



Business Update,  
Financial Results, and Outlook  
1Q 2026 | March 31, 2026

**McCormick & Company, Inc.**



The following slides accompany a March 31, 2026 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; the expected results of operations of businesses acquired, including the additional 25% ownership interest in McCormick de Mexico; 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 tariffs; the impact of legal challenges to U.S. tariffs; the expected impact of productivity improvements, including those associated with our 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 or future geopolitical, including those between Russia and Ukraine and the war/conflict in the Middle East, including the potential for broader economic disruption, in particular related to fuel prices; 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 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 changing political and geopolitical conditions including the ongoing conflicts between Russia and Ukraine and the war in the Middle East, as well as 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

# First Quarter Performance

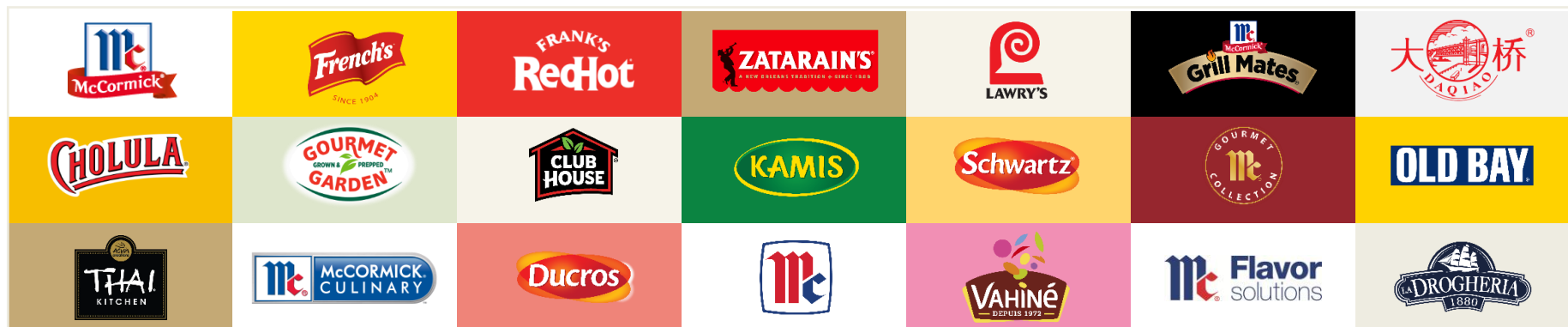
## Well Positioned to Drive Sustained Profitable Growth

Top and bottom line benefitted from McCormick de Mexico performance

Organic sales growth of 1% was driven by pricing with volumes in line with plan

Profitability reflects acquisition accretion and inflation mitigation strategies

Remain on track to achieve our outlook for 2026



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

# First Quarter 2026 Sales Growth

## Areas of Success

### Consumer

- U.S. elasticity and share performance in line with expectations
- Strong U.S. Hot Sauce performance for 6<sup>th</sup> consecutive quarter
- TDP expansion in Americas Spices and Seasonings
- Strong China performance reflecting continued gradual recovery
- Robust performance from McCormick de Mexico integration

### Flavor Solutions

- Improved customers' volumes in Branded Foodservice
- Strong QSR performance in China and stabilization in EMEA

## Areas of Pressure

### Consumer

- Pressure on Americas' Recipe Mixes in Mexican flavors
- Higher competitive promotional activity impacting U.S. Mustard

### Flavor Solutions

- Softness in CPG and QSR customers' volumes in Americas

<sup>1</sup> Quick Service Restaurants



# Evolving External & Consumer Environment

## Geopolitical & Operating Context

Evolving environment contributing to cost volatility and pressuring consumer confidence

Diversified sourcing and regional footprint helps limit exposure

Mitigating cost pressures through capabilities, productivity, and disciplined pricing

Potential softness in EMEA food-away-from-home



**Well Positioned to Manage and Mitigate Pressures**

## Consumer Dynamics

Financial strain is broad-based and persistent, yet consumers remain resilient

Affordability is main concern and value extends beyond price

Digital acceleration continues with e-commerce driving growth; AI reshaping visibility, pricing, and brand relevance.

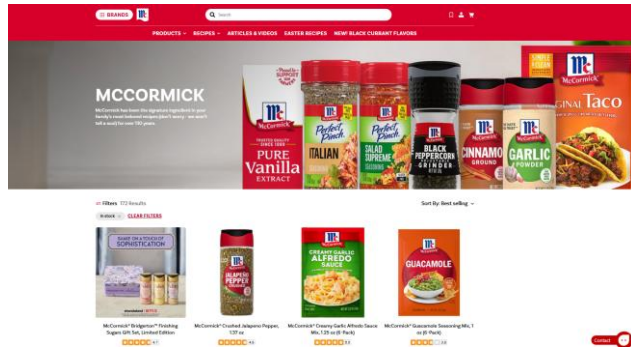
Continued momentum in scratch cooking, protein, and better-for-you platforms with flavor remaining a constant



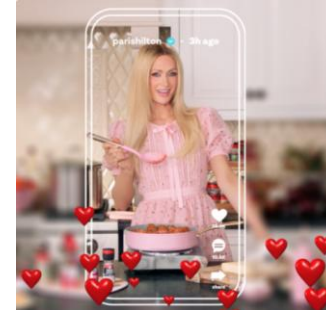
**Highlights Advantaged Position Across Both Segments**

# Executing on Growth Plans

## Category Management



## Brand Marketing



## Innovation



## Proprietary Technologies



## Differentiated Customer Engagement





# Marcos Gabriel

Executive Vice President  
and Chief Financial Officer

# Strong Constant Currency Sales Growth

1Q 2026 Total McCormick

**13.6%**

**Volume**  
**(0.7%)**

**Price**  
**1.9%**

**M&A**  
**12.4%**

**Consumer**

**21.6%**

**Volume**  
**(0.4%)**

**Price**  
**2.2%**

**M&A**  
**19.8%**

**Flavor Solutions**

**2.9%**

**Volume**  
**(1.0%)**

**Price**  
**1.5%**

**M&A**  
**2.4%**



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# Sales Results: Consumer Segment

<b>Volume</b> (0.4%)	<b>Price</b> 2.2%	<b>Total Organic</b> 1.8%	<b>M&amp;A</b> 19.8%	<b>Constant Currency</b> 21.6%
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## 1Q 2026 Consumer by Region

	<b>Volume</b>	<b>Price</b>	<b>Total Organic</b>	<b>M&amp;A</b>	<b>Constant Currency</b>	
<b>Americas</b>	(1.6%)	2.8%	1.2%	28.9%	30.1%	Volume in line with expectations; pricing reflects inflation-related actions
<b>EMEA</b>	2.4%	1.3%	3.7%	-	3.7%	Sustained volume growth with inflation-driven pricing actions
<b>APAC</b>	2.1%	0.1%	2.2%	-	2.2%	Volume-led growth reflecting continued recovery in China

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# Sales Results: Flavor Solutions Segment

<b>Volume</b> <b>(1.0%)</b>	<b>Price</b> <b>1.5%</b>	<b>Total Organic</b> <b>0.5%</b>	<b>M&amp;A</b> <b>2.4%</b>	<b>Constant Currency</b> <b>2.9%</b>
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## 1Q 2026 Flavor Solutions by Region

	<b>Volume</b>	<b>Price</b>	<b>Total Organic</b>	<b>M&amp;A</b>	<b>Constant Currency</b>	
<b>Americas</b>	(1.7%)	2.5%	0.8%	3.4%	4.2%	Volumes impacted by large CPG and QSR customers' volume softness partially offset by smaller Flavors customers
<b>EMEA</b>	(0.5%)	0.0%	(0.5%)	-	(0.5%)	Volumes impacted by CPG customers' volume softness, yet stabilizing
<b>APAC</b>	2.6%	(2.1%)	0.5%	-	0.5%	Volumes driven by QSR customer promotions and LTO's

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# First Quarter 2026 Results

Total McCormick <i>(in millions)</i>	1Q 2026	v. 1Q 2025 Fav/(Unfav)	
		As Reported	Constant Currency
<b>Net Sales</b>	<b>\$1,873.9</b>	<b>16.7%</b>	<b>1.2%</b>
<b>Adjusted Gross Profit</b> % of Net Sales	<b>723.9</b> 38.6%	<b>19.9%</b> 100 bps	
<b>SG&amp;A</b> % of Net Sales	<b>456.3</b> 24.3%	<b>(20.5%)</b> (70 bps)	
<b>Adjusted Operating Income</b> % of Net Sales	<b>\$267.6</b> 14.3%	<b>18.8%</b> 30 bps	<b>16.0%</b>
<b>Interest Exp. &amp; Other Income</b>	<b>42.5</b>	<b>(9.8%)</b>	
<b>Adjusted Income Tax Expense</b> Adjusted Income Tax Rate	<b>58.6</b> 26.0%	<b>(40.9%)</b> (370 bps)	
<b>Income from Unconsolidated &amp; Non-Controlling Interest</b>	<b>10.4</b>	<b>(40.2%)</b>	
<b>Adjusted Net Income</b>	<b>\$176.9</b>	<b>9.0%</b>	

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

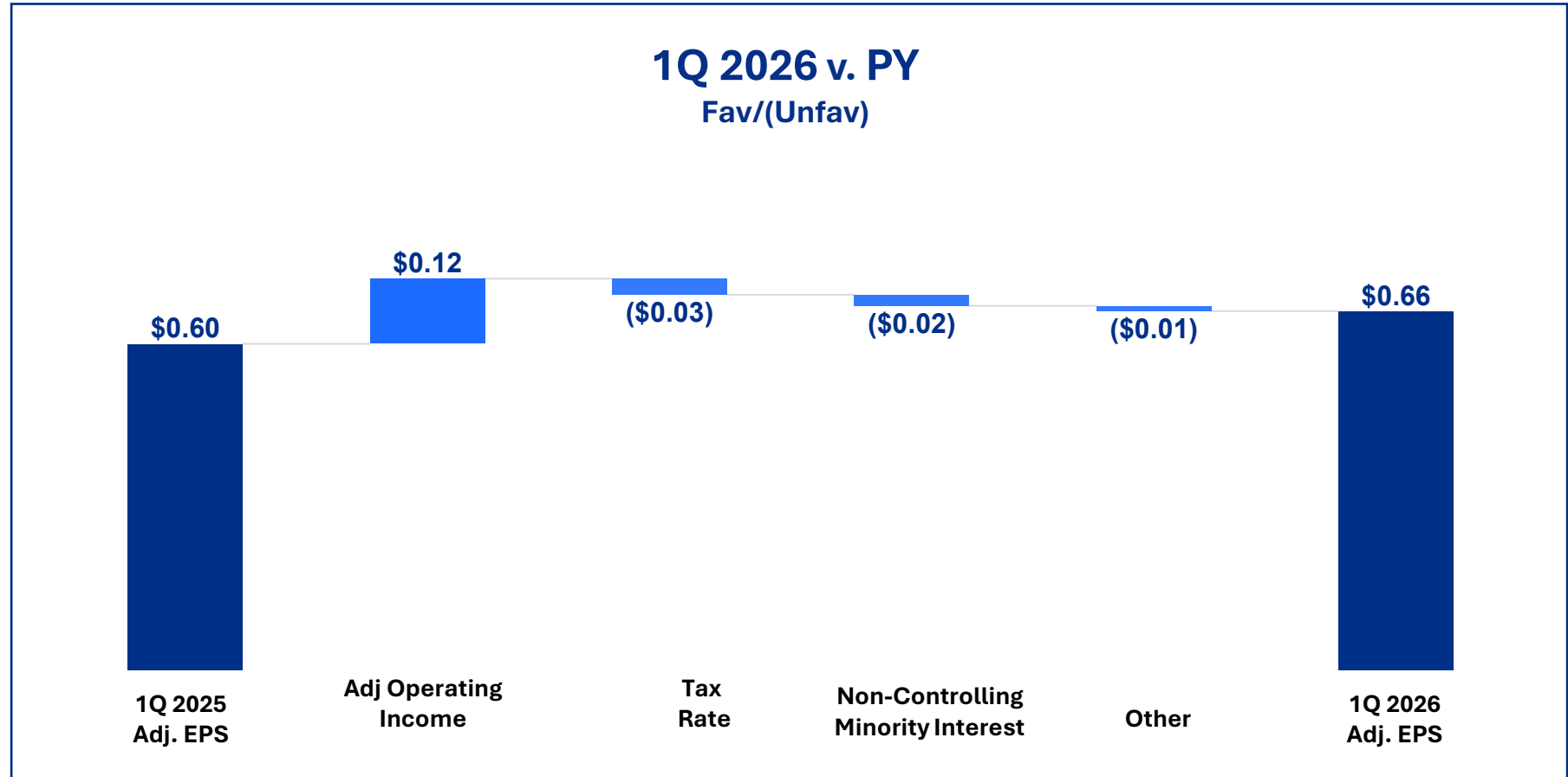
Consumer <i>(in millions)</i>	1Q 2026	v. 1Q 2025 Fav/(Unfav)	
		As Reported	Constant Currency
<b>Net Sales</b>	<b>\$1,145.0</b>	<b>24.5%</b>	<b>21.6%</b>
<b>Adjusted Operating Income</b> % of Net Sales	<b>\$179.6</b> 15.7%	<b>22.4%</b> (30 bps)	<b>20.5%</b>

Flavor Solutions <i>(in millions)</i>	1Q 2026	v. 1Q 2025 Fav/(Unfav)	
		As Reported	Constant Currency
<b>Net Sales</b>	<b>\$728.9</b>	<b>6.2%</b>	<b>2.9%</b>
<b>Adjusted Operating Income</b> % of Net Sales	<b>\$88.0</b> 12.1%	<b>12.1%</b> 70 bps	<b>7.5%</b>

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.



# First Quarter 2026 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.

# First Quarter Balance Sheet and Cash Flow

## Cash Flow From Operations

**\$51M**

Decrease versus prior year driven by higher cash tax payment and increased cash used for working capital

## Balanced Use of Cash

### Return to Shareholders

- \$129 million of cash returned to shareholders through dividends

### Invest to Drive Growth

- Capital expenditures of \$33 million year-to-date

### Maintain Strong and Flexible Balance Sheet

**Remain Confident in Delivering Strong Cash Flow for 2026**

# 2026 Outlook

	Reported	Constant Currency
<b>Net sales growth</b>	<b>13% to 17%</b>	<b>12% to 16%</b>
Contribution from acquisition of McCormick de Mexico	11% to 13%	11% to 13%
<b>Organic sales growth<sup>1</sup></b>		<b>1% to 3%</b>
<b>Adjusted operating income growth</b>	<b>16% to 20%</b>	<b>15% to 19%</b>
Cost inflation	MSD increase	
Adjusted gross profit margin	Expansion reflecting recovery from 2025	
Brand marketing	Low to mid-teen increase	
Adjusted tax rate	Approximately 24%	
Net income attributable to non-controlling interests	Reflects elimination of minority interest in McCormick de Mexico	
<b>Adjusted EPS</b>	<b>\$3.05 to \$3.13</b>	
<b>Adjusted EPS growth</b>	<b>2% to 5%</b>	<b>1% to 4%</b>
Shares outstanding	Approximately 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 growth, defined as the impact of volume/mix and price and excludes the impact of acquisitions or divestitures, as applicable, and foreign currency.

# 2026 Constant Currency Outlook

	Strong Base Business & Acquisition Growth	Incremental Tariff Impact	Tariff Mitigations	Digital/ ERP Refined Plan	Tax Variance	2026 Guidance
<b>Net sales</b>	12% to 16%					→ 12% to 16%
<b>Adjusted operating income</b>	18% to 22%	-5%	+5%	-3%		→ 15% to 19%
<b>Adjusted earnings per share</b>	8% to 11%	-6%	+6%	-4%	-3%	→ 1% to 4%

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



# Key Takeaways

## Growth Plans Continue To Differentiate And Strengthen Our Leadership

Long-term trends driving our categories remain strong

Operating from a position of strength to navigate ongoing macro volatility

Outlook reflects continued top-line momentum, margin recovery and profitability

Performance reflects the power of our balanced portfolio and leadership in flavor

Executing on our strategies to deliver sustainable and profitable growth



# NON-GAAP RECONCILIATIONS



# 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 and are of such significance in terms of both up-front costs and organizational/structural impact to require advance approval by our Management Committee. Expenses associated with the approved actions are classified as special charges upon recognition and monitored on an ongoing basis through completion. Included in special charges are transaction and integration costs incurred in conjunction with acquisitions.
- **Gain on remeasurement of previously held equity interest** - On January 2, 2026, we completed the acquisition of an additional 25% ownership interest in McCormick de Mexico which increased our ownership to a 75% controlling interest. Prior to the acquisition of the additional ownership interest, we accounted for our 50% ownership interest as an equity method investment. The acquisition of the additional ownership interest resulted in the consolidation of McCormick de Mexico's financial results. As a result of the consolidation, the carrying value of our previously held 50% ownership interest was remeasured to fair value resulting in a gain.

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)

	Three Months Ended	
	2/28/2026	2/28/2025
Gross profit	\$ 708.9	\$ 604.0
Impact of special charges included in cost of goods sold	15.0	—
Adjusted gross profit	\$ 723.9	\$ 604.0
Gross profit margin <sup>(1)</sup>	37.8%	37.6%
Impact of special charges <sup>(1)</sup>	0.8%	—%
Adjusted gross profit margin <sup>(1)</sup>	38.6%	37.6%
Operating income	\$ 227.5	\$ 225.2
Impact of special charges	40.1	—
Adjusted operating income	\$ 267.6	\$ 225.2
% increase versus prior year	18.8%	
Operating income margin <sup>(2)</sup>	12.1%	14.0%
Impact of special charges <sup>(2)</sup>	2.2%	—%
Adjusted operating income margin <sup>(2)</sup>	14.3%	14.0%
Income tax expense	\$ 48.7	\$ 41.6
Impact of special charges	9.9	—
Adjusted income tax expense	\$ 58.6	\$ 41.6
Income tax rate <sup>(3)</sup>	26.3%	22.3%
Impact of special charges	(0.3)%	—%
Adjusted income tax rate <sup>(3)</sup>	26.0%	22.3%
Net income attributable to McCormick & Company	\$ 1,016.2	\$ 162.3
Impact of special charges, net of non-controlling interest <sup>(4)</sup>	27.5	—
Gain on remeasurement of previously held equity interest	(866.8)	—
Adjusted net income	\$ 176.9	\$ 162.3
% increase versus prior year	9.0%	
Earnings per share - diluted	\$ 3.77	\$ 0.60
Impact of special charges	0.11	—
Gain on remeasurement of previously held equity interest	(3.22)	—
Adjusted earnings per share - diluted	\$ 0.66	\$ 0.60
% increase versus prior year	10.0%	

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. The impact of special charges included in cost of goods sold represents the step-up of acquired inventory recognized in cost of goods sold as the related inventory was sold.
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 of \$225.1 million and \$186.5 million for the three months ended February 28, 2026 and 2025, respectively.
4. The impact of special charges, net of noncontrolling interests, for the three months ended February 28, 2026 represents a \$2.6 million non-controlling interest effect associated with the step-up of acquired inventory recognized in cost of goods sold as the related inventory was sold.

# 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 February 28, 2026

	Percentage Change as Reported	Impact of Foreign Currency Exchange	Percentage Change on a Constant Currency Basis	Impact of Acquisition	Percentage Change on an Organic Basis
<b>Total net sales</b>	<b>16.7%</b>	<b>3.1%</b>	<b>13.6%</b>	<b>12.4%</b>	<b>1.2%</b>
<b>Total Consumer</b>	24.5%	2.9%	21.6%	19.8%	1.8%
Americas	30.4%	0.3%	30.1%	28.9%	1.2%
EMEA	15.5%	11.8%	3.7%	— %	3.7%
APAC	6.2%	4.0%	2.2%	— %	2.2%
<b>Total Flavor Solutions</b>	6.2%	3.3%	2.9%	2.4%	0.5%
Americas	6.1%	1.9%	4.2%	3.4%	0.8%
EMEA	7.3%	7.8%	(0.5)%	— %	(0.5)%
APAC	5.1%	4.6%	0.5%	— %	0.5%

Three months ended February 28, 2026

	Percentage Change as Reported	Impact of Foreign Currency Exchange	Percentage Change on Constant Currency Basis
<b>Total adjusted operating income</b>	<b>18.8%</b>	<b>2.8%</b>	<b>16.0%</b>
Consumer segment	22.4%	1.9%	20.5%
Flavor Solutions segment	12.1%	4.6%	7.5%

# Non-GAAP Financial Measures

To present the percentage change in projected 2026 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 2025. 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 2025 periods.

	Projections for the Year Ending November 30, 2026
Percentage change in net sales	13% to 17%
Impact of favorable foreign currency exchange	1%
Percentage change in net sales in constant currency	12% to 16%
Impact of acquisition	11% to 13%
Percentage change in organic net sales	1% to 3%
Percentage change in adjusted operating income	16% to 20%
Impact of favorable foreign currency exchange	1%
Percentage change in adjusted operating income in constant currency	15% to 19%
Percentage change in adjusted earnings per share - diluted	2% to 5%
Impact of favorable foreign currency exchange	1%
Percentage change in adjusted earnings per share - diluted in constant currency	1% to 4%