

Agenda

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

McCormick Brings Passion to Flavor™





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



McCormick Principles

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

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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



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Winning
Flavor

Thank you

