McCormick & Company, Inc.

Taking Great Flavor to New Heights

Barclays Back-to-school Conference

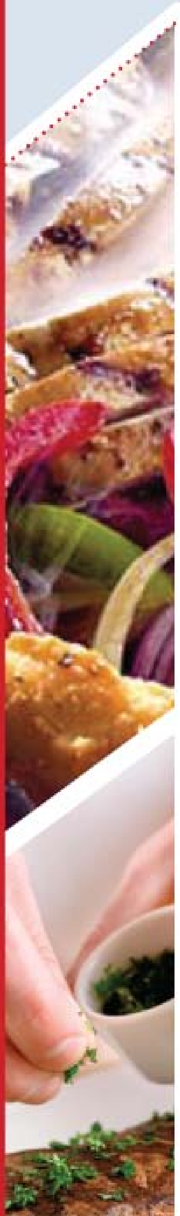
September 9, 2009

McCormick Executives

Alan D. Wilson
Chairman, President & CEO

Gordon M. Stetz
Executive Vice President & CFO

Forward-looking information

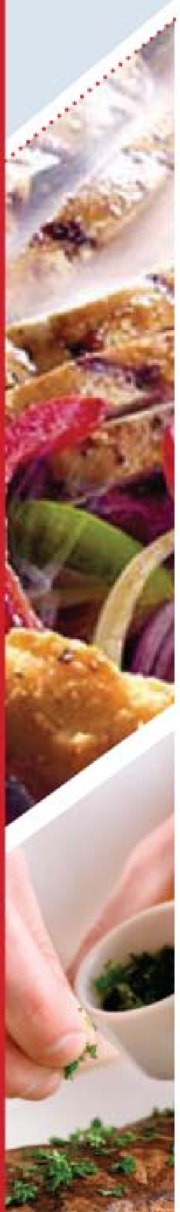


Certain information contained in these materials and our remarks are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934 , including those related to: expected results of operations of businesses acquired by us, the expected impact of the prices of raw materials on our results of operations and gross margins, the expected margin improvements, expected trends in net sales and earnings performance and other financial measures, annualized savings and other benefits from our restructuring activities, the expectations of pension funding, 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 authorization.

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 external factors such as: damage to our reputation or brand name, business interruptions due to natural disasters or similar unexpected events, actions of competitors, customer relationships and financial condition, the ability to achieve expected cost savings and margin improvements, the successful acquisition and integration of new businesses, fluctuations in the cost and availability of raw and packaging materials, and global economic conditions generally which would include the availability of financing, interest and inflation rates as well as foreign currency fluctuations and other risks described in our Form 10-K for the fiscal year ended November 30, 2008 and our Form 10-Q for the fiscal quarter ended May 31, 2009.

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.

Our value proposition



- Strong portfolio
- Diverse product line
- Proven growth strategy
- Aggressive cost reduction initiatives
- Seasoned management team

Positioned for growth

WHO WE ARE → A passion for flavor

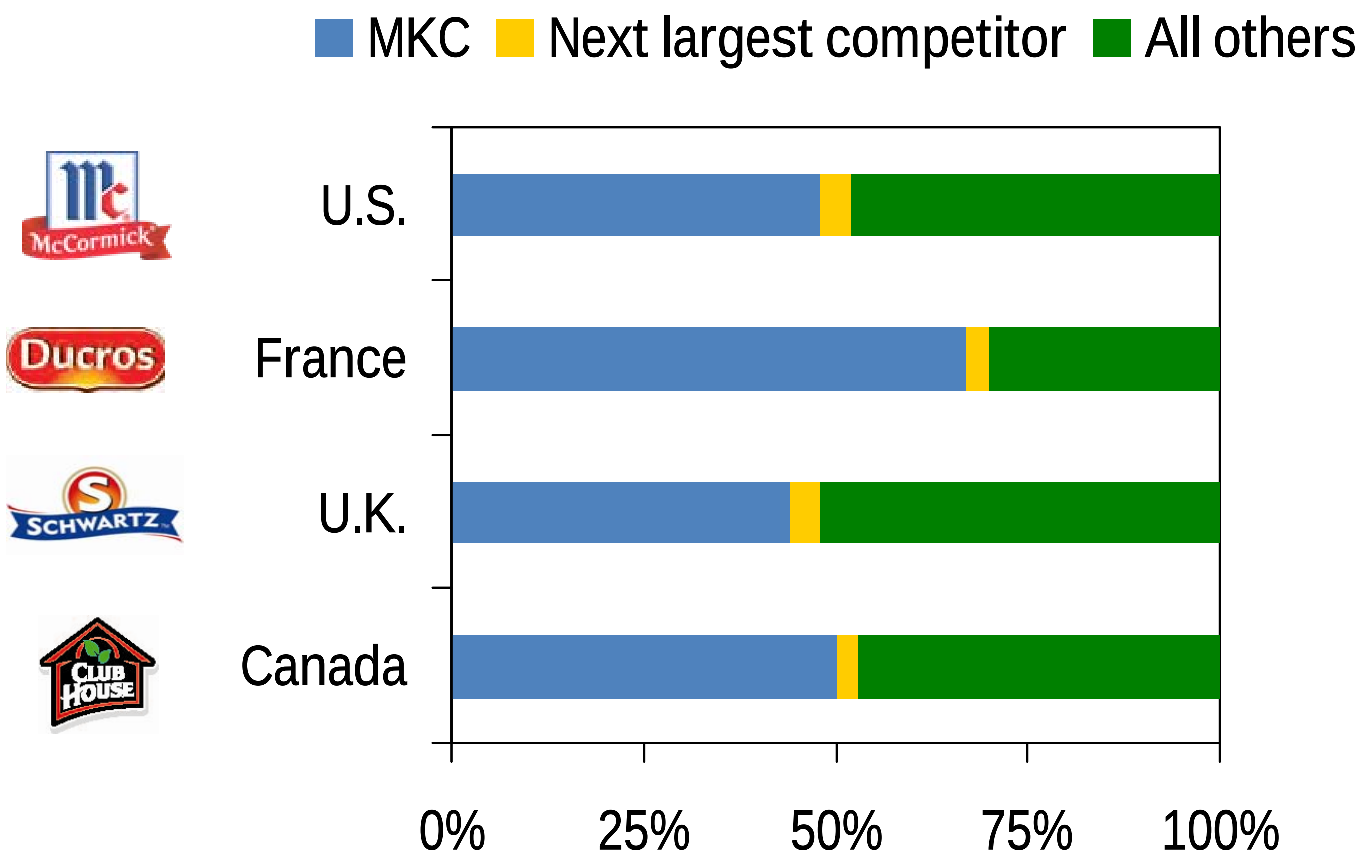
WHAT WE DO → Taking great flavors to new heights

HOW WE DELIVER → Building shareholder value

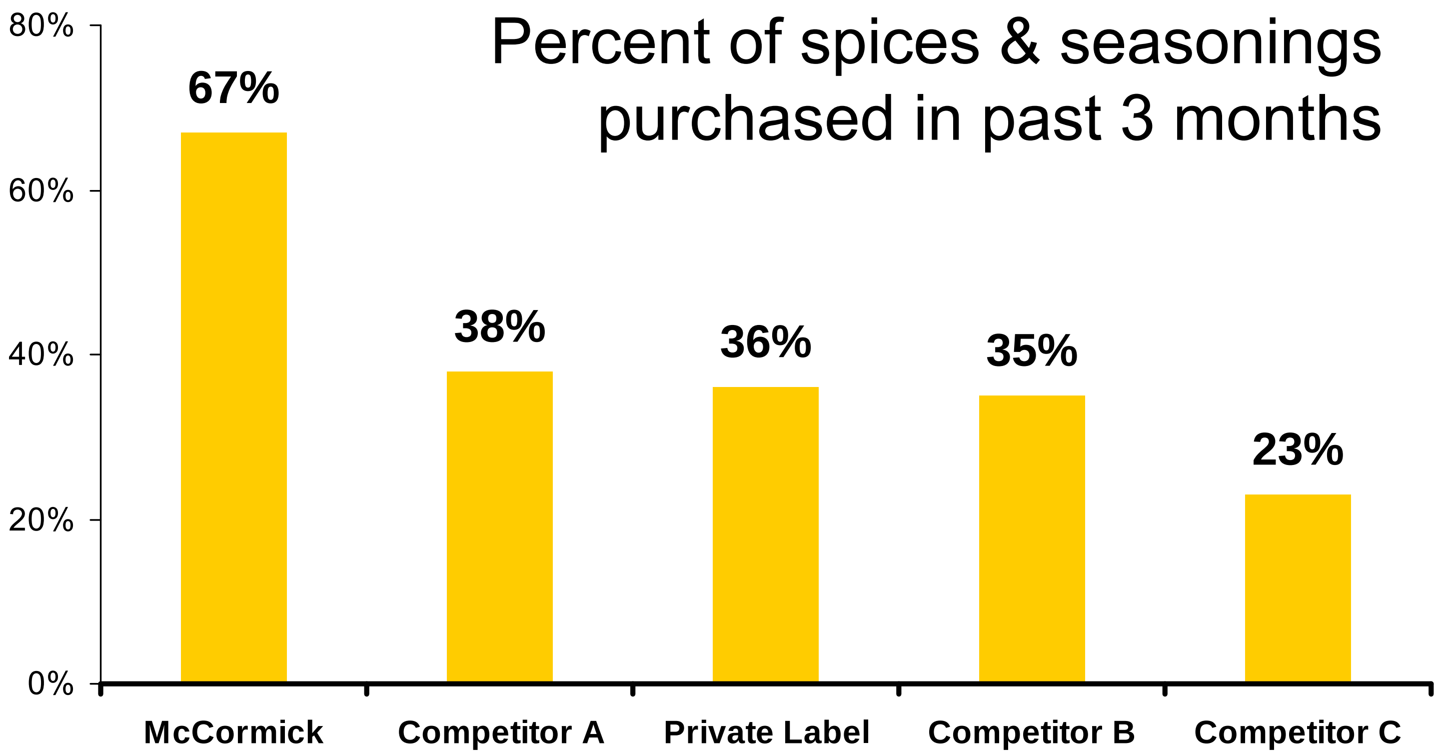
A global leader in delivering flavor

A PASSION FOR FLAVOR

Leading share of category – Spices and seasonings



High degree of loyalty to the McCormick brand



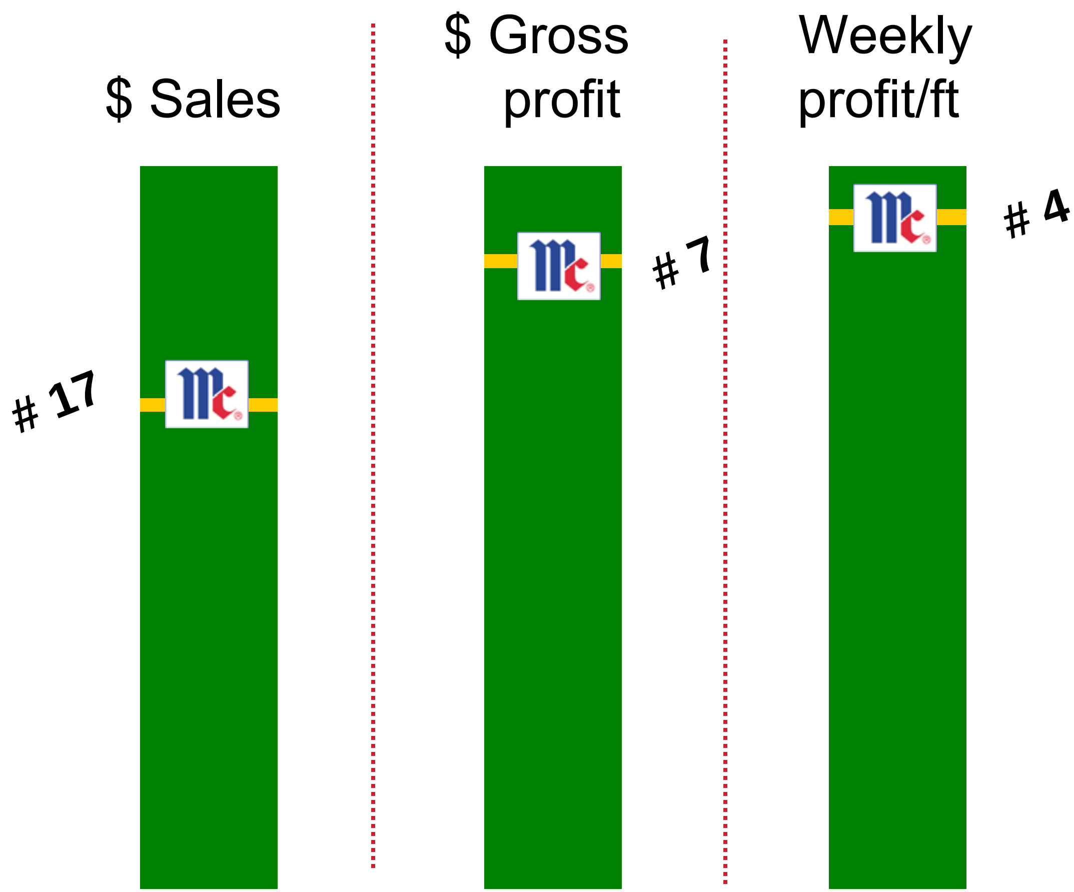
Source: U.S. 2007 Brand Equity Study

Preferred by consumers and important to customers

McCormick replaces Brand A: **+27 to 28%**

Brand B replaces McCormick Gourmet: **-14%**

One of highest profit categories for retailers

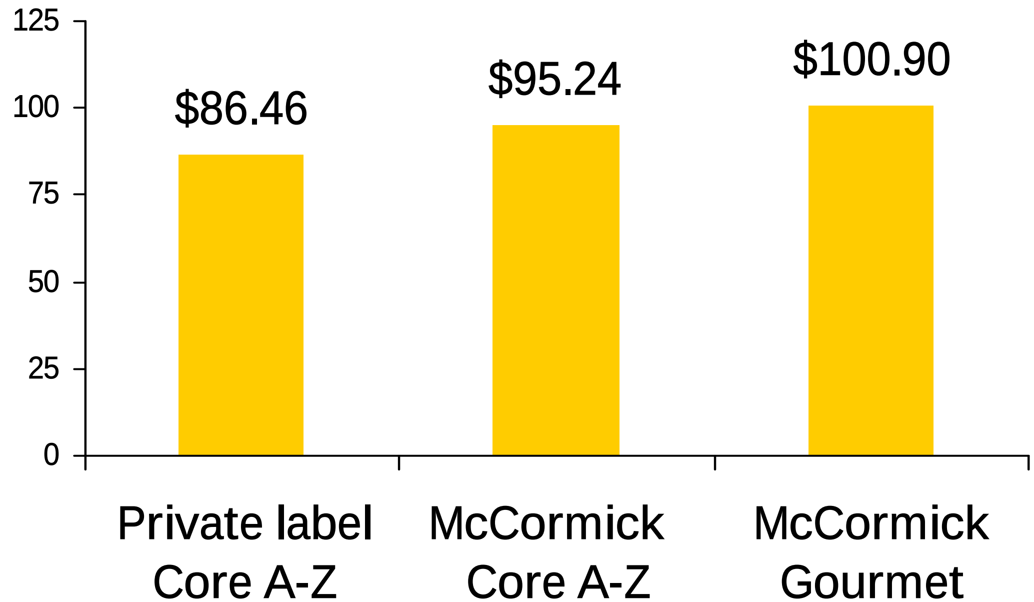


Spices rank #4 in weekly profit per linear foot … among top 50 most profitable categories

Source: IRI Infoscan Reviews, 52 weeks ending 6/09. Willard Bishop Super Study 2008.
Grocery Center Store categories only.

A trip to the spice aisle drives retailer sales

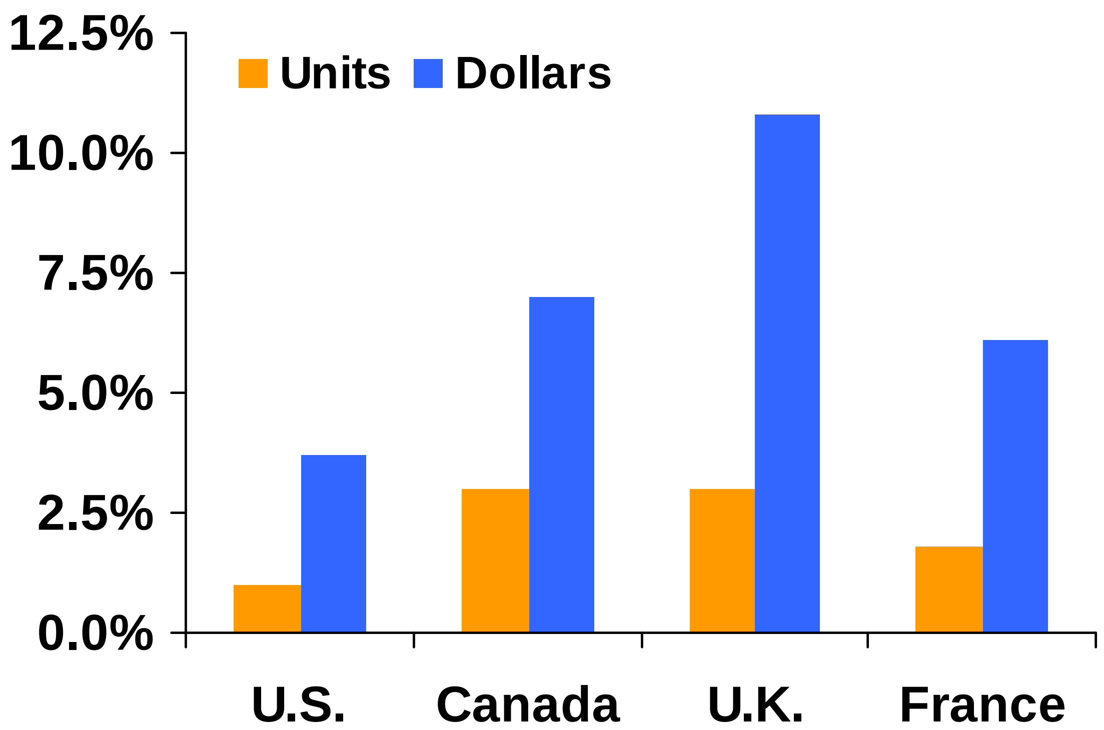
McCormick brand spices increase basket ring



Source: Cannondale Associates® *ShopperGenetics®* database, 104 weeks ending 12/08
Paul/cw/MCormick – Category Leadership Project Update Session 122208 (122208)

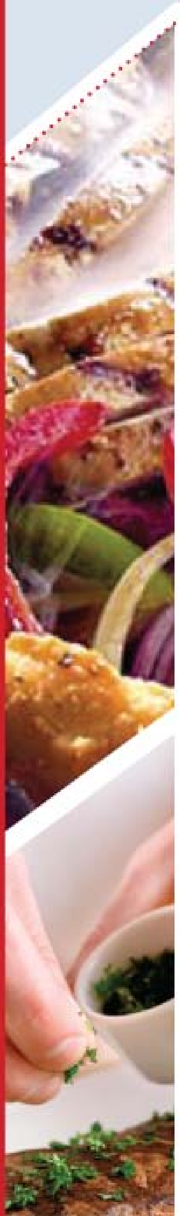
Solid category growth

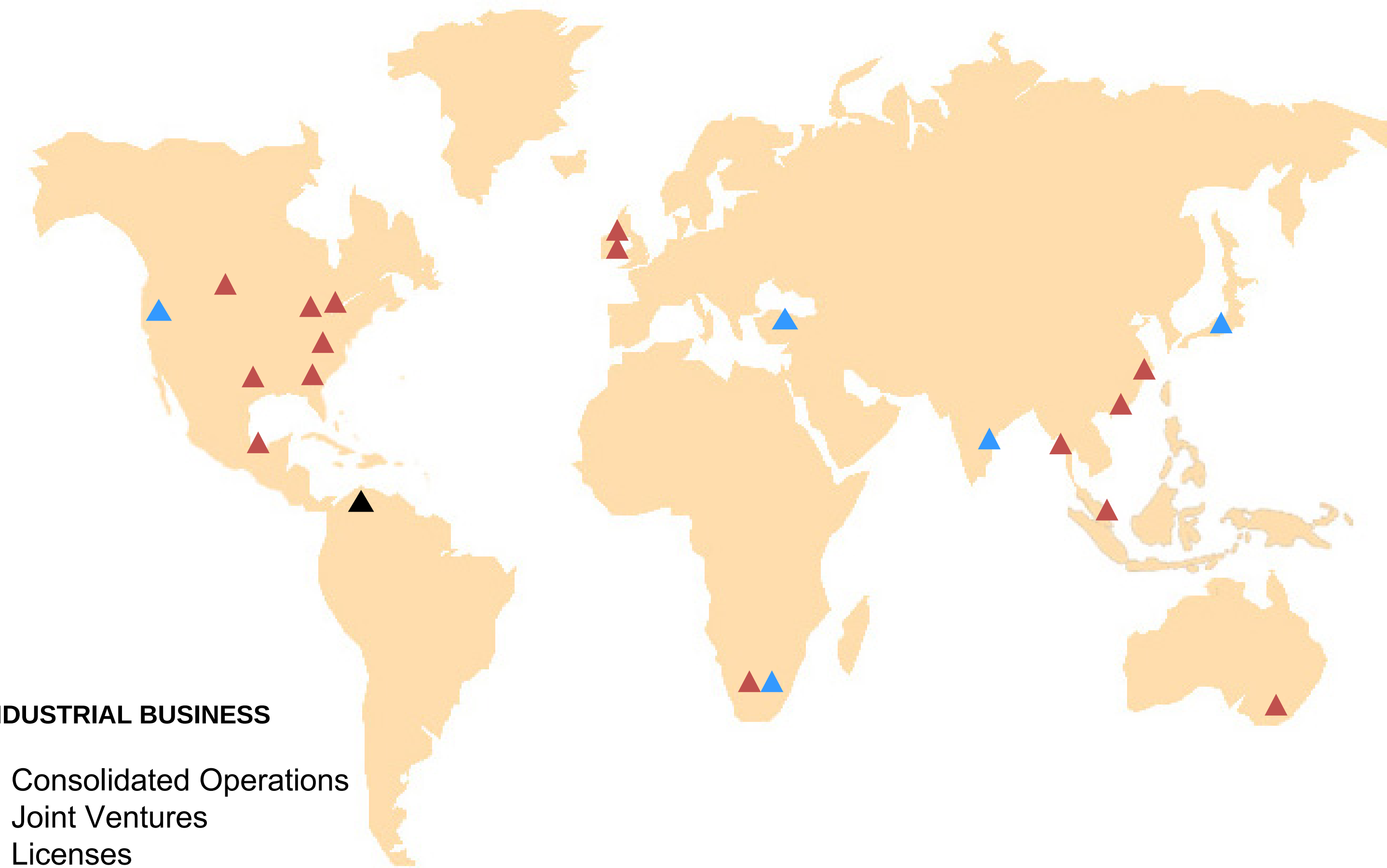
Increased consumer spice & seasoning purchases in latest 52 weeks



Source: U.S. growth based on IRI data for Total US Food

Preferred global supplier to strategic industrial customers





INDUSTRIAL BUSINESS

- Consolidated Operations
- Joint Ventures
- Licenses

Competitive advantage with industrial customers…

- Natural spices, herbs, other ingredients
- Food safety, consistency, availability
- Global sourcing

Competitive advantage with industrial customers…

- Natural spices, herbs, other ingredients
- Food safety, consistency, availability
- Global sourcing
- Branded food company
- Sound financial position

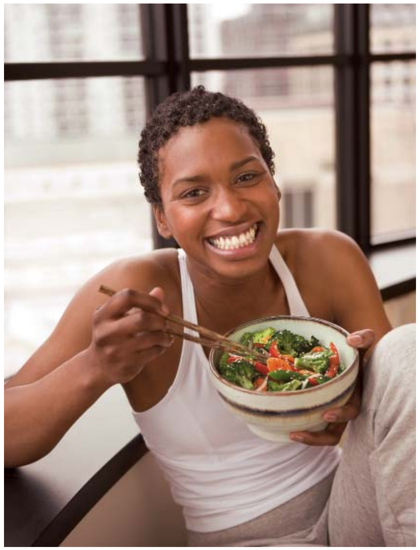
Streamlined approach

Farm
↓
Collector
↓
Processor
↓
~~Shipper/exporter~~
↓
~~Agent~~
↓
~~Importer/Dealer~~
↓
~~Broker~~
↓
Grinder

…leading to industrial business growth

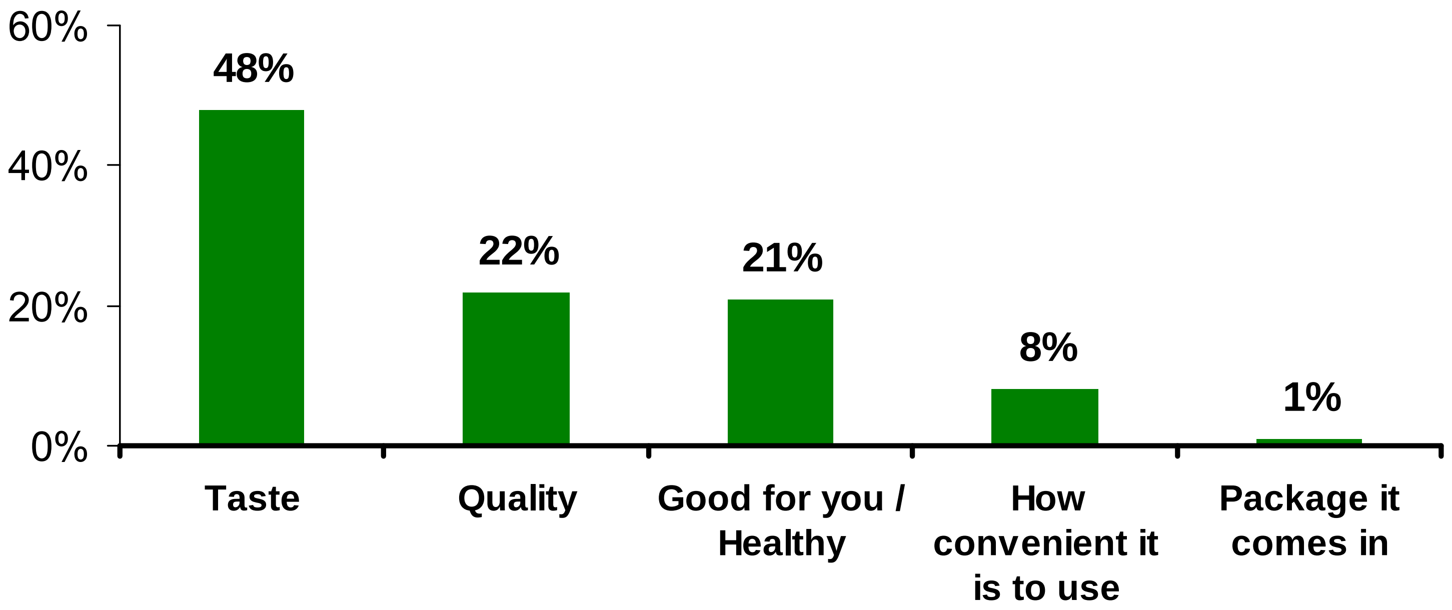
- Robust pipeline of innovative products
- U.S. win rates of 30% with food service and 50% with food manufacturers; even higher in some international regions
- 20% of 2008 sales in China from new products launched in last three years

Flavors for all occasions

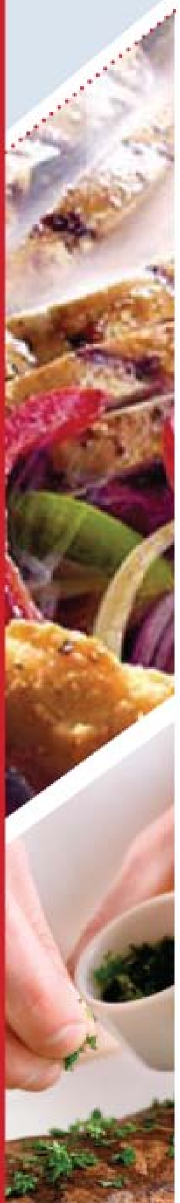


Where taste, health, convenience meet

- Most important attributes to consumers when buying their favorite foods



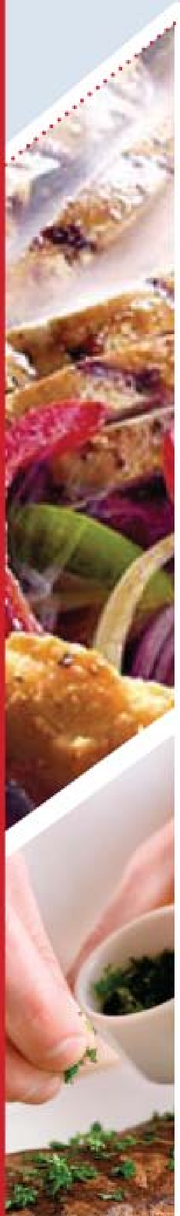
Source: Attitudinal Consumer Survey, Jan 2009



Positioned for growth

- A passion for flavor
- Taking great flavors to new heights
- Building shareholder value

Taking great flavors to new heights



- Developing on-trend new products
- Connecting with consumers
- Expanding distribution

Success with Lawry's

- Inspirational, multi-cultural, fun

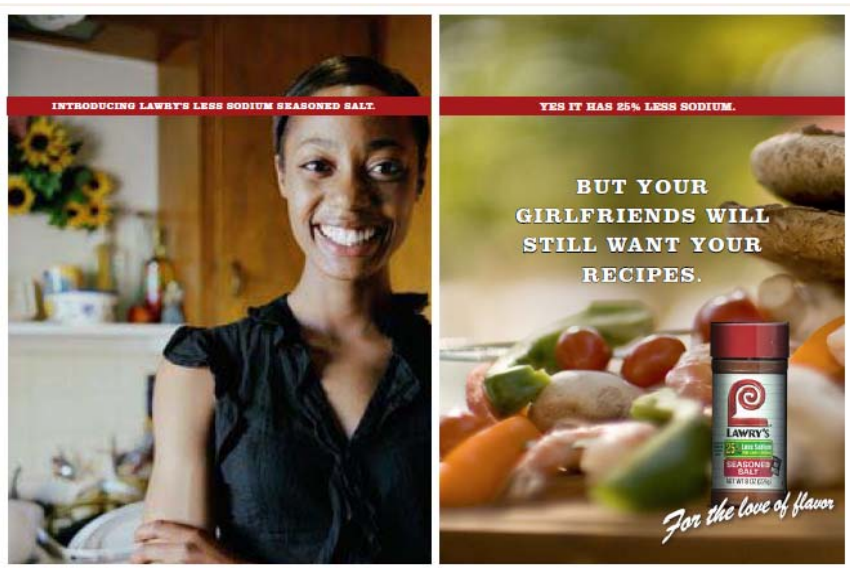
"Meal Excitement"

Celebration of Flavor

Exciting Flavors and Flavor Combinations based on Southern, Hispanic, Asian and Mediterranean Cuisines

Success with Lawry's

- Progress in year one
  - Reigniting sales growth
    - **Great marketing support**
    - **New products**
  - Paying down debt



Leading brands in worldwide markets

- Expanded geographies
- New categories

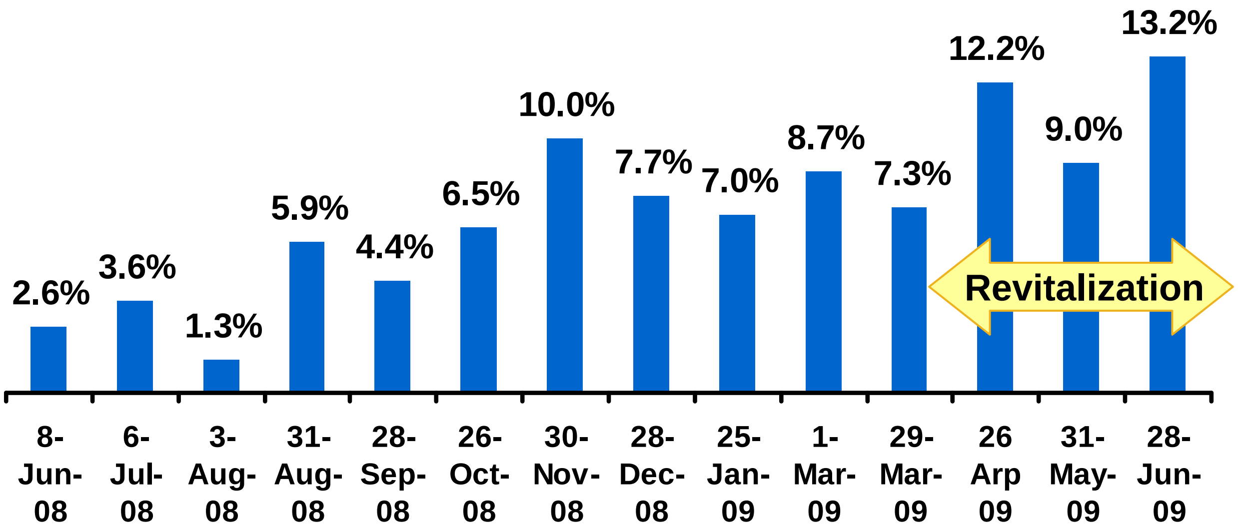
Developing on-trend new products

- Dry seasoning mix revitalization a success
  - Cleaner ingredient label
  - Improved graphics
  - Better displays
  - New varieties
  - Excellent value

Developing on-trend new products

- Dry seasoning mix revitalization a success

The revitalization has stepped-up the growth rates for McCormick brand at retail



Source: All channel percent increase in units sold which includes grocery IRI

Developing on-trend new products

Recipe Inspirations™

Developing on-trend new products

- Perfect Pinch®
  - Simplify and unify blends
  - Clean label
  - Versatile and strong value

Developing on-trend new products

- Perfect Pinch
  - Product being replaced 2.5% U.S. consumer sales
  - Sales doubled in test market
  - Strong 2010 marketing campaign

Developing on-trend new products

- Recipe Inspirations™
  - Easy to experiment – pre-measured
  - Try new recipe before buying unfamiliar spice
  - Varieties are a “twist on the familiar”

Developing on-trend new products

- Recipe Inspirations
  - Retailer excitement
  - Secondary placements
  - Preliminary turn rates close to other best sellers

3.5 turn rate

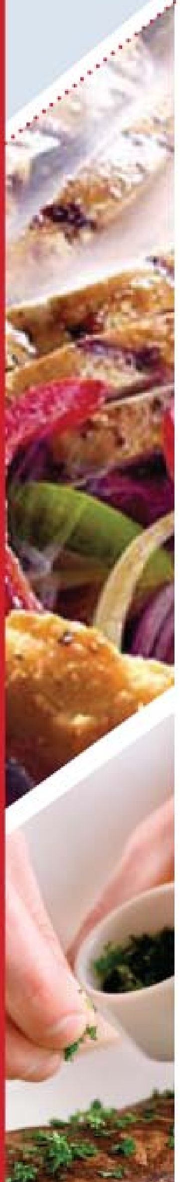
3.5

3.6

3.8

Source: IRI BScan Inventory Report 6/8/09; IRI 4 weeks ending 4/26/09

Developing on-trend new products



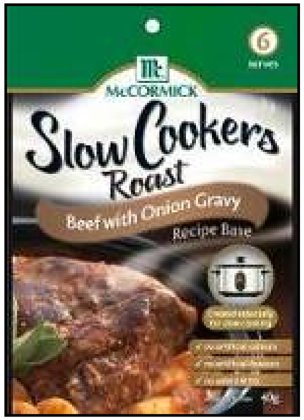
- Vahiné® Pâtisserie
  - Differentiated baking mixes
  - Convey quality and expertise
  - Potential for geographic expansion

Developing on-trend new products

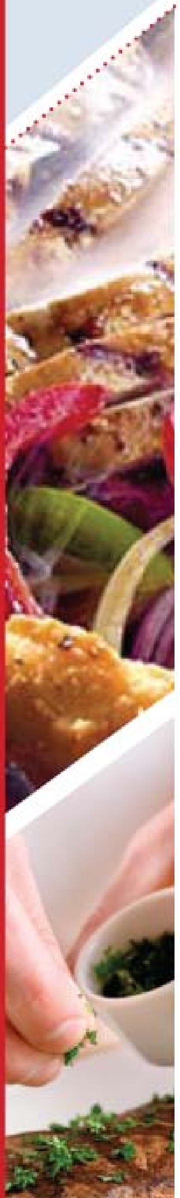
- Other innovation
  - Ducros® Selection
  - Schwartz® Flavorful
  - Vahiné Decorations
  - Honey Jam

Developing on-trend new products

- Other innovation
  - Slow Cooker roast range
  - Aeroplane® "Create-a-Jelly"
  - Adjustable grinders
  - Simply Asia® seasoning mixes
  - New grilling flavors



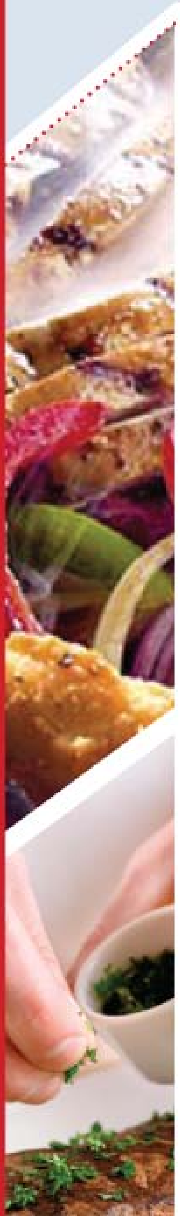
Taking great flavors to new heights



- Developing on-trend new products
- Connecting with consumers
- Expanding distribution

Connecting with consumers

- Small part of the cost
- Most of the flavor



12¢ per serving

20¢ per serving

15¢ per serving

5¢ per serving

Connecting with consumers

- On-target products for low-cost meals
- Providing support for more cooking at home

Connecting with consumers

- Delivering brand value in Europe

Connecting with consumers

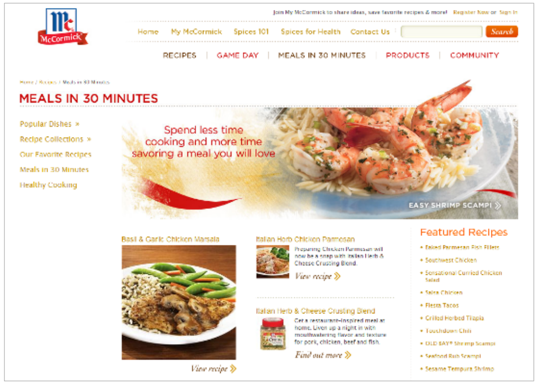
- Health and wellness message

How will you spice up your potatoes today?

Do you know the secret of spices?

Connecting with consumers

- Effective use of interactive media



Connecting with consumers

- Advertising to build consumer awareness

Connecting with consumers

- Asia/Pacific initiatives
  - Gravity-feed merchandising in China
  - Expanded regions and retail channels

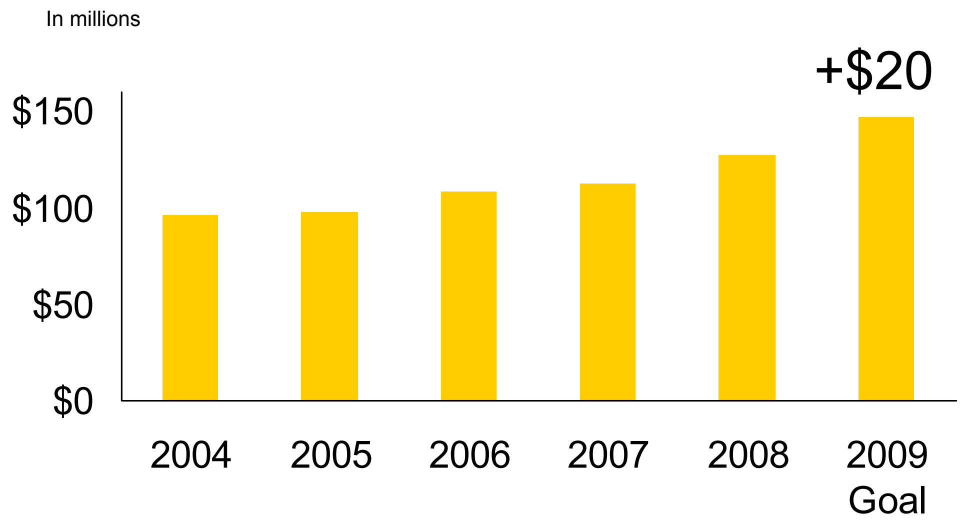
Connecting with consumers

- “McCormick for Chefs” positions McCormick as category leader in away-from-home channel

Connecting with consumers

- Increased marketing to drive sales growth

Marketing support up >50%



Initiatives to grow sales

- Developing on-trend new products
- Connecting with consumers
- Expanding distribution

Speaker:

Gordon M. Stetz

Executive Vice President and CFO

Managing successfully in a tough economy

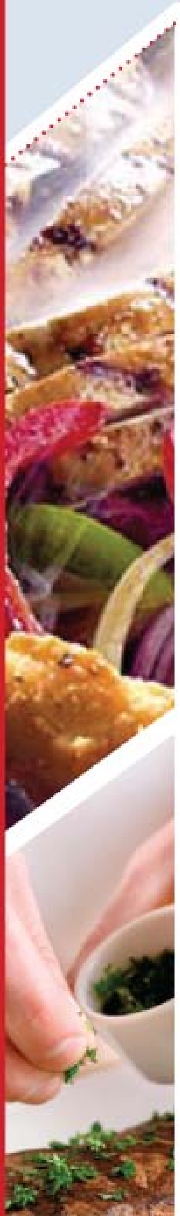
- Offsetting volatile input costs with pricing actions
- Minimizing foreign currency exchange rate impact with structural advantage
- Maintaining access to cash with investment grade credit rating

Managing successfully in a tough economy

- Grew EPS 7.7% in 2nd quarter*
  - Offset costs of customer bankruptcy
  - Funded $10 million of incremental marketing support

* Excludes restructuring and impairment charges

Managing successfully in a tough economy



- Strong year-to-date results

Net sales in local currency	+ 7%
Gross profit margin	+ 50 bps
Operating income margin	>100 bps
EPS *	+ 7.5%
Cash from operations	$97 million

* Excludes restructuring and impairment charges

Managing successfully in a tough economy

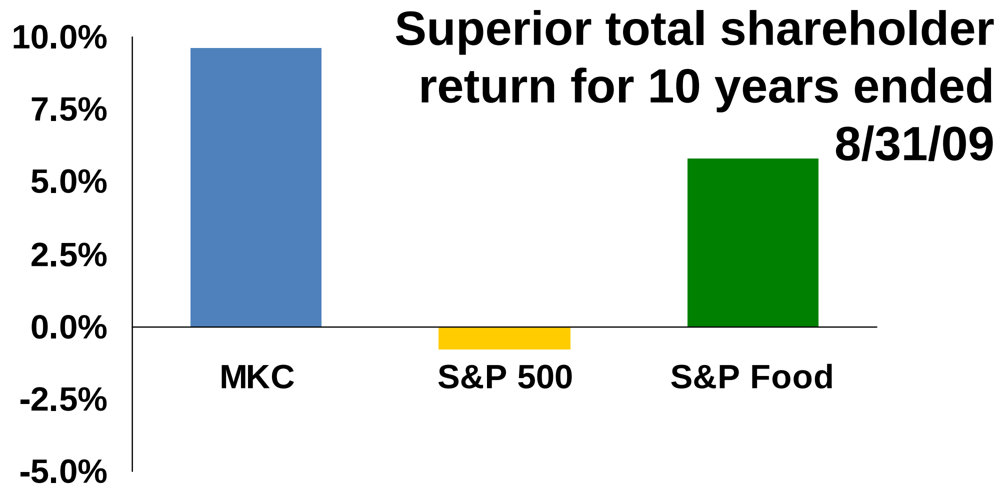
Financial goals for 2009

- Grow sales 2 to 3%
- Add at least 50 bps to gross profit margin
- Reduce costs by $30 million
- Increase marketing support $20 million
- Achieve EPS of $2.24 to $2.28, including $0.05 of restructuring charges
- Reduce cash conversion cycle 3 to 5 days

Effective and sustainable strategy for growth…

Managing successfully in a tough economy

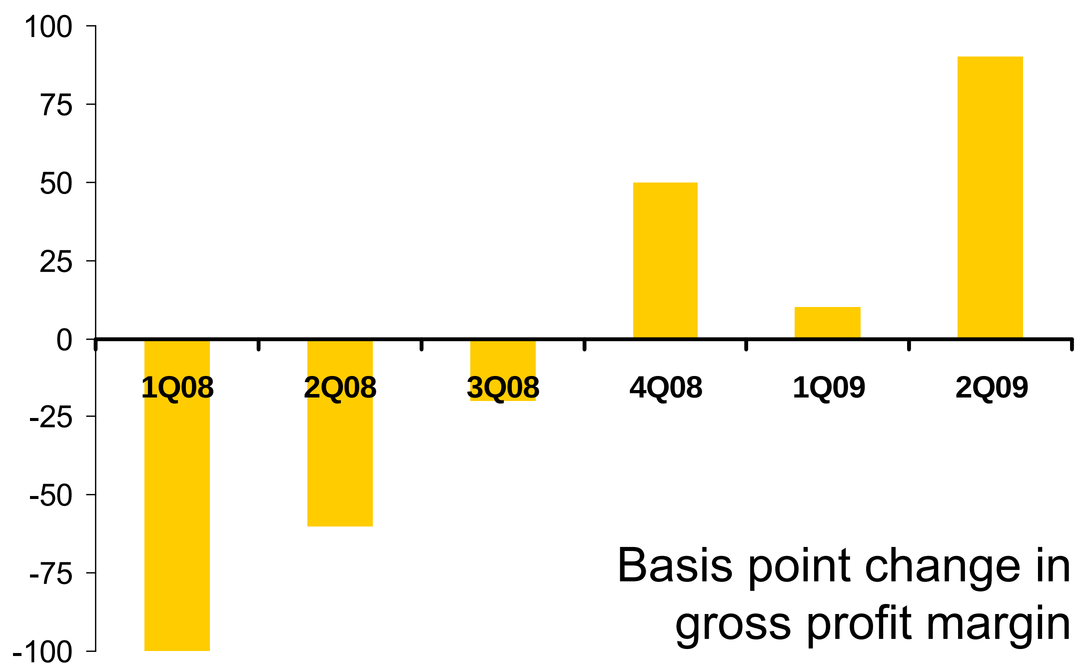
- 7% avg. annual sales growth since 2003
- Double-digit EPS growth in 2007 & 2008*
- Tripled dividends last 10 years
- Tripled EPS last 10 years



* Excludes restructuring and unusual items

Growth strategy…Improve margins

- Back-on-track with solid improvement in gross profit margin



Growth strategy…Improve margins

- Restructuring program
- CCI
- Favorable product and business mix

Growth strategy…Improve margins

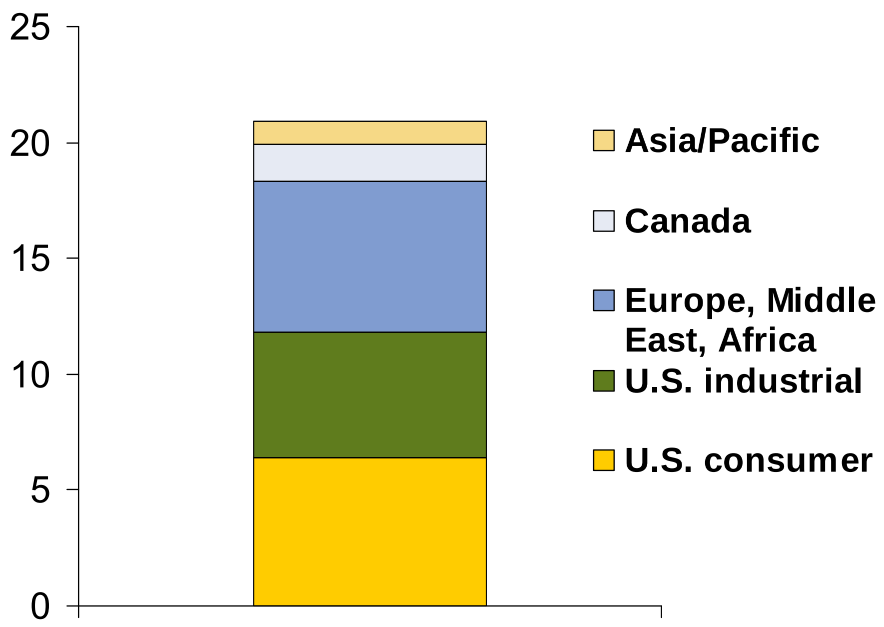
- Restructuring program nearly complete

	2005	2008
Sales per employee	$324,000	$423,000
Sales per facility	$112.7M	$176.5M
Annual savings	$50M goal	$56M achieved

Total projected savings $65 million

Growth strategy…Improve margins

- CCI driving on-going savings throughout the Company



In 2009 savings extend across each business and region

Growth strategy…Improve margins

CCI progress encompasses not only improved margins but improved sustainability

- Five major facilities now recycling 40-70% of solid waste
- Since 2005 have reduced electricity 14%, natural gas 24% and water 19%

Growth strategy…Improve margins

- Favorable product and business mix

% Portfolio sales	2002	2008	2012 Est.
Consumer Business	51%	58%	63%
Industrial Business	49%	42%	37%

Growth strategy…Improve margins

- Restructuring program
- CCI
- Favorable product and business mix

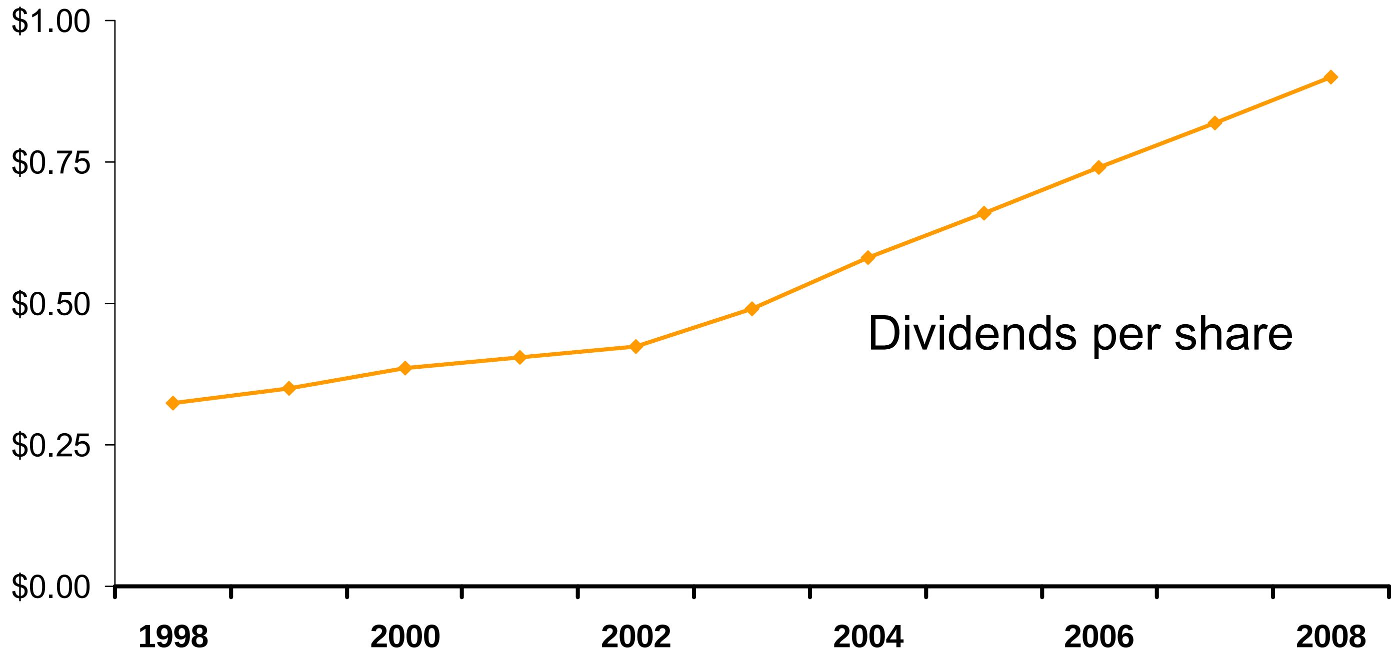
Managing for cash

- Reducing the cash conversion cycle

CASH CONVERSION CYCLE	2007	2008
Days of inventory supply	90.7	87.9
Days sales outstanding	44.1	43.8
Days payable outstanding	44.5	46.7
Cash conversion cycle	90.3	85.0
		(5.3) day reduction
2009 goal		**(3 to 5) day reduction**

Managing for cash

- Dividends have tripled since 1998 and been paid every year since 1925



Outlook for strong long-term results

- Three key drivers of sales growth

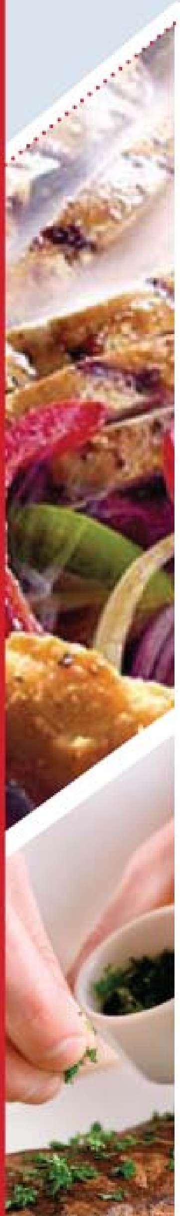
Product innovation

Base business growth

Acquisitions

Grow sales 4-6%

Outlook for strong long-term results



- Improving mix and margin

Operating income margin*	2008	Goal
Consumer Business	18%	Reinvest
Industrial Business	6%	Improve
Total Company	13%	15%

* Excludes restructuring and impairment charges

Outlook for strong long-term results

McCORMICK

- Increased value for our shareholders

Grow sales
4 to 6%

Improved
operating margin

Increase
earnings
per share
9 to 11%

Increase
dividends
and share
repurchase

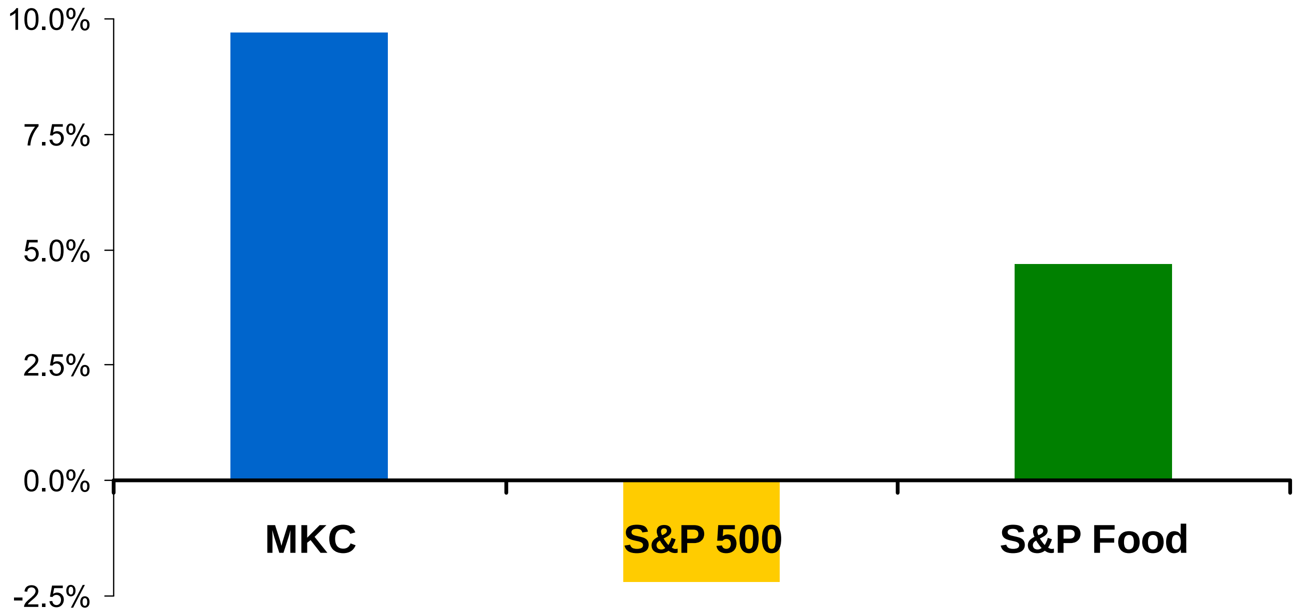
Total shareholder
return 11 to 13%

Speaker:
Alan D. Wilson

Chairman, President and CEO

Superior total shareholder return

- Total shareholder return 7/99 to 7/09



The McCormick message

- A passion for flavor
  - Global leader in delivering flavor
  - Strong share of growing categories
  - Meeting consumer demand for great taste
  - Relevant to our customers

The McCormick message

- Taking great flavors to new heights
  - Investing in acquisitions, innovation, marketing
  - Adapting to today's consumer

The McCormick message

- Building shareholder value
  - Strong results in tough environment
  - On-track to achieve growth in 2009
  - Long-term focus on sales growth, increased profit, cash generation and return to shareholders

McCormick & Company, Inc.

Taking Great Flavor to New Heights

Barclays Back-to-school Conference

September 9, 2009

McCormick & Company, Inc.
Historical Financial Summary

The financial information contained in this summary should be read in conjunction with the Company's audited financial statements contained in its annual reports.

(millions except per share and ratio data)	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
For the Year											
Net sales	$3,176.6	$2,916.2	$2,716.4	$2,592.0	$2,526.2	$2,269.6	$2,044.9	$1,939.1	$1,863.5	–	–
Net sales prior to EITF 01-09	–	–	–	–	–	–	–	2,092.9	1,945.1	$1,837.2	$ 1,722.3
Percent increase	8.9%	7.4%	4.8%	2.6%	11.3%	11.0%	5.5%	4.1%	5.9%	6.7%	6.2%
Operating income	376.5	354.2	269.6	343.5	332.7	295.5	262.4	219.6	200.5	149.2	163.9
Income from unconsolidated operations	18.6	21.4	19.9	20.6	14.6	16.4	22.4	21.5	18.6	13.4	6.2
Net income from continuing operations	255.8	230.1	202.2	214.9	214.5	199.2	173.8	137.1	124.5	88.1	95.3
Net income	255.8	230.1	202.2	214.9	214.5	210.8	179.8	146.6	137.5	103.3	103.8
Per Common Share											
Earnings per share - diluted											
Continuing operations	$ 1.94	$ 1.73	$ 1.50	$ 1.56	$ 1.52	$ 1.40	$ 1.22	$ 0.98	$ 0.89	$ 0.61	$ 0.65
Discontinued operations	–	–	–	–	–	0.09	0.04	0.07	0.09	0.07	0.06
Accounting change	–	–	–	–	–	(0.01)	–	–	–	0.04	–
Net income	1.94	1.73	1.50	1.56	1.52	1.48	1.26	1.05	0.99	0.72	0.71
Earnings per share - basic	1.98	1.78	1.53	1.60	1.57	1.51	1.29	1.06	1.00	0.72	0.70
Common dividends declared	0.90	0.82	0.74	0.66	0.58	0.49	0.425	0.405	0.385	0.35	0.325
Market Non-Voting closing price - end of year	29.77	38.21	38.72	31.22	36.45	28.69	23.79	21.50	18.63	16.03	16.69
Book value per share	8.11	8.51	7.17	6.03	6.57	5.50	4.23	3.36	2.63	2.72	2.68
At Year-End											
Total assets	$3,220.3	$2,787.5	$2,568.0	$2,272.7	$2,369.6	$2,145.5	$1,930.8	$1,772.0	$1,659.9	$1,188.8	$ 1,259.1
Current debt	354.0	149.6	81.4	106.1	173.2	171.0	137.3	210.8	551.9	100.6	163.6
Long-term debt	885.2	573.5	569.6	463.9	465.0	448.6	450.9	451.1	157.2	238.4	247.4
Shareholders' equity	1,055.3	1,085.1	933.3	799.9	889.7	755.2	592.3	463.1	359.3	382.4	388.1
Total capital	2,294.5	1,808.2	1,584.3	1,369.9	1,527.9	1,374.8	1,180.5	1,125.0	1,068.5	720.7	798.4
Other Financial Measures											
Percentage of net sales											
Gross profit	40.6%	40.9%	41.0%	40.0%	39.9%	39.6%	39.1%	38.0%	35.2%	–	–
Gross profit prior to EITF 01-09	–	–	–	–	–	–	–	43.5%	38.5%	36.2%	35.0%
Operating income	11.9%	12.1%	9.9%	13.3%	13.2%	13.0%	12.8%	11.3%	10.8%	–	–
Operating income prior to EITF 01-09	–	–	–	–	–	–	–	10.5%	10.3%	8.1%	9.5%
Capital expenditures	$ 85.8	$ 78.5	$ 84.8	$ 66.8	$ 62.7	$ 83.0	$ 92.4	$ 96.8	$ 42.0	$ 41.0	$ 37.8
Depreciation and amortization	85.6	82.6	84.3	74.6	72.0	65.3	53.4	60.7	49.7	46.1	43.7
Common share repurchases	11.0	157.0	155.9	185.6	173.8	120.6	6.8	11.9	72.3	81.0	63.0
Debt-to-total-capital	54.0%	40.0%	41.1%	41.6%	41.8%	45.1%	49.8%	58.8%	66.4%	46.9%	51.4%
Average shares outstanding											
Basic	129.0	129.3	131.8	134.5	137.0	139.2	139.5	137.8	137.6	142.8	146.6
Diluted	131.8	132.7	135.0	138.1	141.3	142.6	142.3	140.2	139.2	144.0	147.6

McCormick & Company, Inc.
Notes to Historical Financial Summary

The historical financial summary includes the impact of certain items that affect the comparability of financial results year to year. From 2005 to 2008, restructuring charges were recorded and are included in the table below. In 2008 the restructuring charges totaled $16.6 million. Also, in 2008 an impairment charge of $29.0 million was recorded to reduce the value of the Silvo brand. Related to the acquisition of Lawry's in 2008, the Company recorded a gain. In 2004, the net gain from a special credit was recorded. The net impact of these items is relected in the following table:

(millions except per share data)	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
Operating income	$ (45.6)	$ (34.0)	$ (84.1)	$ (11.2)	$ 2.5	$ (5.5)	$ (7.5)	$ (11.2)	$ (1.1)	$ (26.7)	$ (2.3)
Net income	(26.2)	(24.2)	(30.3)	(7.5)	1.2	(3.6)	(5.5)	(7.4)	(0.7)	(23.2)	(1.5)
Earnings per share - diluted	(0.20)	(0.18)	(0.22)	(0.05)	0.01	(0.03)	(0.04)	(0.05)	(0.01)	(0.16)	(0.01)

In 2006, McCormick began to record stock-based compensation expense as explained in note 11 of the financial statements to the 2008 annual report. Prior year results have not been adjusted. Stock-based compensation reduced operating income by $17.9 million, net income by $12.4 million and earnings per share by $0.10 in 2008. Stock-based compensation reduced operating income by $21.2 million, net income by $14.7 million and earnings per share by $0.11 in 2007. Stock-based compensation reduced operating income by $22.0 million, net income by $15.1 million and earnings per share by $0.11 in 2006.

Also in 2006 McCormick reclassified the net book value of in-store displays from property, plant and equipment to other assets. Capital expenditures through 2002 have been adjusted to reflect this reclassification.

In 2003, McCormick sold its packaging segment and Jenks Sales Brokers in the U.K. and 2001 and 2002 were restated for these discontinued operations. Also in 2003, McCormick consolidated the lessor of a leased distribution center which was recorded as an accounting change.

In 2002, all share data was adjusted for a 2-for-1 stock split. In addition, McCormick adopted SFAS No. 142, "Goodwill and Other Intangible Assets." Prior year results have not been adjusted. Also in 2002, McCormick implemented EITF 01-09. Results were reclassified for 2001 and 2000.

In 1999 McCormick changed its actuarial method for computing pension expense.

Common dividends declared includes fourth quarter dividends which, in some years, were declared in December following the close of the fiscal year.

Total capital includes debt and shareholders' equity.

Non-GAAP reconciliation
(per share data)

Earnings per share - diluted	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998
Continuing operations	$ 1.94	$ 1.73	$ 1.50	$ 1.56	$ 1.52	$ 1.40	$ 1.22	$ 0.98	$ 0.89	$ 0.61	$ 0.65
Restructuring charges and unusual items	(0.20)	(0.18)	(0.22)	(0.05)	0.01	(0.03)	(0.04)	(0.05)	(0.01)	(0.16)	(0.01)
Adjusted earnings per share from from continuing operations - diluted	$ 2.14	$ 1.91	$ 1.72	$ 1.61	$ 1.51	$ 1.43	$ 1.26	$ 1.03	$ 0.90	$ 0.77	$ 0.66

Reconciliation of GAAP to non-GAAP Financial Measures 2008 and 2009

The Company has provided below certain non-GAAP financial results excluding amounts related to a restructuring program in 2009 and 2008, as well as unusual items recorded in the third and fourth quarters of 2008.

(in millions except per share data)	**Three Months Ended**		**Six Months Ended**	
	5/31/09	5/31/08	**5/31/09**	5/31/08
Earnings per share - diluted	**$ 0.38**	$ 0.41	**$ 0.82**	$ 0.80
Impact of restructuring charges (credits)	**0.04**	(0.02)	**.04**	–
Adjusted earnings per share – diluted	**$ 0.42**	$ 0.39	**$ 0.86**	$ 0.80
% increase versus prior period	**7.7%**		**7.5%**	

	Twelve Months Ended
	11/30/08
Earnings per share – diluted	$1.94
Impact of restructuring charges	.09
Impact of impairment charge	.15
Net gain related to Lawry’s acquisition	(.04)
Adjusted earnings per share – diluted	$2.14