McCormick & Company

Prepared for Jordan Hale · November 20, 2026

COMPANY SNAPSHOT AND MARKET POSITION

- McCormick & Company, Inc., based in Hunt Valley, Maryland, is a global leader in flavor. The company manufactures, markets, and distributes herbs, spices, seasoning mixes, condiments, extracts, and other flavorful products. It serves both the retail consumer market under iconic brands and the food manufacturer and foodservice industry under its Flavor Solutions segment. McCormick operates in about 150 countries and territories, with approximately $7 billion in annual sales. Its products reach grocery stores, mass merchandisers, warehouse clubs, e-commerce, and foodservice providers.
- McCormick is recognized as the #1 herbs and spices brand globally and the #1 hot sauce company in the world. It maintains a strong leadership position across consumer and business-to-business flavor markets with a significant global footprint.

RECENT NEWS AND MOMENTUM

- 2026-07 — McCormick announced its post-merger operating model, establishing four commercial divisions, a combined executive team spanning both companies, a secondary listing on the London Stock Exchange, and an international headquarters in the Netherlands.
- 2026-03 — McCormick announced a combination with Unilever’s Foods business (excluding India), creating a global flavor-focused company with projected combined FY2025 revenue of around $20 billion and expected cost synergies of $600 million.
- 2026-01 — McCormick acquired an additional 25% interest in its joint venture McCormick de Mexico, increasing its ownership to 75% for $750 million to expand its presence in Mexico and Latin America.

STRATEGIC PRIORITIES, CHALLENGES, AND CULTURE LANGUAGE

- Expansion through geographic diversification and new stock listings
- Global leadership in flavor
- Purpose-led performance
- Integration excellence
- Growth through strategic combinations
- Complexity of integrating large acquisitions, including retaining key employees, avoiding delays, and managing increased debt from acquisitions such as McCormick de Mexico
- Risks associated with the Unilever Foods combination: regulatory and shareholder approvals, regulatory conditions, transition costs, financing, integration, and business disruption
- Uncertainty due to U.S. import tariffs, with relief requests pending

INTERVIEW TALKING POINTS

- I handle commercial litigation for mid-size companies and their owners, focusing on contract disputes, business torts, and cases that may need to go to trial.
- I handled a two-week contract trial in the Circuit Court for Baltimore City for a locally owned distributor, which ended in a judgment for my client, and then briefed and argued the appeal in the Appellate Court of Maryland.
- When I step in after a deal has gone bad, I review the contract and correspondence, then provide clients with a clear written assessment of leverage, cost, and timing before any complaint is filed.

VERIFIED PUBLIC SOURCES

- McCormick Annual Sales and Overview (2026-01)
  https://mccormickcorporation.gcs-web.com/static-files/2e422c58-8c56-4e95-9419-5969a85a1372
- Business Segments and Strategy
  https://mccormickcorporation.gcs-web.com/static-files/1f112f4e-2460-4965-bce0-cf52663893a3
- Brand and Global Leader Fact Sheet (2026-11)
  https://www.mccormickcorporation.com/company
- Executive Leadership Team (2026-11)
  https://www.mccormickcorporation.com/company/leadership
- Board Announcements (2026-02)
  https://ir.mccormick.com/news-releases/news-release-details/mccormick-appoints-gavin-hattersley-and-rick-dierker-board
- Audit Committee Update
  https://ir.mccormick.com/static-files/56912ee6-636d-41b6-bcbd-382ac8f93adf
- Unilever Foods Combination Announced (2026-03)
  https://www.prnewswire.com/news-releases/mccormick-to-combine-with-unilevers-foods-business-creating-a-preeminent-global-flavor-focused-company-302729965.html
- Operating Model and International HQ (2026-07)
  https://ir.mccormick.com/news-releases/news-release-details/mccormick-announces-operating-model-executive-team-and-secondary
- McCormick & Company public page (2026-11)
  https://www.mccormickcorporation.com/

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