



*McCormick Brings Passion to Flavor™*

**McCormick 2011**

**Annual Shareholders' Meeting**



# Alan Wilson

**Chairman, President &  
Chief Executive Officer**



*McCormick Brings Passion to Flavor™*





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Passion for  
*Flavor™*



Power of  
*People™*



Taste You  
*Trust™*



Inspiring *Healthy*  
*Choices*



Delivering *High*  
*Performance*





Saving the World  
from **Boring Food!**



Passion for Flavor™





*Delivering High  
Performance*



*Delivering High  
Performance*



*Delivering High  
Performance*





# NEW ACQUISITIONS



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2001 - 2011

10% ↑ in

Total Annual  
Shareholder  
Return

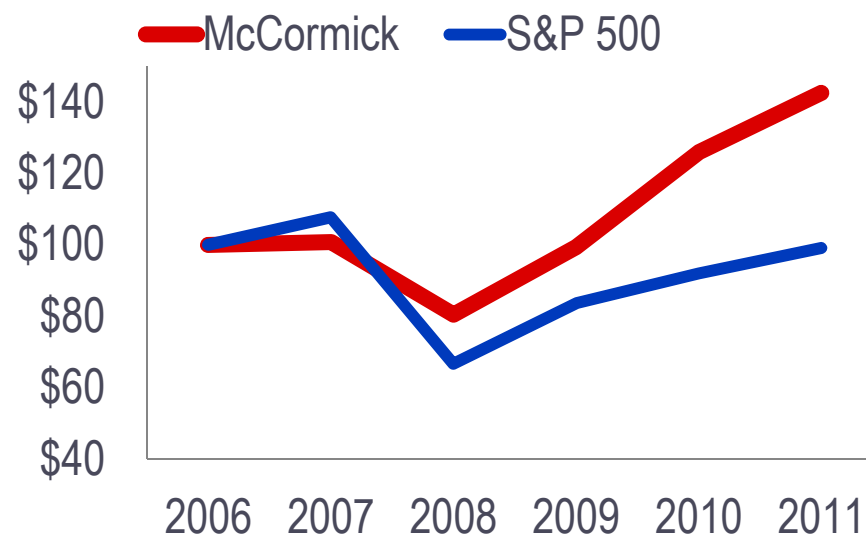
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**2006 - 2011**

**\$100 invested in 2006  
would have grown to  
\$143 by end of 2011\***



\* Assumes dividends were reinvested

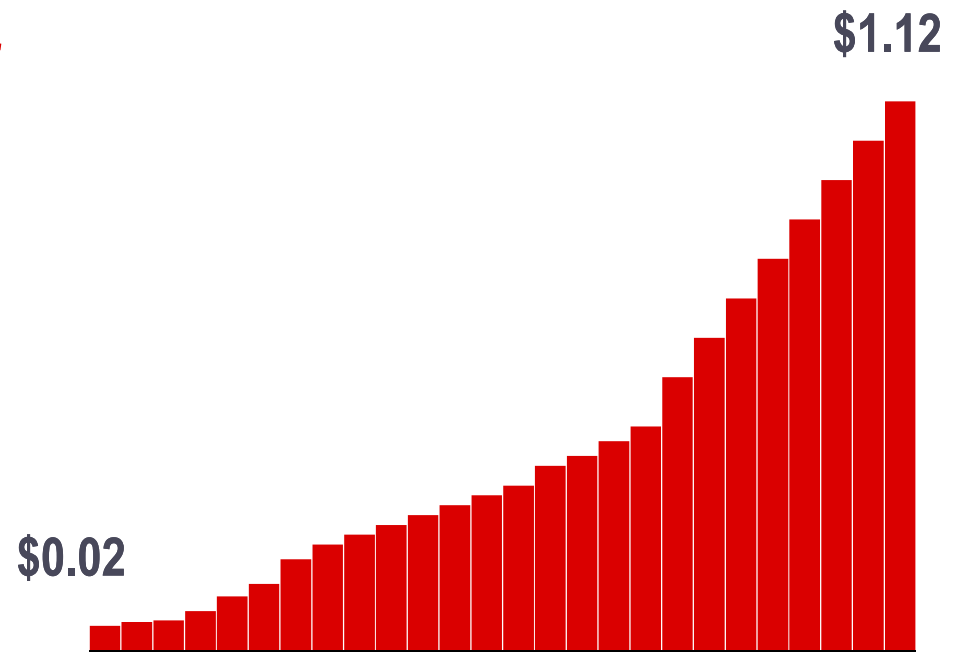
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1986 - 2011


## 26 Consecutive Years of Dividend Increases

**S&P 500**  
Dividend Aristocrat



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MKC ↑ 15%\*

\* From March 30, 2011

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**\$238 million**  
returned to shareholders  
through dividends and share  
repurchases

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# MKC

*“Top 10 stocks for  
safety and stability”*



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# Forward-looking Information

Certain information contained in this release, including statements concerning expected performance such as those relating to net sales, earnings, cost savings, acquisitions and brand marketing support, 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 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 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, changes in regulatory requirements, and global economic conditions generally which would include the availability of financing, interest, inflation rates and investment return on retirement plan assets, as well as foreign currency fluctuations, risks associated with our information technology systems, the threat of data breaches or cyber attacks, 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.

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# Gordon Stetz

**Executive Vice President & Chief  
Financial Officer**



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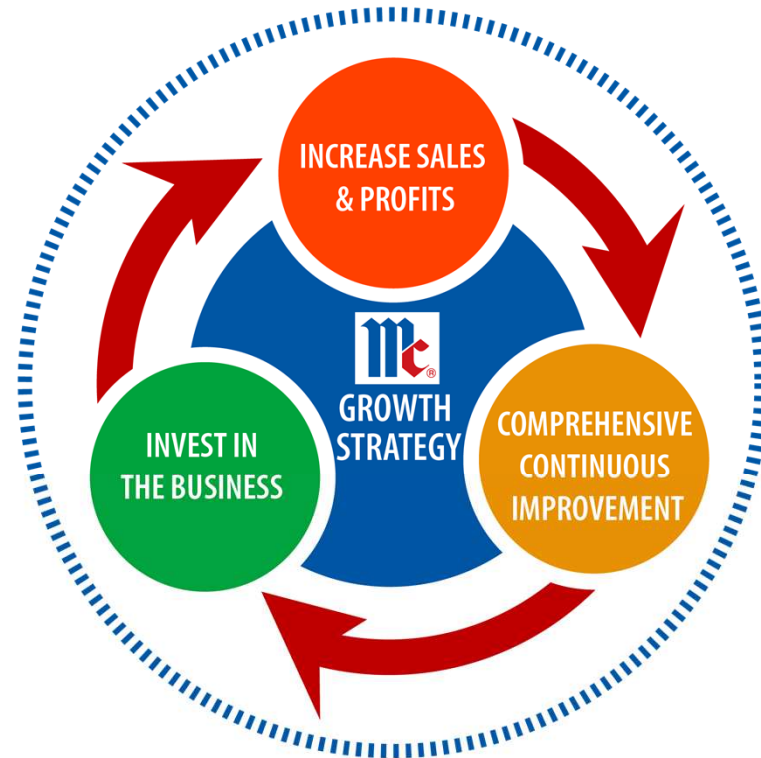


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# STRATEGY FOR GROWTH



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## 2011 Results

### Sales Growth

11% ↑

- ✓ Pricing
- ✓ Innovation, distribution, marketing
- ✓ Acquisitions
- ✓ Favorable currency rates

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## 2011 Results

### Operating Income

6% ↑

- ✓ Strong sales growth
- ✓ \$65 million CCI cost savings
- ✓ Funded \$20 million increase in brand marketing support
- ✓ Offset \$11 million of acquisition-related transaction costs

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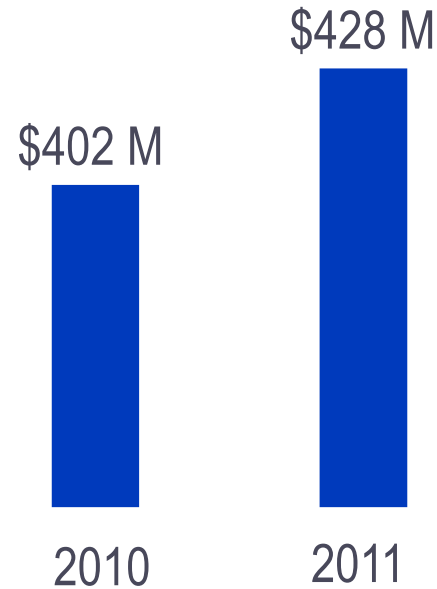


## Consumer Business 2011 Results

**Sales**

10% ↑

**Operating Income**



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## Industrial Business 2011 Results

**Sales**

**12%↑**

**Operating Income**



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## 2011 Results: Adjusted Earnings Per Share\*



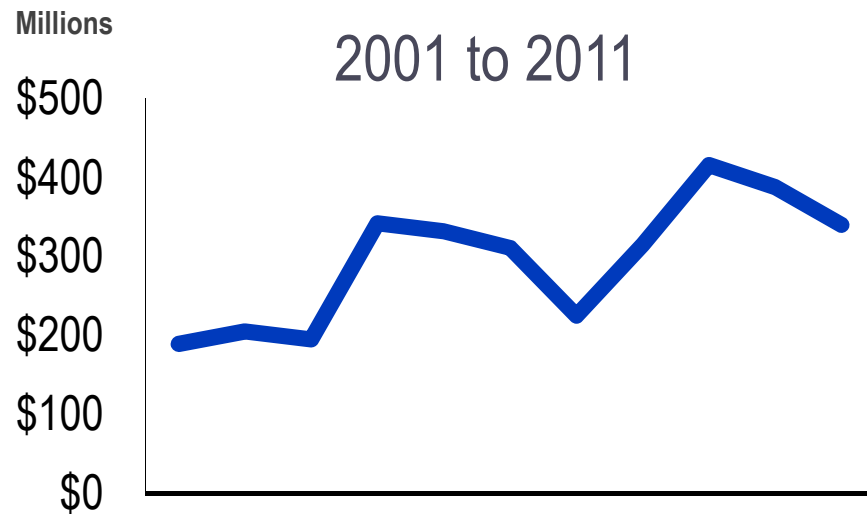
\* Excluding items affecting comparability

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## Cash Flow from Operations



- ✓ \$340 million in 2011
- ✓ Higher cash from net income
- ✓ Offset in part by higher inventory

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## 2011 Results: Uses of Cash

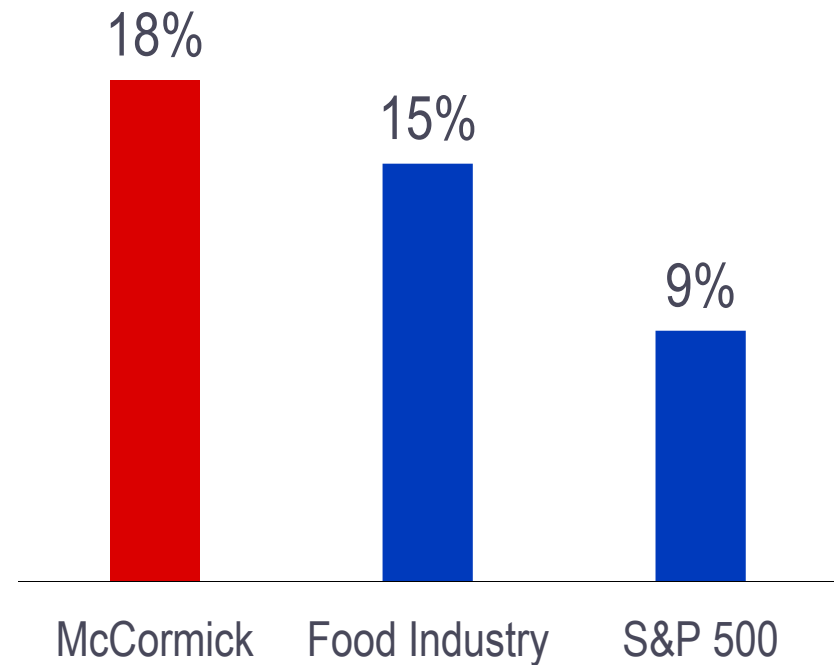
- ✓ Returned \$238 million to McCormick shareholders in dividends and share repurchases
- ✓ Invested \$441 million in acquisitions and joint ventures
- ✓ Invested \$97 million in capital projects

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## Total Shareholder Return

**12 months**  
Ended March 27, 2012

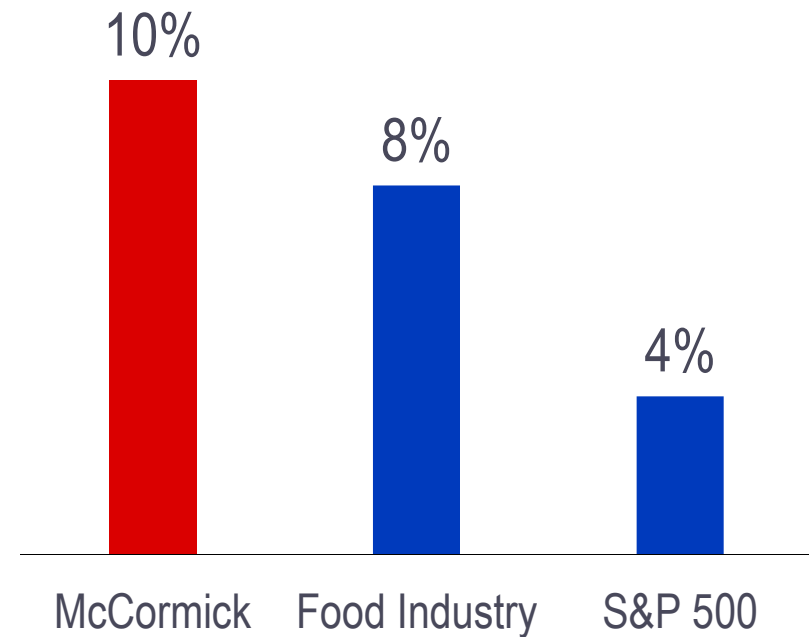


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## Total Shareholder Return

**10 years**  
ended February 29, 2012



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## 2012 Outlook

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## 2012 Outlook: Sales Growth

Grow Sales 9-11%\*



- ❖ 5% Pricing
- ❖ 4 – 6% Volume and product mix

\* In local currency

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## 2012 Outlook: CCI Results

At least \$45 million in CCI  
cost savings

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## 2012 Outlook: Increase Earnings Per Share

8 - 10% ↑

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## *First Quarter 2012 Results*

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## First Quarter 2012 Results

Sales

16% ↑

Operating Income

2% ↑

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## First Quarter 2012 Results

Earnings Per  
Share **\$0.55**

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## Delivering High Performance

- ✓ Maintaining financial discipline
- ✓ Investing in growth
- ✓ Managing costs
- ✓ Generating cash and profits
- ✓ Committed to dividend

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Passion for *Flavor*™



Passion for  
*Flavor*™



Passion for *Flavor*™

Over **200** new branded  
products launched



# Grinders

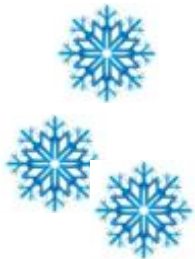


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# FROZEN





# DRY SEASONING MIXES, EXTRACTS & HISPANIC





# Europe to Asia



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New Products launched 2009 - 2011

**9%** of total sales

Broad-based launch success!

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Delivering the **value**  
consumers are  
looking for ...



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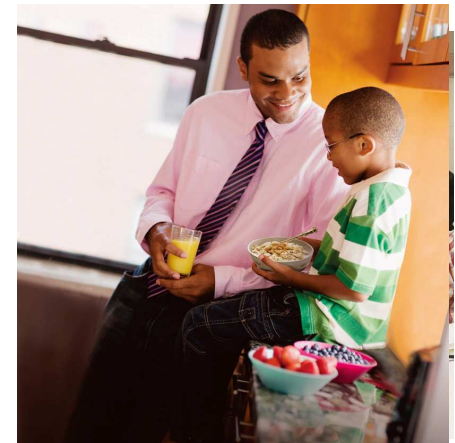




Inspiring  
*Healthy Choices*



Inspiring  
*Healthy Choices*



Inspiring  
*Healthy Choices*





Inspiring Healthy Choices





**~40%** of 2011 U.S. Product Development for Industrial Customers was for **Health & Wellness Projects**



Inspiring Healthy Choices



New  
**state-of-the-art**  
R&D facilities





# Customer Awards & Recognition

- ★ Supplier of the year
- ★ Innovation
- ★ Distributor Best Practices



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# \$187 million

Promotion and Advertising  
Spend

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# New Hispanic Marketing Initiatives

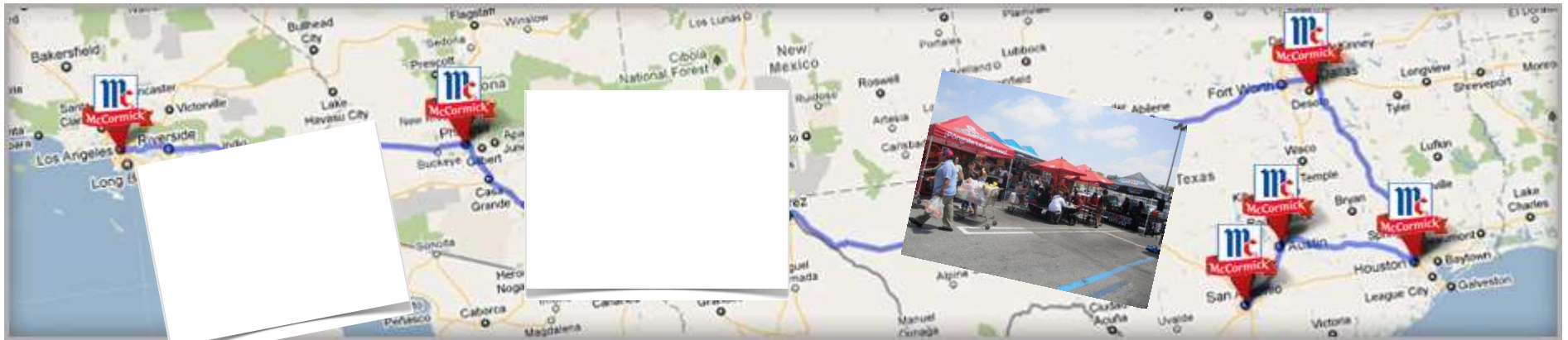
- ✓ Social Media Campaign
- ✓ Promotions
- ✓ Advertising
- ✓ PR
- ✓ In-store displays



¡Póngale lo sabroso!



## ASANDO SABROSO TOUR



¡Póngale lo sabroso!



## ASANDO SABROSO TOUR



¡Póngale lo sabroso!





# 33% of the 2011 increase in marketing support was for Digital Marketing



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# GRILL MAYOR

## Social Media Campaign

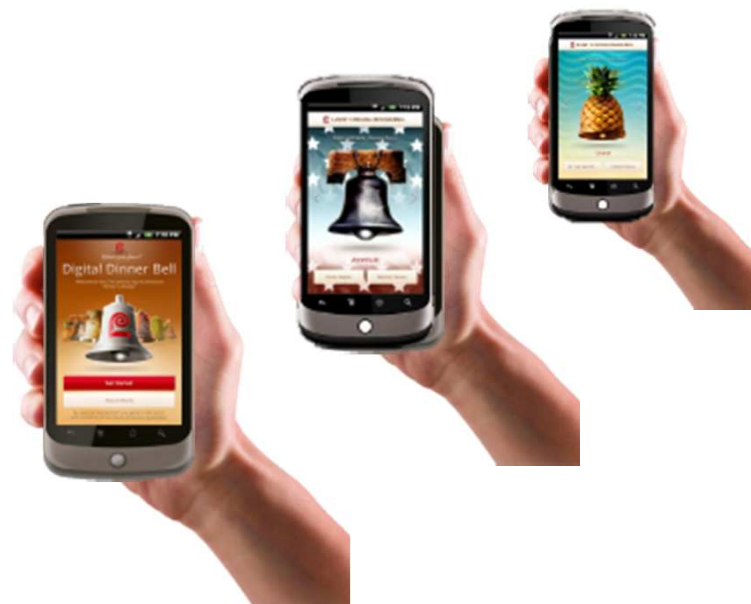


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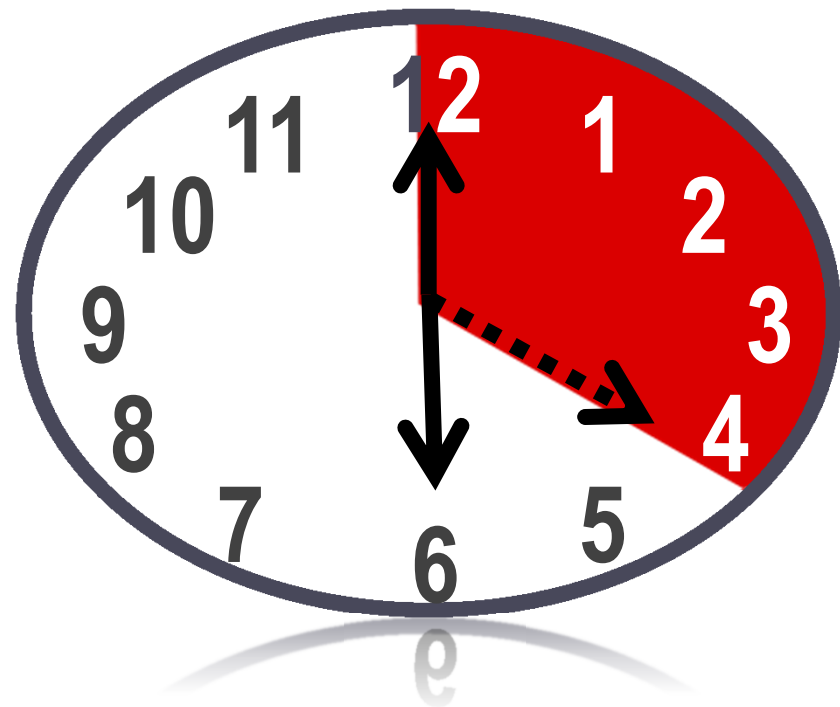
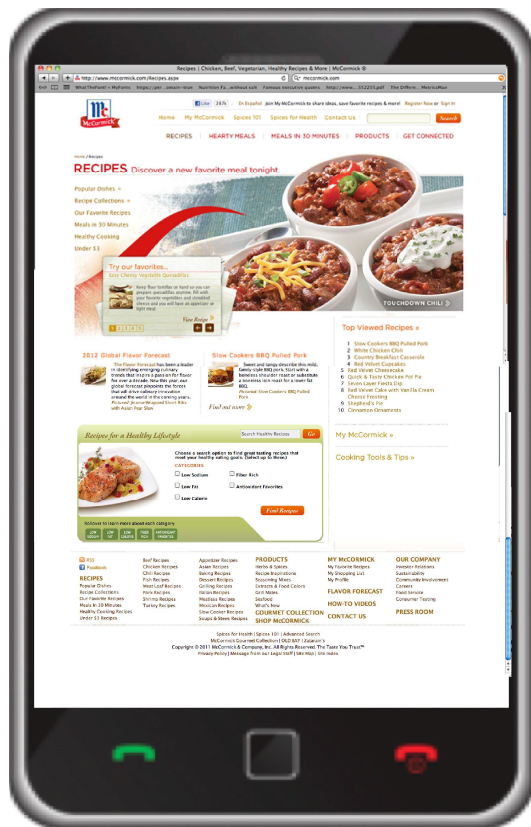




Calls the family to  
dinner with a **Digital**  
Dinner Bell App







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## Location of Shopper's Purchase Decision

### Yesterday



20%



80%

### Today



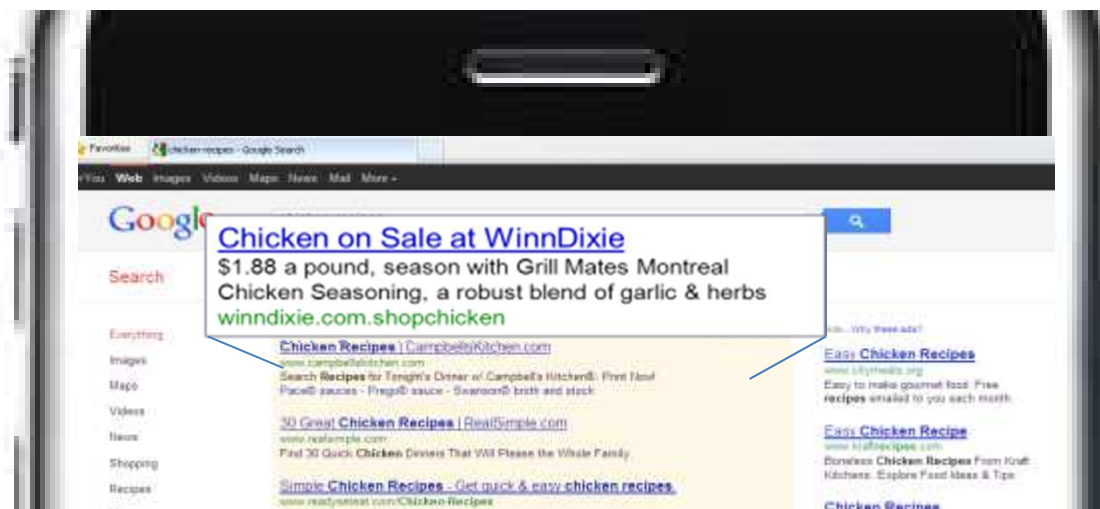
80%



20%

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Amick Farms Boneless Skinless Chicken Breast  
\$1.88 lb

[Add to List](#)

Grill Mates® Montreal Chicken Seasoning

[Add to List](#)

Grill Mates® Hamburger Seasoning

[Add to List](#)

Grill Mates® Onion Medley Seasoning

[Add to List](#)

Grill Mates® Mesquite Seasoning

[Add to List](#)

**Grill Mates**

**Chicken**  
Whether you like it southern-fried, grilled, as crispy wings with Buffalo sauce, complimenting Alfredo sauce over pasta, or any of the other many ways to prepare this tasty bird, chicken is an extraordinarily popular option for any meal or snack of the day. Aside from its culinary diversity, chicken is high in protein and contains no carbs making it a nutritious addition to any meal.





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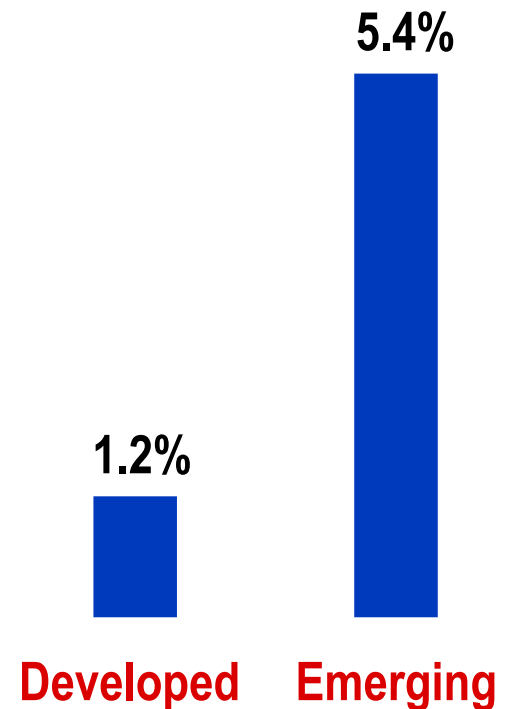






Emerging Market 2012  
**Projected Economic Growth Rates**

are **4X** higher\*  
than Developed Markets



\* Source: IMF World Economic Outlook, January 24, 2012

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JV with Yıldız Holdings



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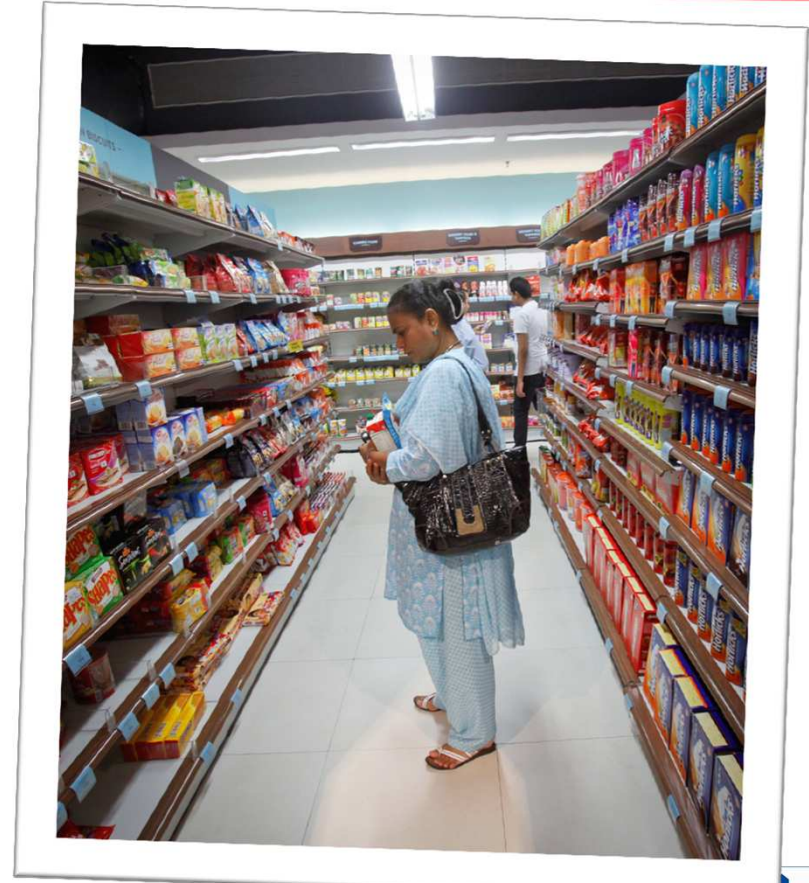




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JV's in India

3

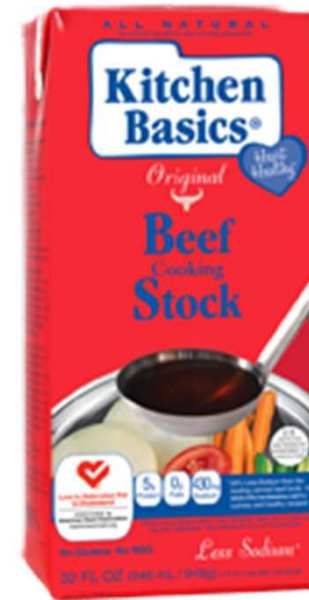






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2009 - 2011

**\$156 million**

Comprehensive Continuous  
Improvement Savings

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Power of  
People™



Power of  
People™



Power of  
People™





# Maintaining a Strong Balance Sheet through **Financial Discipline**



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Taste You Trust™









**Asia / Pacific Zone**









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**Thank you!**

