



**Robert J. Lawless Chairman & CEO - McCormick & Co., Inc.**





# **A Shared History**



A decorative border on the left side of the slide, featuring a variety of spices and herbs. It includes a large pile of red chili powder, a bowl of yellow turmeric powder, a bowl of mixed peppercorns (black, white, and red), and some green leafy herbs at the bottom. The background of the slide is a light yellow gradient with a faint map of the United States at the bottom.

# *Key Steps*

- **Alignment of raw material import specifications**
- **Government Relations Committee**
- **Reorganization and movement to Washington, DC**
- **Becoming a more inclusive organization**



# *Regulations*



# *The Consumer*





# ***Working With Government***





***We Are  
All At Risk!***





# ***The Need For Harmonization***





***With  
Harmonization...***

***All  
Benefit***





***Let The  
Consumer Decide***





***Sudan Red:***

***McCormick's  
Perspective***





# ***Sudan Red: Lessons Learned***





***Global Sourcing  
At  
McCormick***



# *Challenges Of The Future*





# ***Market Trends***

- **Innovation**
- **Speed to Market**
- **Quality**



# *Looking Ahead*





# *Quality*





# ASTA





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