



3rd Quarter 2025

McCormick & Company, Inc.

Business Update, Financial Results, and Outlook | October 7, 2025

The following slides accompany an October 7, 2025 earnings release conference call. This information should be read in conjunction with the press release issued on that date.



FORWARD-LOOKING INFORMATION

Certain information contained in this presentation, including statements concerning expected performance such as those relating to net sales, gross margin, earnings, cost savings, special charges, including transaction and integration expenses, acquisitions, brand marketing support, volume and product mix, income tax expense, and the impact of foreign currency rates are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. These statements may be identified by the use of words such as “may,” “will,” “expect,” “should,” “anticipate,” “intend,” “believe,” “plan,” and similar expressions. These statements may relate to: general economic and industry conditions, including consumer spending rates, recessions, interest rates, and availability of capital; expectations regarding sales growth potential in various geographies and markets, including the impact of brand marketing support, product innovation, and customer, channel, category, heat platform, and e-commerce expansion; expected trends in net sales, earnings performance, and other financial measures; the expected impact of pricing actions on the Company's results of operations, including our sales volume and mix as well as gross margins; the expected impact of the inflationary cost environment on our business; the anticipated effects of factors affecting our supply chain, including the availability and prices of commodities and other supply chain resources such as raw materials, packaging, labor, and transportation; the potential impact of trade policies, including new tariffs; the expected impact of productivity improvements, including those associated with our Comprehensive Continuous Improvement (CCI) program and the Global Business Services operating model initiative; the ability to identify, attract, hire, retain, and develop qualified personnel and the next generation of leaders; the impact of ongoing conflicts, including those between Russia and Ukraine and the war in the Middle East, including the potential for broader economic disruption; expected working capital improvements; the anticipated timing and costs of implementing our business transformation initiative, which includes the implementation of a global enterprise resource planning (ERP) system; the expected impact of accounting pronouncements; expectations regarding pension and postretirement plan contributions and anticipated charges associated with those plans; the holding period and market risks associated with financial instruments; the impact of foreign exchange fluctuations; the adequacy of internally generated funds and existing sources of liquidity, such as the availability of bank financing; the anticipated sufficiency of future cash flows to enable payments of interest, repayment of short- and long-term debt, working capital needs, planned capital expenditures, quarterly dividends, and our ability to obtain additional short- and long-term financing or issue additional debt securities; and expectations regarding purchasing shares of McCormick's common stock under the existing repurchase authorization.

These and other forward-looking statements are based on management's current views and assumptions and involve risks and uncertainties that could significantly affect expected results. Results may be materially affected by factors such as: the Company's ability to drive revenue growth; the Company's ability to increase pricing to offset, or partially offset, inflationary pressures on the cost of our products; damage to the Company's reputation or brand name; loss of brand relevance; increased private label use; the Company's ability to offset cost pressures or business impacts related to trade policies, including new tariffs; the Company's ability to drive productivity improvements, including those related to our CCI program and other streamlining actions; product quality, labeling, or safety concerns; negative publicity about our products; actions by, and the financial condition of, competitors and customers; the longevity of mutually beneficial relationships with our large customers; the ability to identify, interpret and react to changes in consumer preference and demand; business interruptions due to natural disasters, unexpected events or public health crises; issues affecting the Company's supply chain and procurement of raw materials, including fluctuations in the cost and availability of raw and packaging materials; labor shortage, turnover and labor cost increases; the impact of the ongoing conflicts between Russia and Ukraine and the war in the Middle East, including the potential for broader economic disruption; government regulation, and changes in legal and regulatory requirements and enforcement practices; the lack of successful acquisition and integration of new businesses; global economic and financial conditions generally, availability of financing, interest and inflation rates, and the imposition of tariffs, quotas, trade barriers and other similar restrictions; foreign currency fluctuations; the effects of our amount of outstanding indebtedness and related level of debt service as well as the effects that such debt service may have on the Company's ability to borrow or the cost of any such additional borrowing, our credit rating, and our ability to react to certain economic and industry conditions; impairments of indefinite-lived intangible assets; assumptions we have made regarding the investment return on retirement plan assets, and the costs associated with pension obligations; the stability of credit and capital markets; risks associated with the Company's information technology systems, including the threat of data breaches and cyber-attacks; the Company's inability to successfully implement our business transformation initiative; fundamental changes in tax laws; including interpretations and assumptions we have made, and guidance that may be issued, and volatility in our effective tax rate; climate change; Environmental, Social and Governance (ESG) matters; infringement of intellectual property rights, and those of customers; litigation, legal and administrative proceedings; the Company's inability to achieve expected and/or needed cost savings or margin improvements; negative employee relations; and other risks described in the Company's filings with the Securities and Exchange Commission.

Actual results could differ materially from those projected in the forward-looking statements. The Company undertakes no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required by law.



Brendan Foley

Chairman, President and
Chief Executive Officer



THIRD QUARTER PERFORMANCE

DIFFERENTIATED VOLUME GROWTH AND DISCIPLINED EXECUTION ON LEVERS WITHIN OUR CONTROL

Total organic sales growth of 2%, driven by continued momentum in Consumer volumes

Strong underlying volume performance in Flavor Solutions despite industry softness

Profitability impacted by rising commodity and tariff costs, partially offset with cost savings initiatives

Confident in achieving updated outlook for 2025



Organic sales is a Non-GAAP financial measure. See the accompanying Non-GAAP information and reconciliations in the appendix.



THIRD QUARTER 2025 SALES GROWTH

Areas of Success

Consumer

Strong volume growth in Spices and Seasonings across all regions

Continued share gains in Mustard in Americas and EMEA

Solid Hot Sauce performance with share and distribution gains

TDP expansion across core categories and high growth channels

Flavor Solutions

Customer diversification from new wins and share gains in Flavors

Reformulation projects with larger CPG customers increasing

Strong Americas and APAC QSR¹ performance; stabilizing trends in EMEA

Areas of Pressure

Consumer

Pressure on Americas' Recipe Mixes in Mexican Flavor

China Foodservice near-term softness; maintain 2025 gradual recovery

Flavor Solutions

Softness in CPG customers' volumes in Americas and EMEA

Weaker foot traffic impacting Americas Branded Foodservice



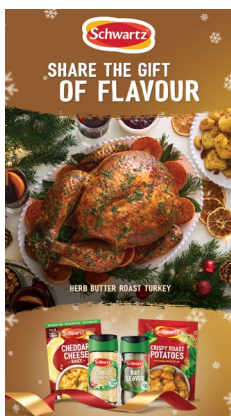
1 Quick Service Restaurants

EXECUTING ON GROWTH PLANS

Category Management



Brand Marketing



Innovation



Proprietary Technologies



Differentiated Customer Engagement



Beverage Flavor 201 ®



Marcos Gabriel

Executive Vice President
and Chief Financial Officer





VOLUME-LED POSITIVE ORGANIC SALES GROWTH

3Q 2025 Organic Sales Growth

Total McCormick

1.8%



Consumer

2.6%



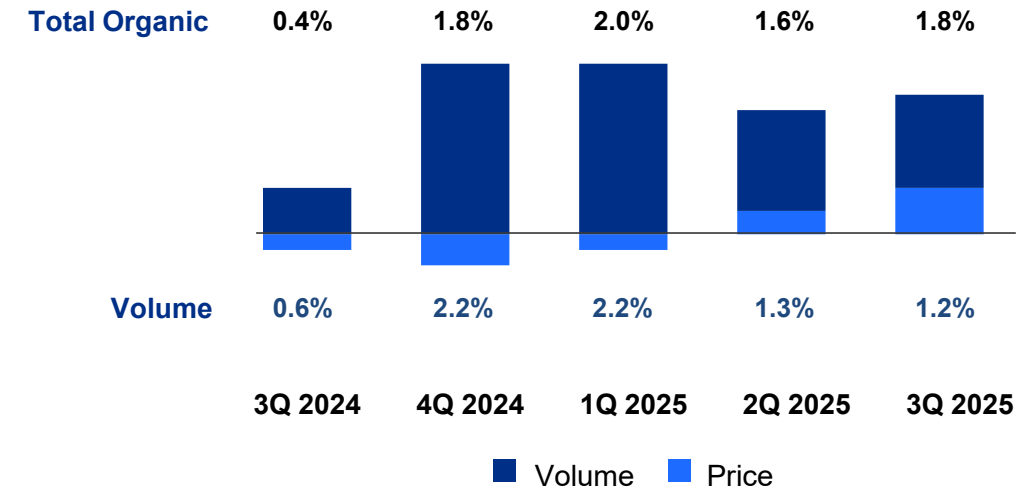
Flavor Solutions

0.6%



Organic Sales Trend

Total McCormick



Organic sales is a Non-GAAP financial measure. See the accompanying Non-GAAP information and reconciliations in the appendix.





ORGANIC SALES RESULTS: CONSUMER SEGMENT

3Q 2025 Total Consumer

2.6%

Volume
2.2%

Price
0.4%

3Q 2025 Consumer By Region

	Total Organic	Volume	Price
Americas	2.7%	2.7%	0.0%
EMEA	4.4%	1.6%	2.8%
APAC	(0.8%)	(0.6%)	(0.2%)

- **Americas:** Volume growth in core categories driven by investments in brand marketing, innovation, and category management.
- **EMEA:** Sustained volume growth; targeted pricing reflects increased commodity costs.
- **APAC:** Decline driven by softness in Foodservice in China.

Organic sales is a Non-GAAP financial measure. See the accompanying Non-GAAP information and reconciliations in the appendix.





ORGANIC SALES RESULTS: FLAVOR SOLUTIONS SEGMENT

3Q 2025 Total Flavor Solutions

0.6%

Volume
(0.3%)

Price
0.9%

3Q 2025 Flavor Solutions By Region

	Total Organic	Volume	Price
Americas	0.9%	(1.3%)	2.2%
EMEA	(3.1%)	(1.0%)	(2.1%)
APAC	6.3%	9.0%	(2.7%)

- **Americas:** Volume decline driven by lapping prior year customer activities. Pricing related to currency in Latin America.
- **EMEA:** Volume decline reflects soft CPG customers' volumes; volumes stabilized relative to recent trends.
- **APAC:** Volume growth driven primarily by QSR customers' promotions and limited time offers, partially offset by pricing.

Organic sales is a Non-GAAP financial measure. See the accompanying Non-GAAP information and reconciliations in the appendix.





THIRD QUARTER 2025 RESULTS

Total McCormick (in millions)	3Q 2025	v. 3Q 2024 Fav/(Unfav)	
		As Reported	Constant Currency
Net Sales	\$1,724.9	2.7%	1.8%
Adjusted Gross Profit % of Net Sales	646.1 37.5%	(0.6%) (120 bps)	
SG&A % of Net Sales	352.5 20.5%	2.5% 100 bps	
Adjusted Operating Income % of Net Sales	\$293.6 17.0%	1.8% (20 bps)	1.6%
Interest Exp. & Other Income	40.8	(1.2%)	
Adjusted Income Tax Expense Adjusted Income Tax Rate	40.6 16.1%	2.4% 70 bps	
Unconsolidated Operations	16.9	(5.6%)	
Adjusted Net Income	\$229.1	2.1%	

Financial measures which we refer to as “adjusted” are Non-GAAP financial measures. See the accompanying Non-GAAP information and reconciliations in the appendix, including constant currency.



SEGMENT RESULTS

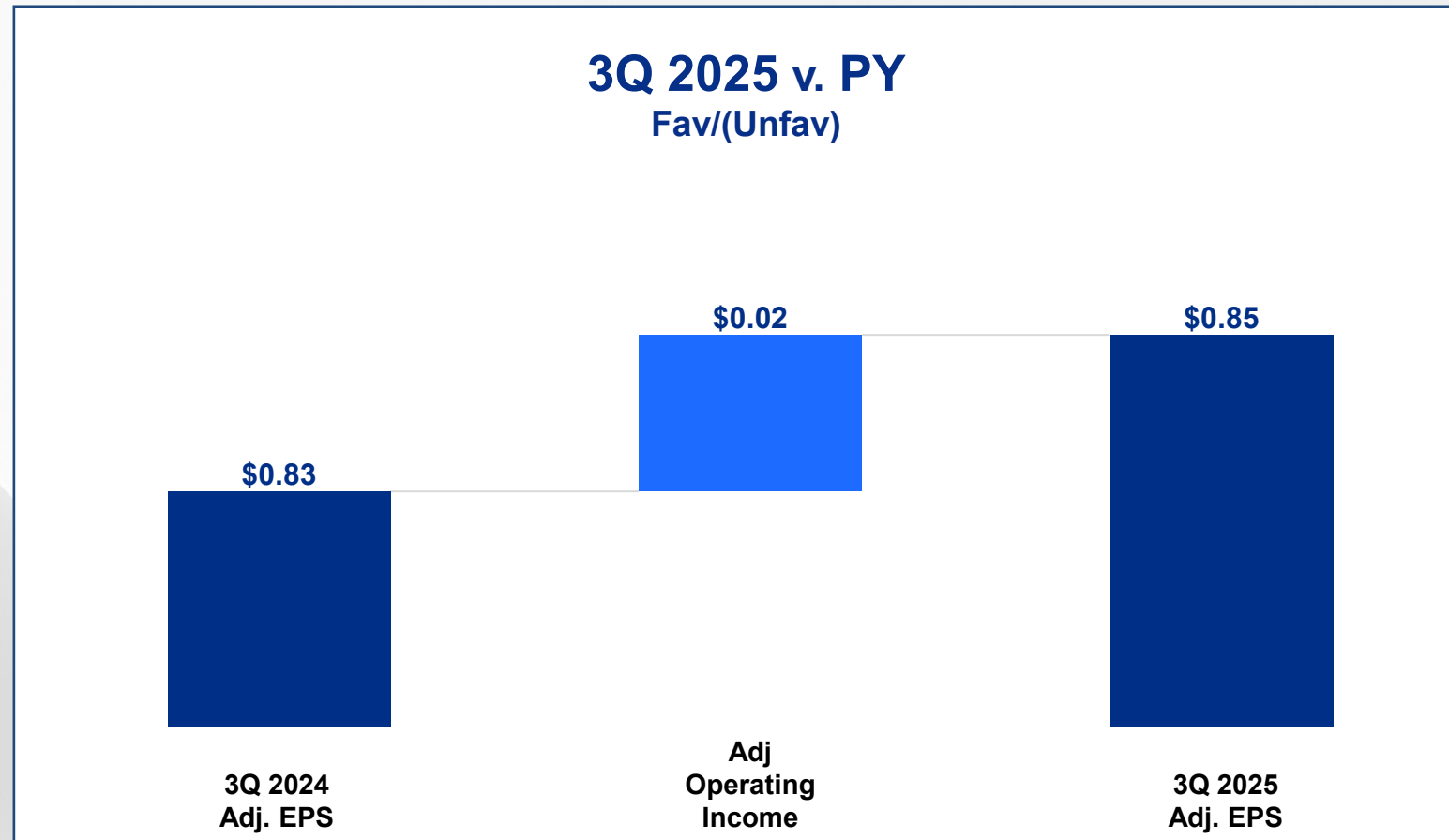
Consumer (in millions)	3Q 2025	v. 3Q 2024 Fav/(Unfav)	
		As Reported	Constant Currency
Net Sales	\$973.2	3.8%	2.6%
Adjusted Operating Income % of Net Sales	\$193.8 19.9%	3.7% 0 bps	3.2%

Flavor Solutions (in millions)	3Q 2025	v. 3Q 2024 Fav/(Unfav)	
		As Reported	Constant Currency
Net Sales	\$751.7	1.2%	0.6%
Adjusted Operating Income % of Net Sales	\$99.8 13.3%	(1.8%) (40 bps)	(1.6%)

Financial measures which we refer to as “adjusted” are Non-GAAP financial measures. See the accompanying Non-GAAP information and reconciliations in the appendix, including constant currency.



3Q 2025 ADJUSTED EARNINGS PER SHARE



Financial measures which we refer to as “adjusted” are Non-GAAP financial measures. See the accompanying Non-GAAP information and reconciliations in the appendix.





BALANCE SHEET AND CASH FLOW

Cash Flow From Operations Year-To-Date

\$420M

Decrease versus prior year driven by
higher cash used due to timing of
working capital

Balanced Use of Cash

Return to Shareholders

- \$362 million of cash returned to shareholders through dividends

Invest to Drive Growth

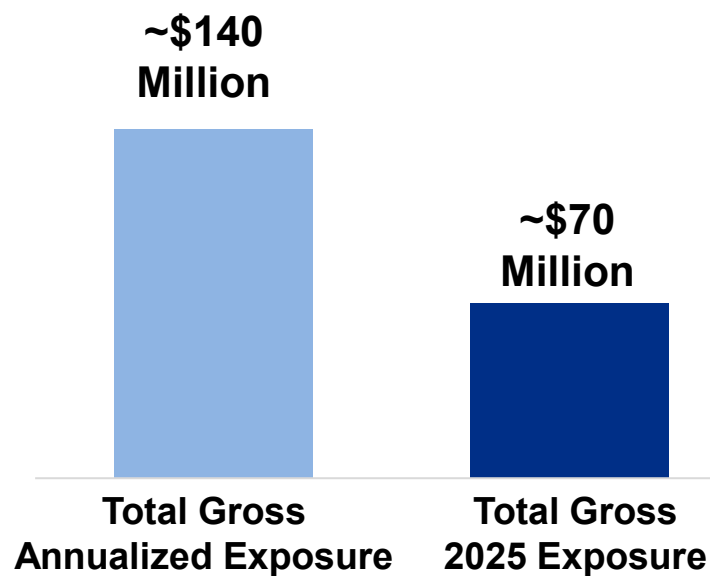
- Capital expenditures of \$138 million year-to-date

Maintain Strong and Flexible Balance Sheet

Expect Strong 2025 Cash Flow Driven by Profit and Working Capital Initiatives

MITIGATING MOST OF 2025 TARIFF COST EXPOSURE

Latest Exposure Estimates



Mitigation Initiatives

Sourcing
Productivity initiatives
Cost savings
Surgical pricing



2025 OUTLOOK

	Current Guide – Oct 2025		Prior Guide – Jun 2025	
	Reported	Constant Currency	Reported	Constant Currency
Net sales growth	0% to 2%	1% to 3%¹	0% to 2%	1% to 3%¹
Adjusted operating income growth	2% to 4%	3% to 5%	3% to 5%	4% to 6%
Cost inflation	LSD-MSD increase excluding tariffs		LSD increase excluding tariffs	
Adjusted gross profit margin	Comparable		Comparable to up 50 bps	
Brand marketing	MSD increase		MSD increase	
Income from unconsolidated operations	HSD decrease due to FX		HSD decrease due to FX	
Adjusted tax rate	~22%		22% to 23%	
Adjusted EPS	\$3.00 to \$3.05		\$3.03 to \$3.08	
Adjusted EPS growth	2% to 4%	4% to 6%	3% to 5%	5% to 7%
Shares outstanding	~270M		~270M	

Financial measures which we refer to as “adjusted” are Non-GAAP financial measures. See the accompanying Non-GAAP information and reconciliations in the appendix.

1. Organic sales, defined as the impact of volume/mix and price and excludes the impact of acquisitions or divestitures, as applicable, and foreign currency, growth is expected to be a 1% to 3% increase over the 2024 level.





KEY TAKEAWAYS

GROWTH PLANS CONTINUE TO DIFFERENTIATE AND STRENGTHEN OUR LEADERSHIP

Strategies executed with speed and agility and in alignment with consumer trends

Long-term trends that fuel our attractive categories are enduring

Results demonstrate effective investments that drive differentiated top-line growth and share gains

Focused on maintaining volume momentum, fueling investments, and driving profitable growth

Committed to strategic priorities while working through discrete tariff headwind



3rd Quarter 2025

McCormick & Company, Inc.

Business Update, Financial Results, and Outlook | October 7, 2025

The following slides accompany an October 7, 2025 earnings release conference call. This information should be read in conjunction with the press release issued on that date.



NON-GAAP FINANCIAL MEASURES

The following tables include financial measures of organic net sales, adjusted gross profit, adjusted gross profit margin, adjusted operating income, adjusted operating income margin, adjusted income tax expense, adjusted income tax rate, adjusted net income, and adjusted diluted earnings per share. These represent non-GAAP financial measures which are prepared as a complement to our financial results prepared in accordance with United States generally accepted accounting principles. These financial measures exclude the impact, as applicable, of the following:

Special charges - Special charges consist of expenses and income associated with certain actions undertaken by us to reduce fixed costs, simplify or improve processes, and improve our competitiveness. Included in special charges are transaction and integration costs.

We believe that these non-GAAP financial measures are important. The exclusion of the items noted above provides additional information that enables enhanced comparisons to prior periods and, accordingly, facilitates the development of future projections and earnings growth prospects. This information is also used by management to measure the profitability of our ongoing operations and analyze our business performance and trends.

These non-GAAP financial measures may be considered in addition to results prepared in accordance with GAAP; however, they should not be viewed as a substitute for, or superior to, GAAP results. Furthermore, these non-GAAP financial measures may not be comparable to similarly titled measures of other companies, as they may calculate them differently than we do. We intend to continue providing these non-GAAP financial measures as part of our future earnings discussions, ensuring consistency in our financial reporting. A reconciliation of these non-GAAP financial measures to the related GAAP financial measures follows:



NON-GAAP FINANCIAL MEASURES

(in millions except per share data)

Gross profit	
Impact of special charges included in cost of goods sold	
Adjusted gross profit	
Gross profit margin ⁽¹⁾	
Impact of special charges	
Adjusted gross profit margin ⁽¹⁾	
Operating income	
Impact of special charges	
Adjusted operating income	
% change versus year-ago period	
Operating income margin ⁽²⁾	
Impact of special charges	
Adjusted operating income margin ⁽²⁾	
Income tax expense	
Impact of special charges	
Adjusted income tax expense	
Income tax rate ⁽³⁾	
Impact of special charges	
Adjusted income tax rate ⁽³⁾	
Net income	
Impact of special charges	
Adjusted net income	
% change versus year-ago period	
Earnings per share – diluted	
Impact of special charges	
Adjusted earnings per share – diluted	
% change versus year-ago period	

Three Months Ended	
8/31/2025	8/31/2024
\$ 645.1	\$ 649.9
1.0	0.0
\$ 646.1	\$ 649.9
37.4 %	38.7 %
0.1 %	0.0 %
37.5 %	38.7 %
\$ 288.7	\$ 286.5
4.9	1.9
\$ 293.6	\$ 288.4
1.8 %	
16.7 %	17.1 %
0.3 %	0.1 %
17.0 %	17.2 %
\$ 39.3	\$ 41.0
1.3	0.6
\$ 40.6	\$ 41.6
15.9 %	16.7 %
0.2 %	0.1 %
16.1 %	16.8 %
\$ 225.5	\$ 223.1
3.6	1.3
\$ 229.1	\$ 224.4
2.1 %	
\$ 0.84	\$ 0.83
0.01	0.00
\$ 0.85	\$ 0.83
2.4 %	

1. Gross profit margin, impact of special charges, and adjusted gross profit margin are calculated as gross profit, impact of special charges, and adjusted gross profit as a percentage of net sales for each period presented.
2. Operating income margin, impact of special charges, and adjusted operating income margin are calculated as operating income, impact of special charges, and adjusted operating income as a percentage of net sales for each period presented.
3. Income tax rate is calculated as income tax expense as a percentage of income from consolidated operations before income taxes. Adjusted income tax rate is calculated as adjusted income tax expense as a percentage of income from consolidated operations before income taxes excluding special charges and transaction and integration expenses of \$252.8 million and \$248.1 million for the three months ended August 31, 2025 and 2024, respectively.

NON-GAAP FINANCIAL MEASURES

Because we are a multi-national company, we are subject to variability of our reported U.S. dollar results due to changes in foreign currency exchange rates. Those changes can be volatile. The exclusion of the effects of foreign currency exchange, or what we refer to as amounts expressed “on a constant currency basis,” is a non-GAAP measure. We believe that this non-GAAP measure provides additional information that enables enhanced comparison to prior periods excluding the translation effects of changes in rates of foreign currency exchange and provides additional insight into the underlying performance of our operations located outside of the U.S. It should be noted that our presentation herein of amounts and percentage changes on a constant currency basis does not exclude the impact of foreign currency transaction gains and losses (that is, the impact of transactions denominated in other than the local currency of any of our subsidiaries in their local currency reported results).

We provide organic net sales growth rates for our consolidated net sales and segment net sales. We believe that organic net sales growth rates provide useful information to investors because they provide transparency to underlying performance in our net sales by excluding the effect that foreign currency exchange rate fluctuations, acquisitions, and divestitures, as applicable, have on year-to-year comparability. A reconciliation of these measures from reported net sales growth rates, the relevant GAAP measures, are included in the tables set forth below.

Percentage changes in sales and adjusted operating income expressed on a constant currency basis are presented excluding the impact of foreign currency exchange. To present this information for historical periods, current period results for entities reporting in currencies other than the U.S. dollar are translated into U.S. dollars at the average exchange rates in effect during the corresponding period of the comparative year, rather than at the actual average exchange rates in effect during the current fiscal year. As a result, the foreign currency impact is equal to the current year results in local currencies multiplied by the change in the average foreign currency exchange rate between the current fiscal period and the corresponding period of the comparative year. Rates of constant currency and organic growth (decline) follow:

	Three Months Ended August 31, 2025		
	Percentage Change as Reported	Impact of Foreign Currency Exchange	Percentage Change on a Constant Currency and Organic Basis
Total Net Sales	2.7 %	0.9 %	1.8 %
Total Consumer	3.8 %	1.2 %	2.6 %
Americas	2.7 %	0.0 %	2.7 %
EMEA	11.4 %	7.0 %	4.4 %
APAC	0.0 %	0.8 %	(0.8)%
Total Flavor Solutions	1.2 %	0.6 %	0.6 %
Americas	0.1 %	(0.8)%	0.9 %
EMEA	2.1 %	5.2 %	(3.1)%
APAC	7.7 %	1.4 %	6.3 %

Adjusted operating income

Consumer segment
Flavor Solutions segment

Total adjusted operating income

	Three Months Ended August 31, 2025		
	Percentage Change as Reported	Impact of Foreign Currency Exchange	Percentage Change on Constant Currency Basis
Consumer segment	3.7 %	0.5 %	3.2 %
Flavor Solutions segment	(1.8)%	(0.2)%	(1.6)%
Total adjusted operating income	<u>1.8 %</u>	<u>0.2 %</u>	<u>1.6 %</u>

NON-GAAP FINANCIAL MEASURES

To present the percentage change in projected 2025 net sales, adjusted operating income, and adjusted earnings per share (diluted) on a constant currency basis, the projected local currency net sales, adjusted operating income, and adjusted net income for entities reporting in currencies other than the U.S. dollar are translated into U.S. dollars at forecasted exchange rates. These figures are then compared to the 2025 local currency projected results, which are translated into U.S. dollars at the average actual exchange rates in effect during the corresponding months of fiscal year 2024. This comparison determines what the 2025 consolidated U.S. dollar net sales, adjusted operating income, and adjusted earnings per share (diluted) would have been if the relevant currency exchange rates had not changed from those of the comparable 2024 periods.

Projection for the Year Ending November 30, 2025	
Percentage change in net sales	0% to 2%
Impact of unfavorable foreign currency exchange	1 %
Percentage change in net sales in constant currency	1% to 3%
Percentage change in adjusted operating income	2% to 4%
Impact of unfavorable foreign currency exchange	1 %
Percentage change in adjusted operating income in constant currency	3% to 5%
Percentage change in adjusted earnings per share — diluted	2% to 4%
Impact of unfavorable foreign currency exchange	2 %
Percentage change in adjusted earnings per share in constant currency — diluted	4% to 6%

NON-GAAP FINANCIAL MEASURES

The following provides a reconciliation of our estimated earnings per share to adjusted earnings per share for 2025 and actual results for 2024:

	Year Ended	
	2025 Projection	11/30/24
Earnings per share - diluted	\$2.95 to \$3.00	\$ 2.92
Impact of special charges	0.05	0.03
Adjusted earnings per share - diluted	<u>\$3.00 to \$3.05</u>	<u>\$ 2.95</u>