) (iii) (n), for the fiscal year ended December 31, 1994, filed
on March 31, 1995;
- 10.9 Grantor trust agreement dated as of April 1, 1999 among the company and Wachovia Bank, N.A, incorporated
by reference to the company's Form 10-K, Exhibit 10.15, for the fiscal year ended January 1, 2000 filed on
March 31, 2000.
- 10.10 Amendment No. 2 to Amended and Restated Employment Agreement of David P. Riley, dated December 1,
* 2000, incorporated by reference to the company's Form 10-K, Exhibit 10(C), for the fiscal year ended
December 30, 2000 filed on March 30, 2001.
- 10.11 Amendment No. 2 to Amended and Restated Employment Agreement of William F. Whitman, dated January
* 1, 2001, incorporated by reference to the company's Form 10-K, Exhibit 10(D), for the fiscal year ended
December 30, 2000 filed on March 30, 2001.
- 10.12 Amendment No. 3 to Amended and Restated Employment Agreement of David P. Riley, dated June 20, 2001,
* incorporated by reference to the company's Form 10-K, Exhibit 10-16, for the fiscal year ended December 29,
2001 filed on March 29, 2002.

10.13 Amendment No. 3 to Amended and Restated Employment Agreement of William F. Whitman, dated April 16, 2002, incorporated by reference to the company's Form 10-Q, Exhibit 10(A), for the fiscal period ended June 29, 2002 filed on August 19, 2002.

10.14 Amendment No. 4 to Amended and Restated Employment Agreement of William F. Whitman, Jr., dated January 2, 2003, incorporated by reference to the company's Form 10-Q, Exhibit 10(A), for the fiscal period ended June 28, 2003, filed on August 8, 2003.

10.15 Amendment No. 5 to Amended and Restated Employment Agreement of William F. Whitman, Jr., dated December 15, 2003, incorporated by reference to the company's Form 10-K, Exhibit 10.18, for the fiscal year ended January 3, 2004, filed on April 2, 2004.

10.16 Amended 1998 Stock Incentive Plan, dated December 15, 2003, incorporated by reference to the company's Form 10-K, Exhibit 10.21, for the fiscal year ended January 3, 2004, filed on April 2, 2004.

- 10.17 Amendment No. 6 to Employment Agreement of William F. Whitman, dated September 13, 2004,
* incorporated by reference to the company's Form 8-K Exhibit 10, dated September 13, 2004, filed on September 17, 2004.
- 10.18 Lease Termination Agreement between Cloverleaf Properties, Inc., Blodgett Holdings, Inc., The Middleby Corporation and Pizzagalli Properties, LLC, dated November 10, 2004, incorporated by reference to the company's Form 10-K Exhibit 10.26, for the fiscal year ended January 1, 2005, filed on March 17, 2005.
- 10.19 Certificate of Lease Termination by Pizzagalli Properties, LLC and Cloverleaf Properties, Inc., dated November 10, 2004, incorporated by reference to the company's Form 10-K Exhibit 10.27, for the fiscal year ended January 1, 2005, filed on March 17, 2005.
- 10.20 Stock Purchase Agreement between The Middleby Corporation, William F. Whitman Jr., Barbara K. Whitman, W. Fifield Whitman III, Laura B. Whitman and Barbara K. Whitman Irrevocable Trust, dated December 23, 2004, incorporated by reference to the company's Form 8-K Exhibit 10.1, dated December 23, 2004, filed on December 28, 2004.
- 10.21 Employment Agreement of Selim A. Bassoul dated December 23, 2004, incorporated by reference to the
* company's Form 8-K Exhibit 10.1, dated December 23, 2004, filed on December 28, 2004.
- 10.22 * Letter Agreement by and between The Middleby Corporation and William F. Whitman, incorporated by reference to the company's Form 8-K Exhibit 10.1, dated February 15, 2005, filed on February 18, 2005.
- 10.23 Amended and Restated Management Incentive Compensation Plan, incorporated by reference to the
* company's Form 8-K Exhibit 10.1, dated February 25, 2005, filed on March 3, 2005.

- 10.24 Employment Agreement by and between The Middleby Corporation and Timothy J. FitzGerald, incorporated
* by reference to the company's Form 8-K Exhibit 10.1, dated March 7, 2005, filed on March 8, 2005.
- 10.25 Restricted Stock Agreement by and between The Middleby Corporation, incorporated by reference to the
* company's Form 8-K Exhibit 10.2, dated March 7, 2005, filed on March 8, 2005.
- 10.26 Form of The Middleby Corporation 1998 Stock Incentive Plan Non-Qualified Stock Option Agreement,
* incorporated by reference to the company's Form 8-K Exhibit 10.1, dated April 29, 2005, filed on May 5,
2005.
- 10.27 * Form of Confidentiality and Non-Competition Agreement, incorporated by reference to the
company's Form 8-K Exhibit 10.2, dated April 29, 2005, filed on May 5, 2005.
- 10.28 The Middleby Corporation Amended and Restated Management Incentive Compensation Plan, effective as of
* January 1, 2005, incorporated by reference to the company's Form 8-K Exhibit 10.1, dated April 29, 2005,
filed on May 17, 2005.
- 10.29 Amendment to The Middleby Corporation 1998 Stock Incentive Plan, effective as of January 1, 2005,
* incorporated by reference to the company's Form 8-K Exhibit 10.2, dated April 29, 2005, filed on May 17,
2005.

21

List of subsidiaries;

- 31.1 Certification of Chief Executive Officer pursuant to Rule 13a-14(a) and Rule 15d-14(a) of the Securities
Exchange Act, as amended.
- 31.2 Certification of Chief Financial Officer pursuant to Rule 13a-14(a) and Rule 15d-14(a) of the Securities
Exchange Act, as amended.
- 32.1 Certification of Principal Executive Officer pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of
the Sarbanes-Oxley Act of 2002.
- 32.2 Certification of Principal Financial Officer Pursuant to 18 U.S.C. 1350, as adopted pursuant to Section 906 of the
Sarbanes-Oxley Act of 2002.

90

* Designates management contract or compensation plan.

(c) See the financial statement schedule included under Item 8.

91

SIGNATURES

Pursuant to the requirements of Section 13 or 15 (d) of the Securities Exchange Act of 1934, the Registrant has duly caused this Report to be signed on its behalf by the undersigned, thereunto duly authorized, on the 15th of March 2007.

THE MIDDLEBY CORPORATION

By: /s/ Timothy J. FitzGerald

Timothy J. FitzGerald
Vice President,
Chief Financial Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the Registrant and in the capacities indicated on March 15, 2007.

Signatures

Title

PRINCIPAL EXECUTIVE OFFICER

/s/ Selim A. Bassoul

Chairman of the Board, President,
Chief Executive Officer and Director

Selim A. Bassoul

PRINCIPAL FINANCIAL AND
ACCOUNTING OFFICER

/s/ Timothy J. FitzGerald

Vice President, Chief Financial
Officer

Timothy J. FitzGerald

DIRECTORS

/s/ Robert Lamb

Director

Robert Lamb

/s/ John R. Miller, III

Director

John R. Miller, III

/s/ Gordon O'Brien

Director

Gordon O'Brien

/s/ Philip G. Putnam Director

Philip G. Putnam

/s/ Sabin C. Streeter Director

Sabin C. Streeter

/s/ Robert L. Yohe Director

Robert L. Yohe

92
