Agenda

Welcome	Kasey Jenkins — Vice President Investor Relations
Strategic Overview	Lawrence Kurzius -— Chairman, President & CEO
Consumer Segment	Brendan Foley — President, Global Consumer Business & North America
Consumer Segment Q&A	Lawrence Kurzius, Brendan Foley, Malcom Swift John Bennett — <i>President, U.S. Consumer Products</i>
Industrial Segment	Malcolm Swift — President, Global Industrial and International Business
Industrial Segment Q&A	Lawrence Kurzius, Malcolm Swift, Brendan Foley Megan Ford — <i>President, US Industrial</i>
Business Development	Nneka Rimmer — Senior Vice President, Corporate Strategy & Development
Performance & Financial Outlook	Mike Smith — Executive Vice President & CFO
Business Development, Financial & Supply Chain Q&A	Lawrence Kurzius, Nneka Rimmer, Mike Smith Jim Radin — <i>Vice President, Global Supply Chain</i>
Closing Remarks	Lawrence Kurzius — <i>Chairman, President & CEO</i>





Our Vision is to Bring the Joy of Flavor to Life Our Mission is to Make Every Meal and Moment Better

Growth

Win Share

- Drive base business
- Accelerate scalable & differentiated innovation
- Expand availability & footprint
- Excel in Customer Intimacy & Consumer Insights

Performance

Superior Results

- Accelerate fuel for growth
- Drive continuous value creation
- Pursue functional excellence & collaboration

People

Win with Talent

- Develop talent to match business ambitions
- Enhance leadership capability
- Generate organizational capacity to fuel business growth

McCormick Principles

Passion for Flavor | Power of People | Taste You Trust | Driven to Innovate | Purpose-led Performance



McCormick is a compelling investment

- Flavor is a growing and advantaged category
- ✓ Aligned with growing consumer interests
- Execution of strategies to drive exceptional growth, profit and cash





Winning Flavor

Thank you

