



# 4<sup>th</sup> Quarter 2024

McCormick & Company, Inc.

Business Update, Financial Results, and Outlook | January 23, 2025

The following slides accompany a January 23, 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, 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 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, particularly regarding 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 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



# FOURTH QUARTER PERFORMANCE

ADVANCING AND REINFORCING OUR LEADERSHIP AND DIFFERENTIATION

Total organic sales growth of 2% driven by volume

Sequentially, total volume improved for the fourth consecutive quarter

Consumer Segment volume growth of 4%



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



# FOURTH QUARTER 2024 SALES GROWTH

## Areas of Success

### Consumer

Consumption growth in key markets across Spices & Seasonings, Recipe Mixes, Mustard, and Hot Sauce

Volume share gains in Spices & Seasonings and Recipe Mixes

Distribution expansion in Americas and EMEA

Double-digit e-commerce consumption growth

### Flavor Solutions

Strength in Americas Flavors with high-growth innovators

Volume growth in Americas Branded Foodservice

## Areas of Pressure

### Consumer

Environment in China remains challenged

### Flavor Solutions

CPG and QSR<sup>1</sup> volume softness in Americas and EMEA

<sup>1</sup> Quick Service Restaurants



# STRONG FISCAL 2024 RESULTS

Successfully delivered on 2024 plans

Volume growth driving sales close to high-end of guidance

Strategic reinvestment in key areas while driving margin expansion

Significant progress in advancing Flavor Solutions operating margin

Growth reinforces confidence in 2028 targets and long-term objectives

**Continued Momentum in 2025**



# EXECUTING ON GROWTH PLANS

## Category Management



## Brand Marketing



## Innovation



## Proprietary Technologies



## Differentiated Customer Engagement



Taste Modification 201



# Marcos Gabriel

Executive Vice President  
and Chief Financial Officer







# VOLUME-LED POSITIVE ORGANIC SALES GROWTH

## 4Q 2024 Organic Sales Growth

Total McCormick

**1.8%**



Consumer

**2.4%**

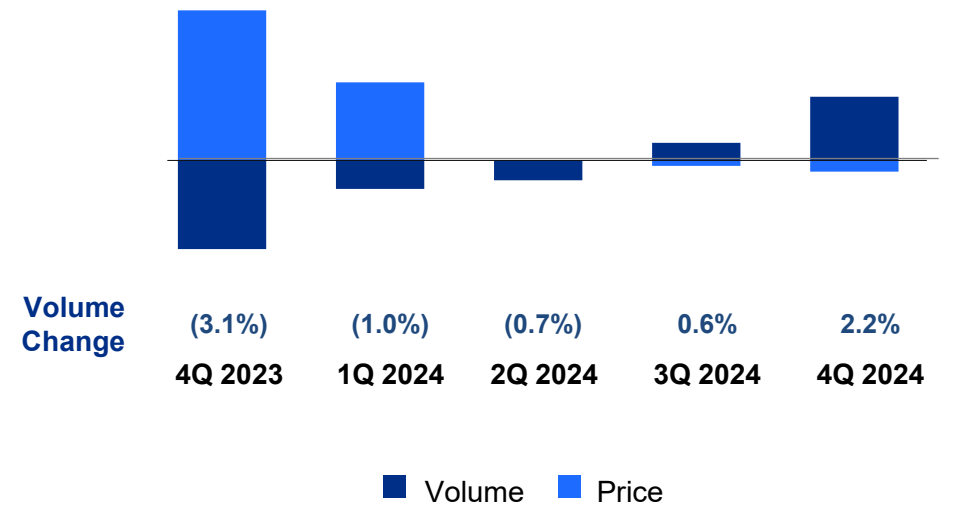


Flavor Solutions

**0.8%**



## 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

## 4Q 2024 Total Consumer

2.4%

**Volume**  
3.7%

**Price**  
(1.3%)

## 4Q 2024 Consumer By Region

	Total Organic	Volume	Price
<b>Americas</b>	3.7%	5.1%	(1.4%)
<b>EMEA</b>	2.9%	4.9%	(2.0%)
<b>APAC</b>	(10.3%)	(11.2%)	0.9%

- **Americas:** Volume growth in core categories driven by investments in brand marketing, innovation and expanded distribution, partially offset by price investments
- **EMEA:** Broad-based volume growth across categories in major markets partially offset by promotional price
- **APAC:** Volume decline primarily attributable to the macro environment 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

## 4Q 2024 Total Flavor Solutions

0.8%

Volume  
(0.2%)

Price  
1.0%

## 4Q 2024 Flavor Solutions By Region

	Total Organic	Volume	Price
Americas	1.4%	(0.8%)	2.2%
EMEA	(4.0%)	(1.6%)	(2.4%)
APAC	6.5%	7.4%	(0.9%)

- **Americas:** Volume decline driven by soft CPG customers' volumes partially offset by growth from high-growth innovator customers and branded foodservice
- **EMEA:** Volume decline driven by soft QSR customers' volumes and geopolitical impact on CPG customers' volumes
- **APAC:** Volume growth driven primarily by QSR promotions, limited time offers, and new products

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





# FOURTH QUARTER AND FISCAL YEAR RESULTS

Total McCormick <i>(in millions)</i>	v. 4Q 2023 Fav/(Unfav)			v. FY 2023 Fav/(Unfav)		
	4Q 2024	As Reported	Constant Currency	FY 2024	As Reported	Constant Currency
<b>Net Sales</b>	<b>\$1,798.0</b>	<b>2.6%</b>	<b>1.8%</b>	<b>\$6,723.7</b>	<b>0.9%</b>	<b>0.6%</b>
<b>Gross Profit</b> % of Net Sales	<b>722.2</b> 40.2%	<b>3.0%</b> 20 bps		<b>2,591.0</b> 38.5%	<b>3.5%</b> 90 bps	
<b>SG&amp;A Costs</b> % of Net Sales	<b>414.4</b> 23.1%	<b>(6.3%)</b> (80 bps)		<b>1,521.2</b> 22.6%	<b>(2.9%)</b> (40 bps)	
<b>Adjusted Operating Income</b> % of Net Sales	<b>307.8</b> 17.1%	<b>(1.1%)</b> (60 bps)	<b>(1.1%)</b>	<b>1,069.8</b> 15.9%	<b>4.5%</b> 50 bps	<b>4.6%</b>
<b>Interest Exp. &amp; Other Income</b>	<b>42.0</b>	<b>(6.3%)</b>		<b>162.0</b>	<b>1.4%</b>	
<b>Adjusted Income Tax Expense</b> Adjusted Income Tax Rate	<b>67.5</b> 25.4%	<b>(11.4%)</b> (310 bps)		<b>186.4</b> 20.5%	<b>1.4%</b> 150 bps	
<b>Unconsolidated Operations</b>	<b>18.2</b>	<b>(2.7%)</b>		<b>74.2</b>	<b>31.6%</b>	
<b>Adjusted Net Income</b>	<b>\$216.5</b>	<b>(5.8%)</b>		<b>\$795.6</b>	<b>9.4%</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

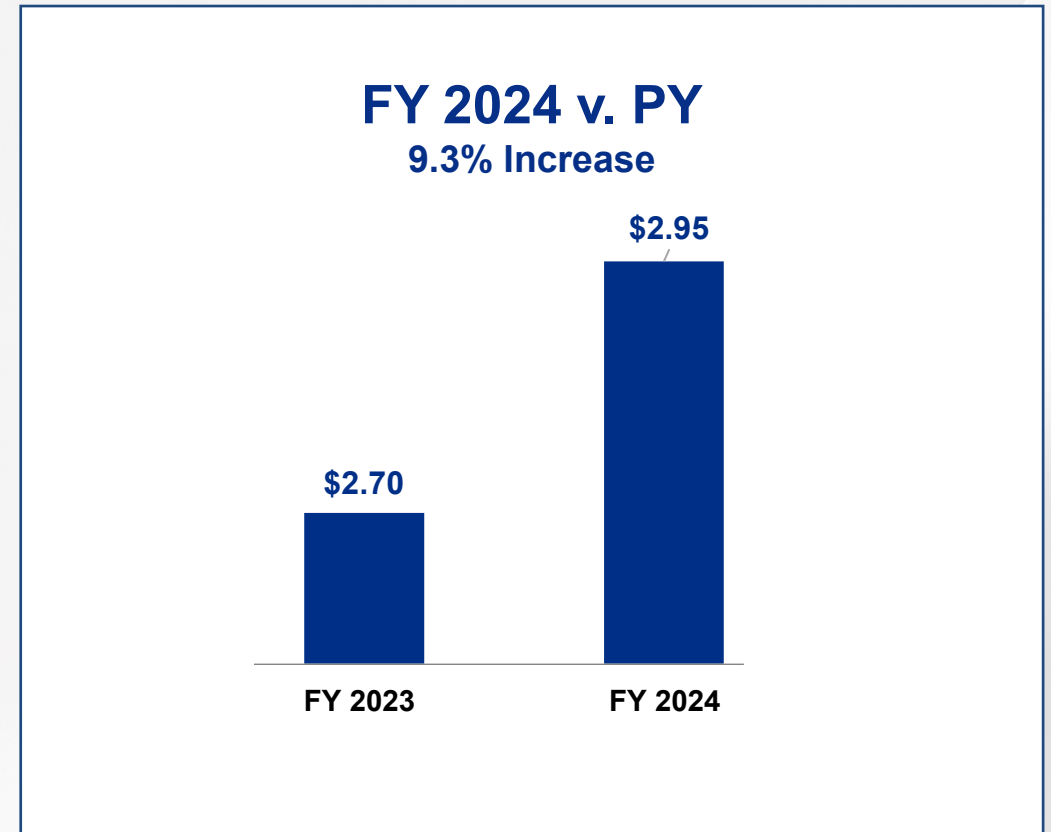
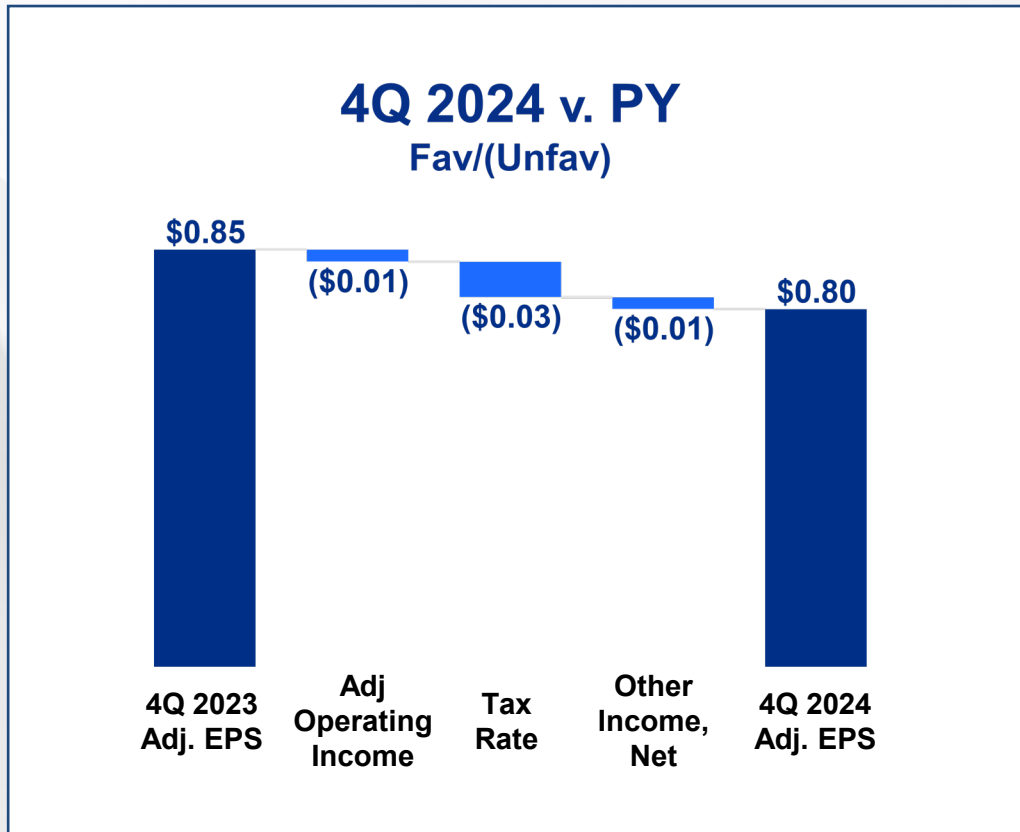
Consumer <i>(in millions)</i>	Fav/(Unfav) v. 4Q 2023			Fav/(Unfav) v. FY 2023		
	4Q 2024	As Reported	Constant Currency	FY 2024	As Reported	Constant Currency
<b>Net Sales</b>	<b>\$1,085.1</b>	<b>3.5%</b>	<b>2.4%</b>	<b>\$3,848.5</b>	<b>1.1%</b>	<b>0.8%</b>
<b>Adjusted Operating Income</b> % of Net Sales	<b>227.9</b> 21.0%	<b>(3.1%)</b> (140 bps)	<b>(3.5%)</b>	<b>740.3</b> 19.2%	<b>0.7%</b> (10 bps)	<b>0.7%</b>

Flavor Solutions <i>(in millions)</i>	Fav/(Unfav) v. 4Q 2023			Fav/(Unfav) v. FY 2023		
	4Q 2024	As Reported	Constant Currency	FY 2024	As Reported	Constant Currency
<b>Net Sales</b>	<b>\$712.9</b>	<b>1.2%</b>	<b>0.8%</b>	<b>\$2,875.2</b>	<b>0.7%</b>	<b>0.4%</b>
<b>Adjusted Operating Income</b> % of Net Sales	<b>79.9</b> 11.2%	<b>5.0%</b> 40 bps	<b>6.5%</b>	<b>329.5</b> 11.5%	<b>14.1%</b> 140 bps	<b>14.5%</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.



# 2024 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

## Generated Strong Cash Flow

**\$922M**

Increase in earnings offset by higher working capital driven by strategic buying decisions, increased incentive compensation, and timing of cash tax payments

## Balanced Use of Cash

### Return to Shareholders

- \$451 million of cash returned to shareholders through dividends

### Invest to Drive Growth

- Capital expenditures of \$275 million in 2024

### Maintain Strong and Flexible Balance Sheet

- Reduced leverage ratio as planned
- Improved cash conversion cycle by 10% vs. 2023

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



# 2025 OUTLOOK

	Reported	Constant Currency
<b>Net sales growth</b>	<b>0% to 2%</b>	<b>1% to 3%<sup>1</sup></b>
<b>Adjusted operating income increase</b>	<b>3% to 5%</b>	<b>4% to 6%</b>
Cost inflation	Low single-digit increase	
Adjusted gross profit margin	Up 50 to 100 bps	
Brand marketing	High single-digit increase	
Income from unconsolidated operations	Mid-teens decrease due to FX	
Adjusted tax rate	Approximately 22%	
<b>Adjusted earnings per share</b>	<b>\$3.03 to \$3.08</b>	
<b>Adjusted earnings per share growth</b>	<b>3% to 5%</b>	<b>5% to 7%</b>
Shares outstanding	Approximately 270M	

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.

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

### CONTINUED DIFFERENTIATION AND STRENGTHENING OUR LEADERSHIP

Long-term trends that fuel our categories remain strong

Results demonstrate the effectiveness of our investments in areas that drive the most value

Executing on our strategic roadmap with speed, agility, and in alignment with consumer trends

Continued cost management to fuel investments in the business and expand margins

Performance and growth plans give us confidence in achieving our near and long-term objectives



# 4<sup>th</sup> Quarter 2024

McCormick & Company, Inc.

Business Update, Financial Results, and Outlook | January 23, 2025



# NON-GAAP FINANCIAL MEASURES

The following tables include financial measures of organic net sales, 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 – in our consolidated income statement, we include a separate line item captioned “Special charges” in arriving at our consolidated operating income. Special charges consist of expenses and income associated with certain actions undertaken by the Company 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.

Transaction and integration expenses – We exclude certain costs associated with our acquisitions and their subsequent integration into the Company. Such costs, which we refer to as “Transaction and integration expenses,” include transaction costs associated with each acquisition, as well as integration costs following the respective acquisition, including the impact of the acquisition date fair value adjustment for inventories, together with the impact of discrete tax items, if any, directly related to each acquisition.

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 is provided below:

# NON-GAAP FINANCIAL MEASURES

(in millions except per share data)

	Three Months Ended		Year Ended	
	11/30/2024	11/30/2023	11/30/2024	11/30/2023
Operating income	<b>\$306.2</b>	\$297.2	<b>\$1,060.3</b>	\$963.0
Impact of special charges	<b>1.6</b>	14.1	<b>9.5</b>	61.2
Adjusted operating income	<b>\$307.8</b>	\$311.3	<b>\$1,069.8</b>	\$1,024.2
% (decrease) increase versus year-ago period	<b>(1.1%)</b>		<b>4.5%</b>	
Operating income margin <sup>(1)</sup>	<b>17.0%</b>	17.0%	<b>15.8%</b>	14.5%
Impact of special charges	<b>0.1%</b>	0.7%	<b>0.1%</b>	0.9%
Adjusted operating income margin <sup>(1)</sup>	<b>17.1%</b>	17.7%	<b>15.9%</b>	15.4%
Income tax expense	<b>\$67.2</b>	\$57.1	<b>\$184.0</b>	\$174.5
Impact of special charges	<b>0.3</b>	3.5	<b>2.4</b>	14.5
Adjusted income tax expense	<b>\$67.5</b>	\$60.6	<b>\$186.4</b>	\$189.0
Income tax rate <sup>(2)</sup>	<b>25.4%</b>	22.2%	<b>20.5%</b>	21.8%
Impact of special charges <sup>(2)</sup>	<b>— %</b>	0.1%	<b>— %</b>	0.2%
Adjusted income tax rate <sup>(2)</sup>	<b>25.4%</b>	22.3%	<b>20.5%</b>	22.0%
Net income	<b>\$215.2</b>	\$219.3	<b>\$788.5</b>	\$680.6
Impact of special charges	<b>1.3</b>	10.6	<b>7.1</b>	46.7
Adjusted net income	<b>\$216.5</b>	\$229.9	<b>\$795.6</b>	\$727.3
% (decrease) increase versus year-ago period	<b>(5.8%)</b>		<b>9.4%</b>	
Earnings per share - diluted	<b>\$0.80</b>	\$0.81	<b>\$2.92</b>	\$2.52
Impact of special charges	<b>—</b>	0.04	<b>0.03</b>	0.18
Adjusted earnings per share - diluted	<b>\$0.80</b>	\$0.85	<b>\$2.95</b>	\$2.70
% (decrease) increase versus year-ago period	<b>(5.9%)</b>		<b>9.3%</b>	

1) 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.

2) 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 \$265.8 million and \$907.8 million for the three months and year ended November 30, 2024, respectively, \$271.8 million and \$859.9 million for the three months and year ended November 30, 2023, 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 have been volatile over the past several years. 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 organic 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 growth (decline) and organic net sales growth (decline) follow:

	For the three months ended November 30, 2024						Three Months Ended November 30, 2024		
	Percentage change as reported	Impact of foreign currency exchange	Percentage change on constant currency basis	Impact of Acquisitions & Divestitures	Organic Net Sales Growth		Percentage Change as Reported	Impact of Foreign Currency Exchange	Percentage Change on Constant Currency Basis
<b>Total net sales</b>	2.6 %	0.8 %	1.8 %	— %	1.8 %	<b>Adjusted operating income</b>			
Total Consumer	3.5 %	1.1 %	2.4 %	— %	2.4 %	Consumer segment	(3.1%)	0.4%	(3.5%)
Americas	3.7 %	— %	3.7 %	— %	3.7 %	Flavor Solutions segment	5.0%	(1.5%)	6.5%
EMEA	7.8 %	4.9 %	2.9 %	— %	2.9 %	<b>Total adjusted operating income</b>	(1.1%)	—%	(1.1%)
APAC	(6.9)%	3.4 %	(10.3)%	— %	(10.3)%				
<b>Total Flavor Solutions</b>	1.2 %	0.4 %	0.8 %	— %	(0.8)%				
Americas	(0.2)%	(1.6)%	1.4 %	— %	1.4 %				
EMEA	1.6 %	5.6 %	(4.0)%	— %	(4.0)%				
APAC	11.1 %	4.6 %	6.5 %	— %	6.5 %				



# NON-GAAP FINANCIAL MEASURES

For the year ended November 30, 2024

	Percentage change as reported	Impact of foreign currency exchange	Percentage change on constant currency basis	Impact of Acquisitions & Divestitures	Organic Net Sales Growth
<b>Total net sales</b>	0.9 %	0.3 %	0.6 %	(0.2)%	0.8 %
Total Consumer	1.1 %	0.3 %	0.8 %	— %	0.8 %
Americas	0.6 %	(0.1)%	0.7 %	— %	0.7 %
EMEA	7.3 %	3.0 %	4.3 %	— %	4.3 %
APAC	(5.1)%	(1.0)%	(4.1)%	— %	(4.1)%
Total Flavor Solutions	0.7 %	0.3 %	0.4 %	(0.5)%	0.9 %
Americas	1.4 %	(0.1)%	1.5 %	— %	1.5 %
EMEA	(3.5)%	2.4 %	(5.9)%	(2.3)%	(3.6)%
APAC	4.1 %	(1.0)%	5.1 %	— %	5.1 %

Year Ended November 30, 2024

	Percentage Change as Reported	Impact of Foreign Currency Exchange	Percentage Change on Constant Currency Basis
<b>Adjusted operating income</b>			
Consumer segment	0.7%	—%	0.7%
Flavor Solutions segment	14.1%	(0.4%)	14.5%
<b>Total adjusted operating income</b>	4.5%	(0.1%)	4.6%



# 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	3% to 5%
Impact of unfavorable foreign currency exchange	1%
Percentage change in adjusted operating income in constant currency	4% to 6%
Percentage change in adjusted earnings per share — diluted	3% to 5%
Impact of unfavorable foreign currency exchange	2%
Percentage change in adjusted earnings per share in constant currency — diluted	5% to 7%



# 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	11/30/2024
Earnings per share - diluted	\$2.99 to \$3.04	\$2.92
Impact of special charges	0.04	0.03
Adjusted earnings per share - diluted	\$3.03 to \$3.08	\$2.95

