The *Flavor* of Together

Fourth Quarter 2013 Financial Results and Business Outlook

January 29, 2014

McCORMICK 125 The Flavor of Together

The following slides accompany a January 29, 2014 presentation to investment analysts.
This information should be read in conjunction with the press release issued on that date.

Forward-looking information

Certain information contained in these materials and our remarks are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934. These statements may be identified by the use of words such as “may,” “will,” “expect,” “should,” “anticipate,” “believe” and “plan.” These statements may relate to: the expected results of operations of businesses acquired by us, the expected impact of raw material costs and our pricing actions on our results of operations and gross margins, the expected productivity and working capital improvements, expectations regarding growth potential in various geographies and markets, expected trends in net sales and earnings performance and other financial measures, the expectations of pension and postretirement plan contributions and anticipated charges associated with such 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, our ability to issue additional debt or equity securities and our expectations regarding purchasing shares of our common stock under the existing authorizations.

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: damage to our reputation or brand name; loss of brand relevance; increased private label use; product quality, labeling, or safety concerns; negative publicity about our products; business interruptions due to natural disasters or unexpected events; actions by, and the financial condition of, competitors and customers; our ability to achieve expected and/or needed cost savings or margin improvements; the successful acquisition and integration of new businesses; issues affecting our supply chain and raw materials, including fluctuations in the cost and availability of raw and packaging materials; government regulation, and changes in legal and regulatory requirements and enforcement practices; global economic and financial conditions generally, including the availability of financing, and interest and inflation rates; the investment return on retirement plan assets, and the costs associated with pension obligations; foreign currency fluctuations; the stability of credit and capital markets; risks associated with our information technology systems, the threat of data breaches and cyber attacks; volatility in our effective tax rate; climate change; infringement of our intellectual property rights, and those of customers; litigation, legal and administrative proceedings; and other risks described in our filings with the Securities and Exchange Commission.

Actual results could differ materially from those projected in the forward-looking statements. We undertake 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.

Fourth quarter 2013 results and business update

McCORMICK

Alan Wilson

Chairman, President & CEO

Important progress in 2013

Achieved solid sales growth in number of key markets

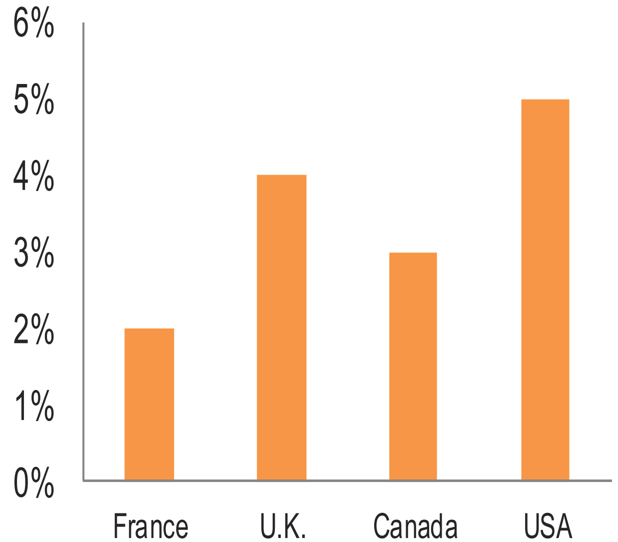
Expanded business in China with first acquisition in that market

Delivered $63 million cost savings with CCI program

Generated $465 million of cash flow, returning a record $357 million to shareholders

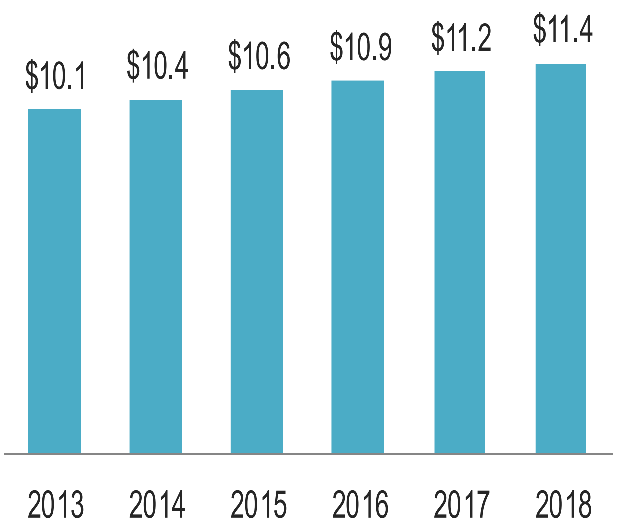
Strong retail growth in core category

Spice and seasoning category grew in developed markets during 2013



Source: 52 week dollar sales for spice and seasoning category; U.S. IRI period ended Dec 1, 2013; Canada Nielsen period ended Nov 16,2013; U.K. National grocery period ended Nov 9, 2013; France National Grocery period ended Oct 27, 2013

Globally, herbs and spices category projected to grow 13% by 2018



Source: Euromonitor International 12/13

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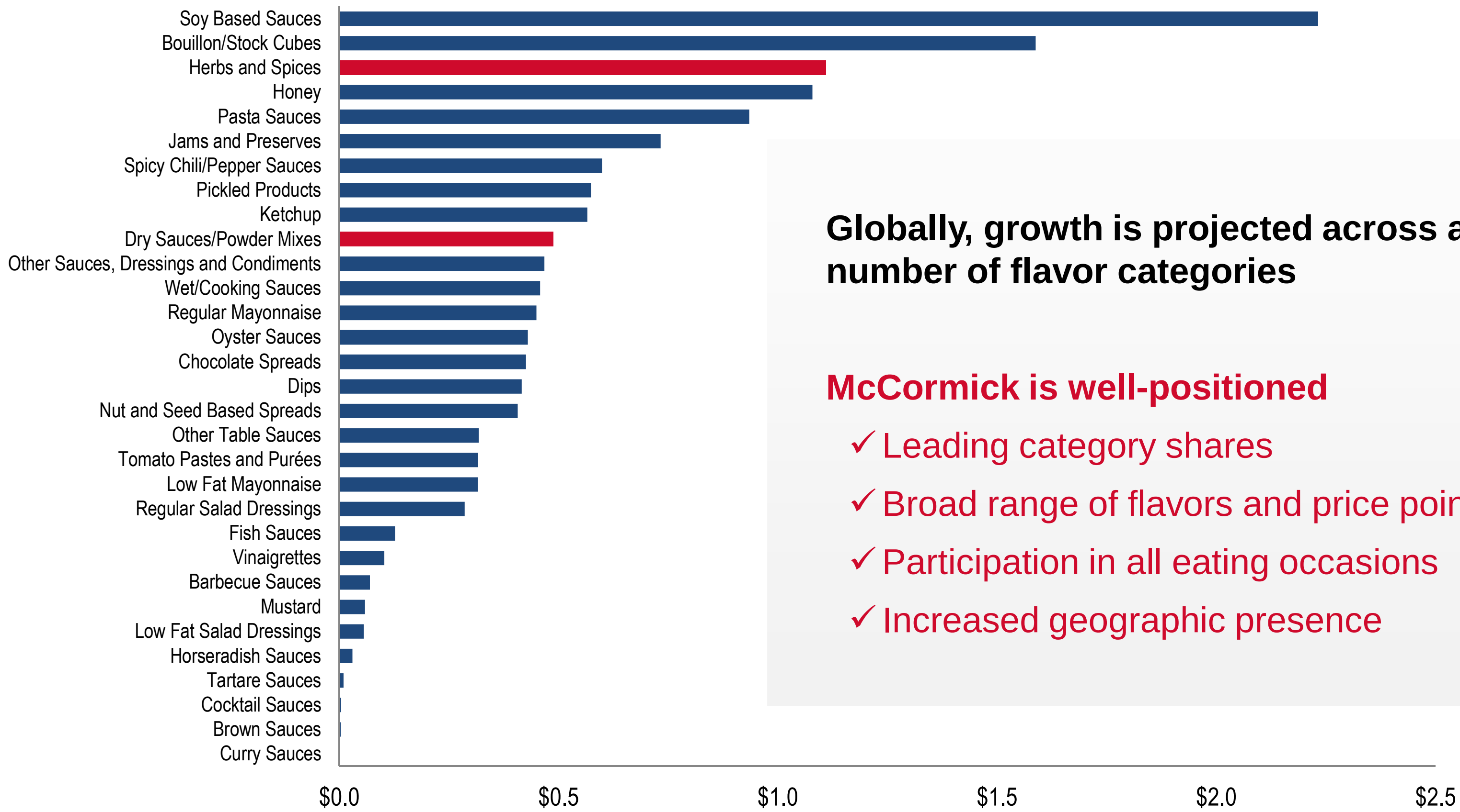
Strong retail growth projection across flavor categories

Projected growth 2013-2018 in $ billions



Globally, growth is projected across a number of flavor categories

McCormick is well-positioned

- ✓ Leading category shares
- ✓ Broad range of flavors and price points
- ✓ Participation in all eating occasions
- ✓ Increased geographic presence

Source: Euromonitor International 12/13

Fourth quarter 2013 overview

Grew sales 3% in local currency

While sales growth was in line with plans in most areas, U.S. Consumer business results were below expectations

Earnings per share of $0.98

Adjusted EPS of $1.20 was an 8% increase from $1.11 in 2012, led by higher year-on-year adjusted operating income

Versus prior guidance, lower than expected sales were offset by lower than expected tax rate

Fourth quarter 2013 overview

Consumer business

Europe, Middle East & Africa (EMEA) region sales rose 2% in local currency

- Introduced recipe mixes in France and Poland
- Developed new products that included both value-priced and premium offerings
- Increased brand marketing, including programs to build awareness and trial of new products

Asia/Pacific region sales grew 73% in local currency

- Exceeded projected sales and profit for Wuhan Asia Pacific Condiments acquisition
- Grew base business sales in China at double-digit rate

Fourth quarter 2013 overview

Consumer business

Americas region sales declined 3% in local currency; excluding $30M shift to 3Q 2013, underlying sales growth in 4Q 2013 was at low single digit rate

- Growth in Canada included strong innovation
- U.S. retail category sales rose 5% for spices and seasonings; growth for McCormick brands sales outpaced by private label and smaller competitors toward the end of 2013
- Actions to regain momentum for this business in 2014
  - Significantly increase brand marketing support
  - Accelerate innovation
  - Improve agility in marketplace

For fiscal year 2013, grew local currency sales 3% in Americas region

Fourth quarter 2013 overview

Industrial business

Fourth quarter was strong finish to fiscal year

- Grew sales 3% in local currency
- Reached adjusted operating income of $36 million and adjusted operating income margin of 8.9%
  - Americas region- Higher snack seasoning and flavor sales to food manufacturers
  - EMEA region – Product innovation and share gains
  - Asia/Pacific region – Sequential improvement from 3Q results with higher demand from quick service restaurants in China

2013 Accomplishments

Strong innovation activity

- Developed and launched more than 250 new branded consumer products
- Approximately 1/3 of industrial new product projects had health and wellness attributes
- Across consumer and industrial businesses, new products launched in past 3 years accounted for 9% of total company sales

Brand marketing support exceeded $200 million

- 64% increase in past 5 years
- Achieving returns above food industry averages
- More than doubled digital marketing since 2011; 94% increase in U.S. recipe views and 24% increase in EMEA website traffic

Progress with acquisitions and emerging market in-roads

- Completed and effectively integrated first acqusition in China; increases annual sales in China by 60%
- Sales in emerging marketings reached 15% of total company sales, up from 10% in 2011

2013 Accomplishments

Comprehensive Continuous Improvement (CCI)

- Delivered $63 million of cost savings, ahead of goal to achieve at least $45 million
- Progress toward environmental impact goals (on per unit basis)

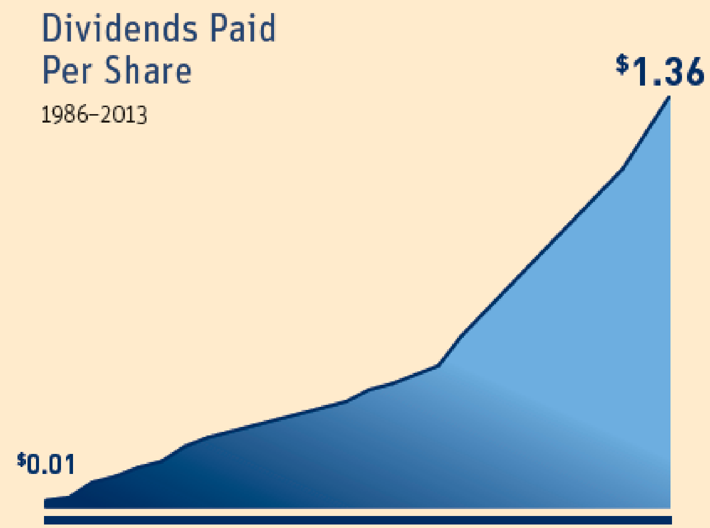
Goal Target	2018 Goal (based on 2009 baseline)	Progress through 2013
Packaging	25% reduction in global bottle packaging weight	15%
Water Usage	Reduce water use by 20%	6%
Electricity	Reduce electricity use by 20%	6%
Solid Waste	Reduce solid waste by 50%	39%

2013 Accomplishments

Generated $465 million in cash flow from operations

- $357 million in cash returned to shareholders through dividend and share repurchases
- November 2013 marked 28th consecutive annual dividend increase; quarterly dividend has doubled since 2006
- Completed $400 million share repurchase authorization and began to repurchase shares under new authorization

We have increased our dividend in each of the past 28 years and paid dividends every year since 1925.



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Growth in 2014

Innovation continues as strong growth driver

Americas

$0.99 Recipe Inspirations

Extra rich vanilla

Grill Mates burger seasonings

Lawry's marinades

EMEA

U.K. Flavour shots

Poland Grill Mates

France Vahiné dessert items

Asia/Pacific

Australia Slow Cookers

Australia Marinade in a Bag

Growth in 2014

Innovation continues as strong growth driver

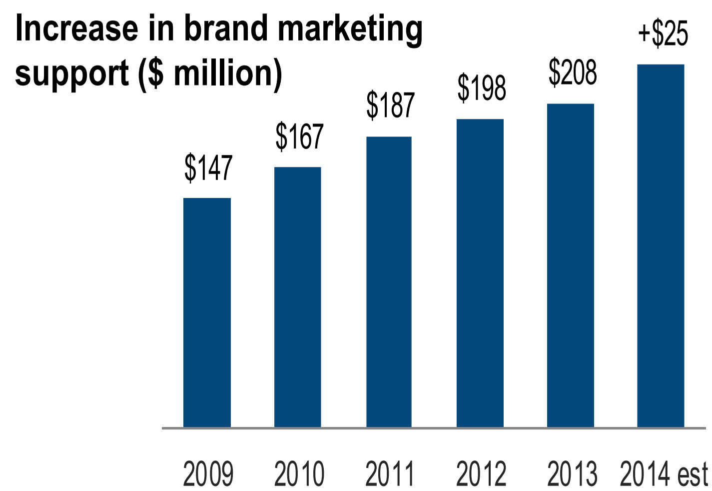
Increasing brand marketing by at least 12%

- Build awareness and trial for new products
- Drive sales of core products
  - Further support for themed mega events during holiday periods, grilling season, other occasions
  - Expand digital marketing with introduction of FlavorPrint

Expect at least $45 million CCI cost savings

Financial guidance

- Sales growth 3% to 5%
- Increase operating income 6% to 8% from adjusted operating income of $591 million in 2013
- Earnings per share $3.22 to $3.29



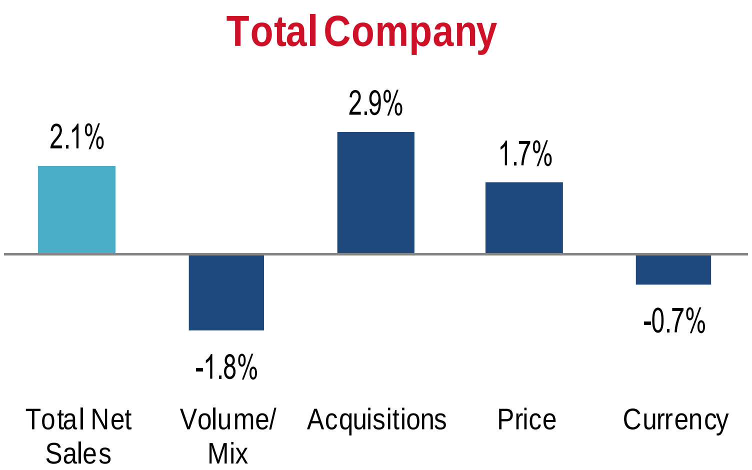
Fourth quarter 2013 results, guidance for 2014

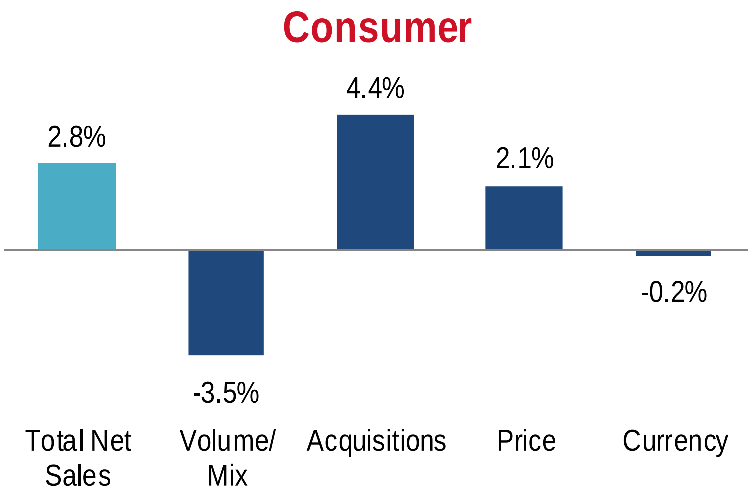
McCORMICK

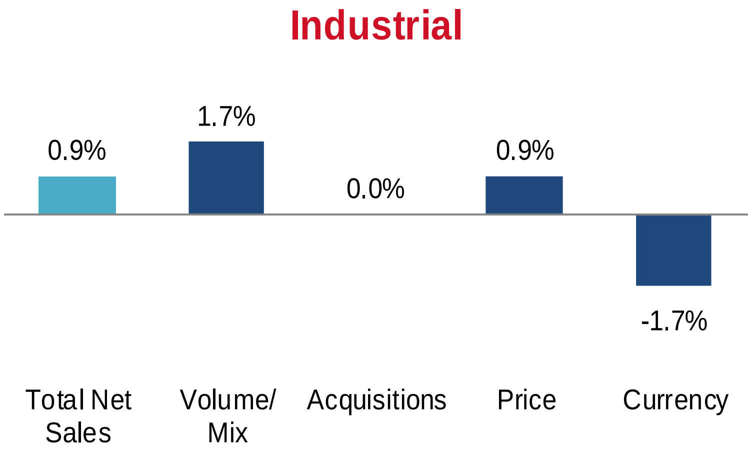
Gordon Stetz

Executive Vice President & CFO

4Q 2013 Sales results







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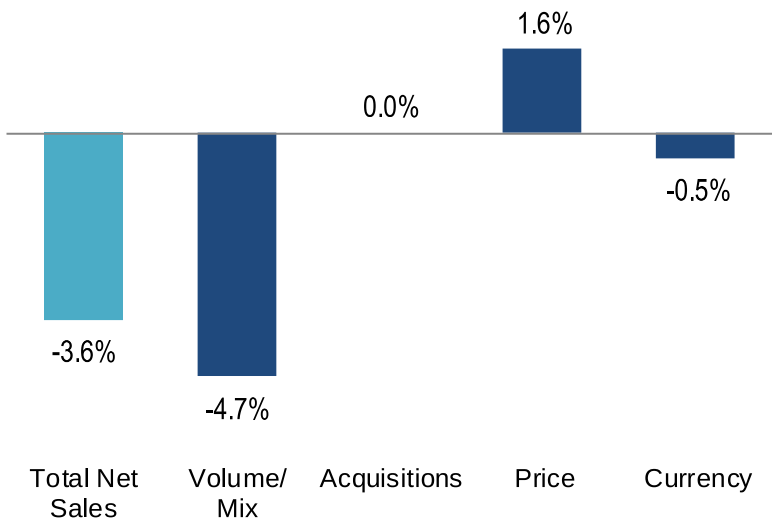
4Q 2013 Sales results: Consumer business

Americas



- Approximately $30 million shift in sales from 4Q 2013 to 3Q 2013 lowered volume/mix growth rate an estimated 5.5%
- Underlying local currency growth of approximately 2.5%
- Growth rate includes favorable comparison to 4Q 2012 sales which were unfavorably impacted by Hurricane Sandy and retailer purchase patterns
- Canada contributed to growth due in part to product innovation

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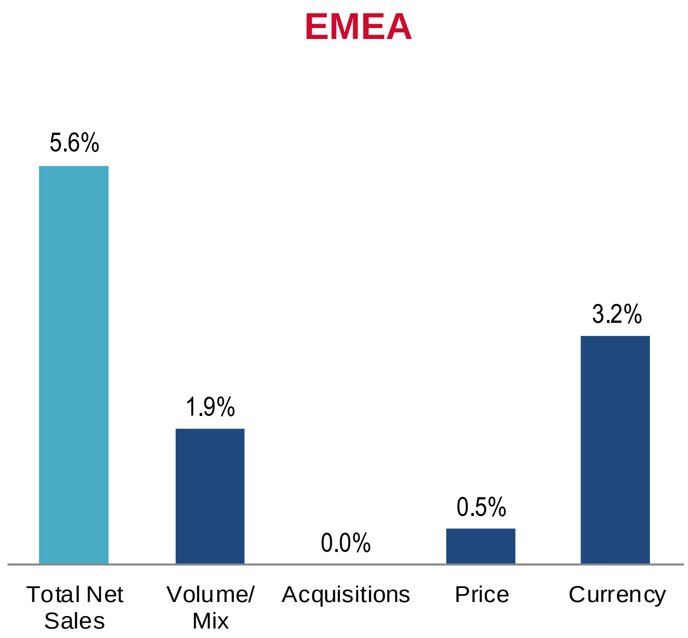
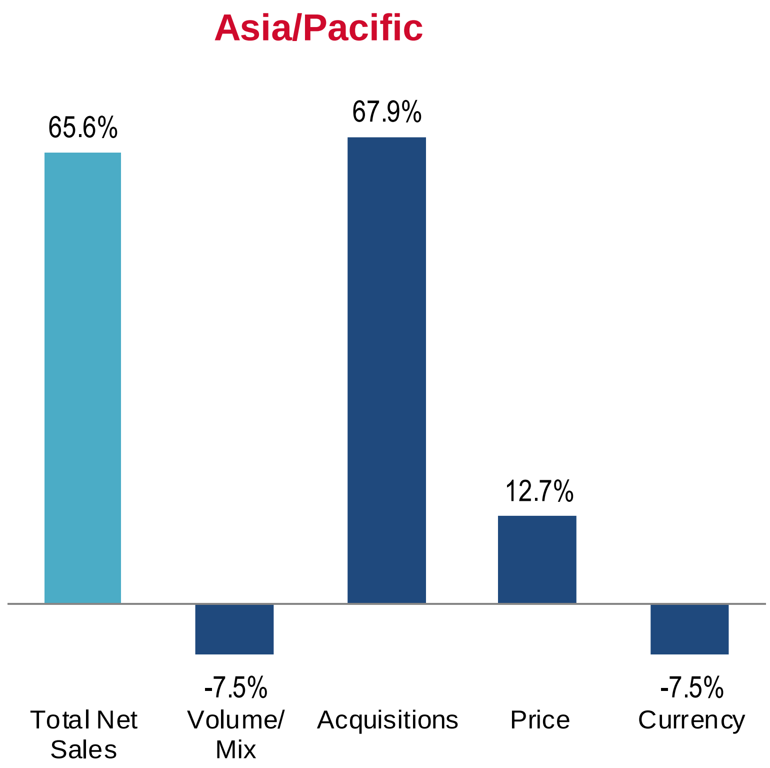
4Q 2013 Sales results: Consumer business



- U.K. and France led increase with product innovation and brand marketing
- Sales in Russia rose due in part to distribution gains; now have #1 category share

4Q 2013 Sales results: Consumer business



- WAPC contributed 68% to sales increase
- Grew base business sales in China 23% in local currency
- Sales in India continued to reflect higher pricing taken in response to steep cost increases

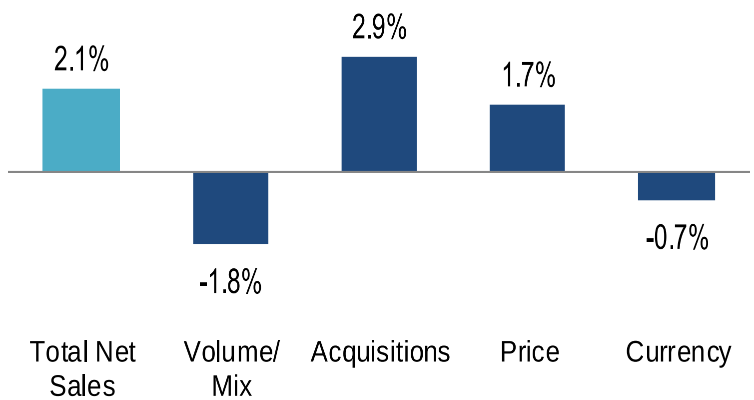
4Q 2013 Operating income: Consumer business

	4Q 2013	4Q 2012	Fav(Unfav) Change
Operating income	**$146.1**	$177.2	
Operating income, exluding special charges and loss on voluntary pension settlement	**178.4**	177.2	0.7%

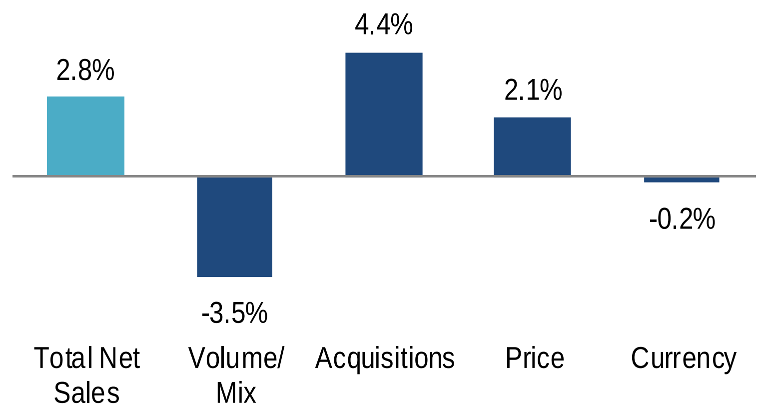
- Favorable impact from higher sales and CCI cost savings
- Largely offset by a $6 million increase in brand marketing support, higher retirement benefit expense, material cost inflation

4Q 2013 Sales results

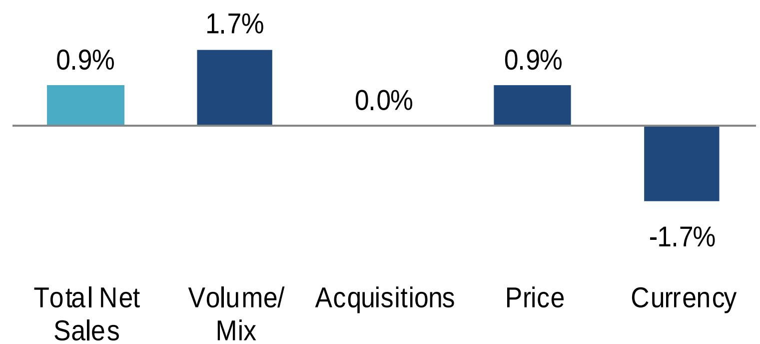
Total Company



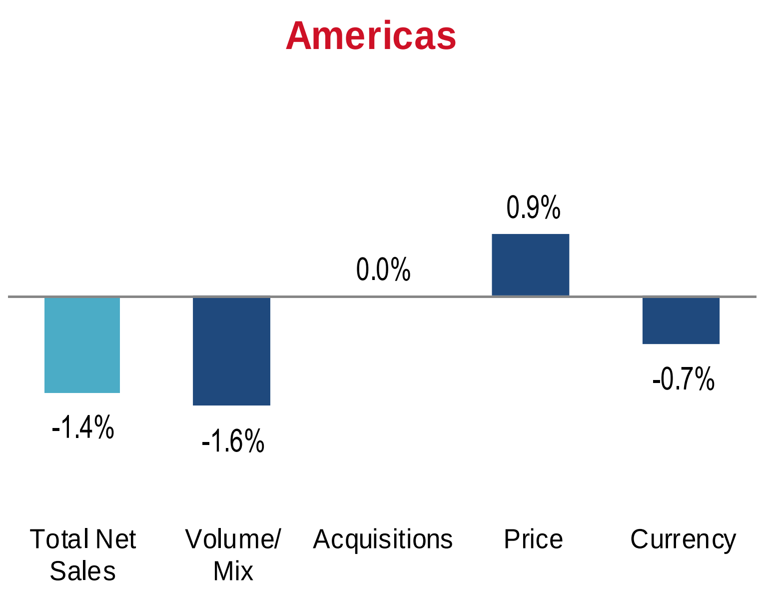
Consumer



Industrial

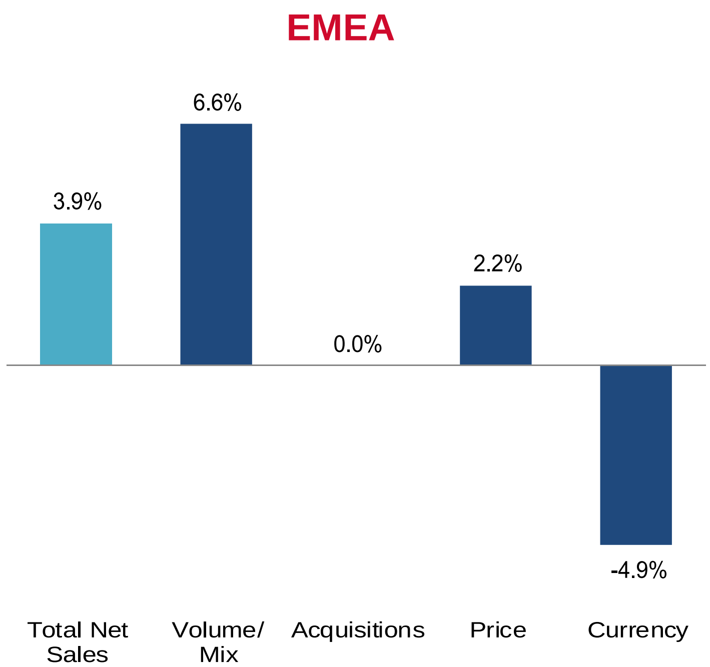


4Q 2013 Sales results: Industrial business



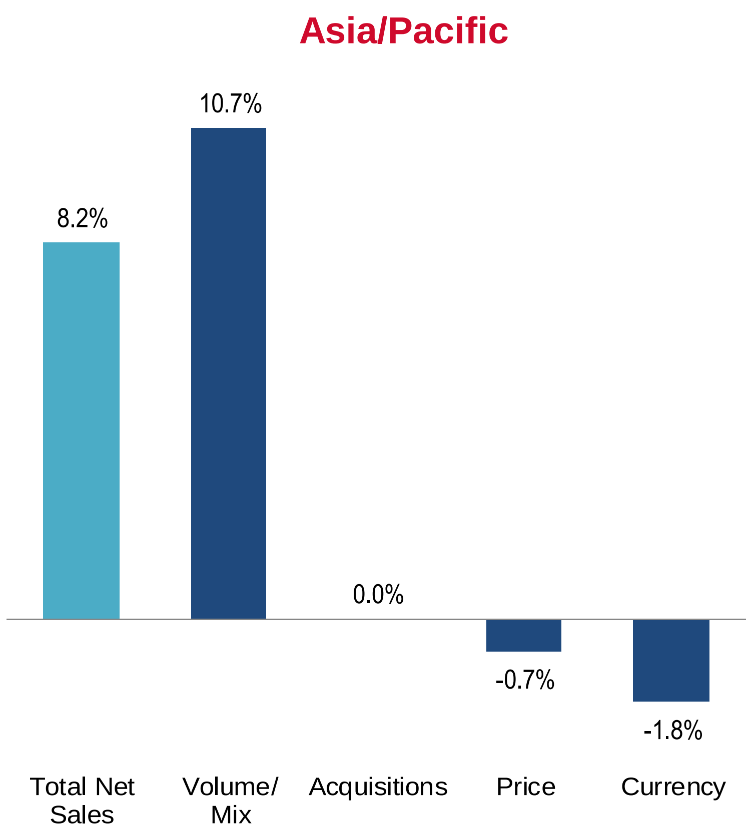
- Grew sales of snack seasonings and other flavors to food manufacturers
- Solid sales of branded food service products
- Demand from quick service restaurants continued to be weak this period

4Q 2013 Sales results: Industrial business



- Increased sales through product innovation and expanded distribution
- Built upon 12.5% year-on-year rate of growth in 4Q 2012

4Q 2013 Sales results: Industrial business



- Improved sales to quick service restaurants in China
- New in-roads in supply of industrial products in India
- Comparison to weak period in 4Q 2012 with 11% year-on-year decline in sales

4Q 2013 Operating income: Industrial business

	4Q 2013	4Q 2012	Fav(Unfav) Change
Operating income	**$28.0**	$23.0	
Operating income, exluding special charges and loss on voluntary pension settlement	**36.0**	23.0	56.5%

- Favorable impact from higher sales, favorable mix of business, and CCI cost savings
- More than offset higher retirement benefit expense and material cost inflation
- Included in 4Q 2012 operating income was $4 million of costs associated with supplier quality issue
- Adjusted operating income margin reached 8.9% in 4Q 2013

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Operating income, gross profit, SG&A

	4Q 2013	4Q 2012	Fav(Unfav) Change
Operating income	**$174.1**	$200.2	
Adjusted operating income	**214.4**	200.2	7.1%
Gross profit margin	**42.9%**	42.1%	0.8 ppt
Selling, general & administrative expenses as percent of net sales	**24.6%**	24.6%	0.0 ppt

- Adjusted operating income excludes $25 million special charges related to reorganization activities in EMEA and $15 million for loss on voluntary pension settlement recorded in 4Q 2013
- Year-on-year increase in adjusted operating income included favorable impact of higher sales and CCI cost savings, offset in part by $7 million in increased brand marketing support, approximately $5 million increase in retirement benefit expense, material cost inflation

Income taxes

	4Q 2013	4Q 2012
Income taxes	**$39.6**	$46.1
Income tax rate	**24.3%**	24.7%

- Tax rate of 24.3% impacted by $0.6 million discrete tax item and mix of business between tax jurisdictions
- Favorable rate versus prior guidance for 4Q 2013 of 29.5%

Income from unconsolidated operations

	4Q 2013	4Q 2012	Fav(Unfav) Change
Income from unconsolidated operations	**$6.8**	$7.5	(9.3%)

- Decrease in quarter relates to costs for JV in Mexico to relocate production to new facility to add capacity and improve efficiency
- Fiscal year result in line with initial guidance to increase income from unconsolidated operations by 10%

Earnings per share of $0.98; adjusted EPS $1.20

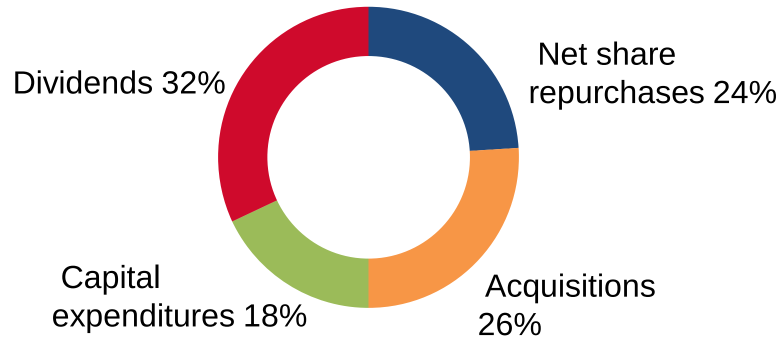
	4Q 2013	4Q 2012	Fav(Unfav) Change
Earnings per share	**$0.98**	$1.11	
Adjusted earnings per share	**1.20**	1.11	8.1%

Increased operating income	0.07
Lower interest expense	0.01
Reduction in shares outstanding	0.01
	$1.20

Balance sheet and cash flow

- Debt levels close to debt to EBITDA ratio target at year-end
- Completed $400 million authorization approved June 2010; began to repurchase shares under new $400 million authorization approved April 2013
- During quarter repurchased 1.3 million shares; $360 million remains on new authorization
- Returned record $357 million in cash to shareholders through dividends and share repurchases
  - Net of option exercise proceeds, $313 million was returned to shareholders, up 28% from $244 million in 2012
- Cash flow from operations of $465 million

Balanced use of cash in 2013



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2014 Financial outlook

Sales growth in local currency	**3% to 5%**
Includes 1% pricing, 1% to 2% WAPC	
Operating income increase *	**6% to 8%**
CCI cost savings	At least $45 million
Material cost inflation	Low single-digit increase
Gross profit margin increase	50 to 100 bp
Incremental brand marketing	At least $25 million
Income from unconsolidated operations	Increase at least 15%
Tax rate	30% to 31%
Earnings per share	**$3.22 - $3.29**
Capital expenditures	$120-$130 million
Shares outstanding	1% to 2% reduction

* Increase from adjusted operating income of $591 million in 2013; See reconciliation of GAAP to non-GAAP financial measures on slide 35.

2014 Financial outlook

	2014 Projection	2013
Projected EPS/ Adjusted EPS*	**$3.22 to $3.29**	$3.13
Growth rate	**3% to 5%**	

Estimated impact of tax rate on projected rate of growth: 2014 EPS from 2013 adjusted EPS*:

Tax rate increase	$0.14 to $0.18
Special charges	$0.01
Impact on growth rate	5 to 6 percentage points

* See reconciliation of GAAP to non-GAAP financial measures on slide 35

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Non-GAAP Financial Measures

The table below includes financial measures of operating income, net income and diluted earnings per share excluding the impact of $25 million of charges related to reorganization activity in EMEA recorded in the fourth quarter. Also excluded is the impact of a $15 million loss on voluntary pension settlement recorded in the fourth quarter that relates to a previously announced lump sum payout program offered to former U.S. employees with deferred vested pension benefits. These are non-GAAP financial measures which are prepared as a complement to our financial results prepared in accordance with United States generally accepted accounting principles. We believe this non-GAAP information is important for purposes of comparison to prior periods and 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. Management believes the non-GAAP measures provides a more consistent basis for assessing the Company's performance than the closest GAAP equivalent.

These non-GAAP measures may be considered in addition to results prepared in accordance with GAAP, but it should not be considered a substitute for, or superior to, GAAP results. We intend to continue to provide these non-GAAP financial measures as part of our future earnings discussions and, therefore, the inclusion of these non-GAAP financial measures will provide consistency in our financial reporting. A reconciliation of these non-GAAP measures to GAAP financial results is provided below.

(in millions except per share data)	Three Months Ended		Twelve Months Ended	
	11/30/13	11/30/12	11/30/13	11/30/12
Operating income	$ 174.1	$ 200.2	$ 550.5	$ 578.3
Impact of special charges and loss on voluntary pension settlement	40.3	—	40.3	—
Adjusted operating income	$ 214.4	$ 200.2	$ 590.8	$ 578.3
% increase versus prior period	7%		2%	
Net income	$ 129.9	$ 148.5	$ 389.0	$ 407.8
Impact of special charges and loss on voluntary pension settlement	29.2	—	29.2	—
Adjusted net income	$ 159.1	$ 148.5	$ 418.2	$ 407.8
% increase versus prior period	7%		3%	
Earnings per share	$ 0.98	$ 1.11	$ 2.91	$ 3.04
Impact of special charges and loss on voluntary pension settlement	0.22	—	0.22	—
Adjusted earnings per share	$ 1.20	$ 1.11	$ 3.13	$ 3.04
% increase versus prior period	8%		3%	