



*McCormick Brings
Passion to Flavor™*

Barclays Back-to-School Conference
September 3, 2013



Alan Wilson

Chairman, President & CEO



Malcolm Swift

President – Europe, Middle East, Africa



Forward-looking statement

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 different 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 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 and 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 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.

Consumer demand for flavor continues to grow



Consumer demand for flavor continues to grow



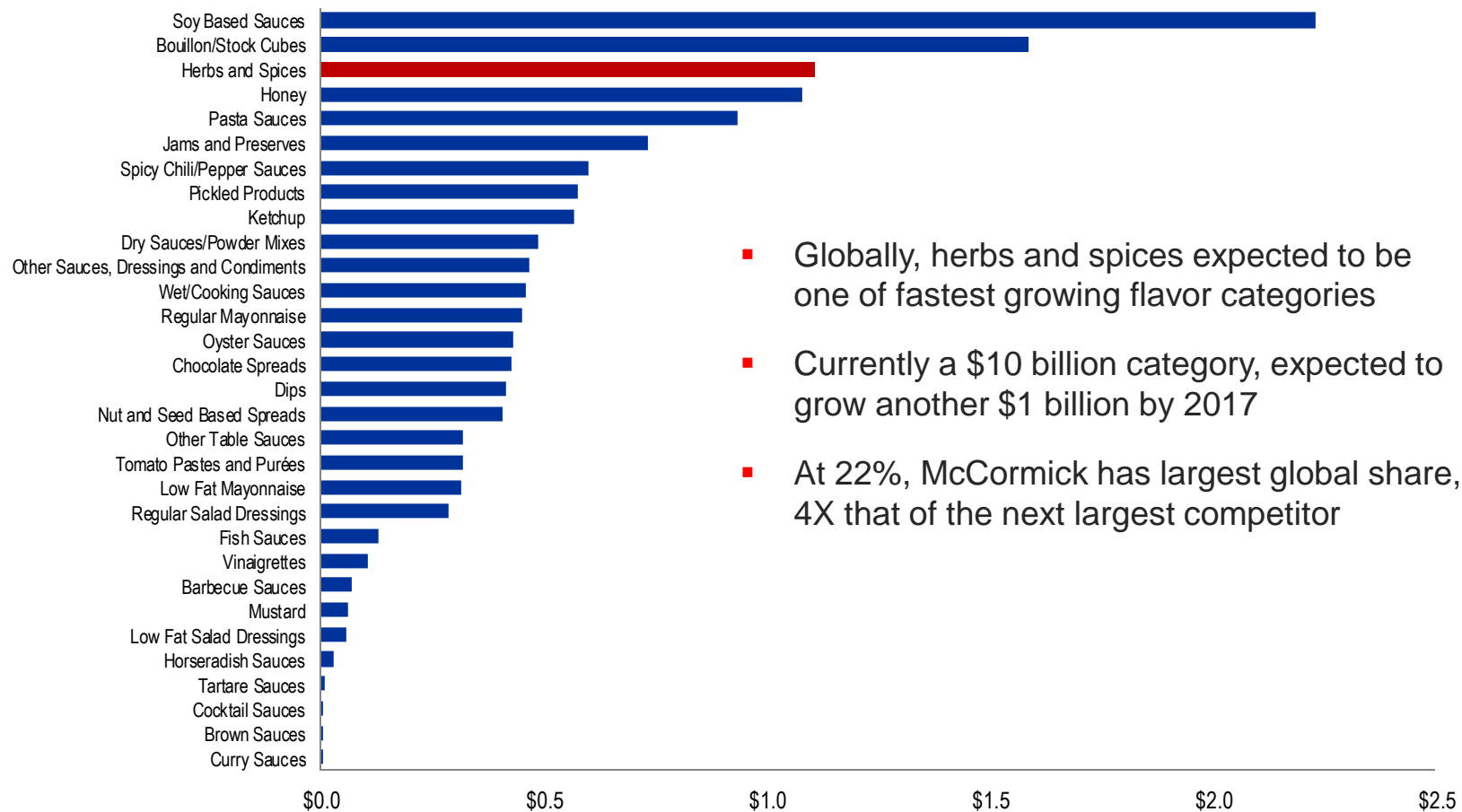
U.S. study shows strong interest in great taste

- 65% say “**flavor makes all the difference**” in their meals
- 57% say “flavor / seasoning is a **great way to add variety** to everyday dishes”
- 53% say “cooking with / using spices is **quick and easy**”
- 71% describe their “cooking approach as **experimental / flavorful cooking**”

Source: The Alcott Group: McCormick Consumer Segmentation

Consumer demand for flavor continues to grow

Projected \$ sales growth for flavor categories 2012 to 2017



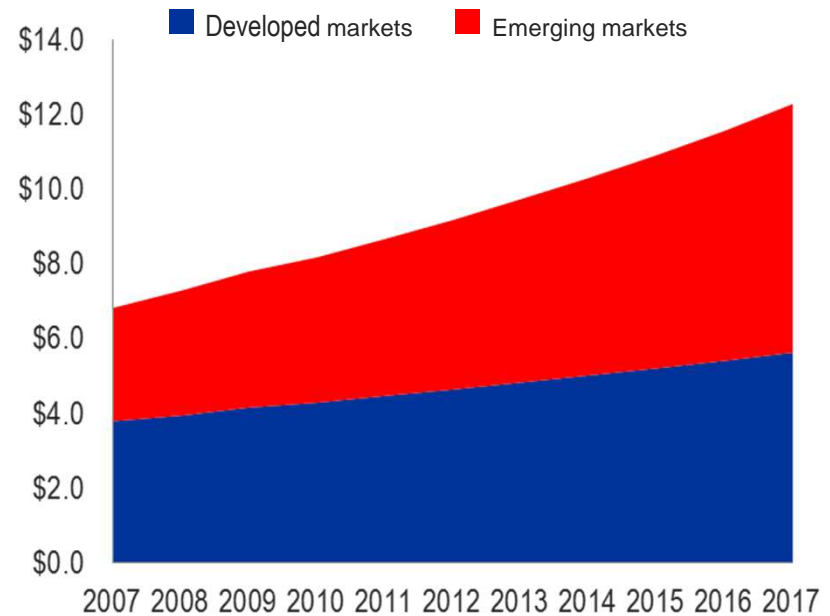
- Globally, herbs and spices expected to be one of fastest growing flavor categories
- Currently a \$10 billion category, expected to grow another \$1 billion by 2017
- At 22%, McCormick has largest global share, 4X that of the next largest competitor

Source: Euromonitor in \$ billions

Consumer demand for flavor continues to grow

Herbs and spice category growth projected for both developed and emerging markets

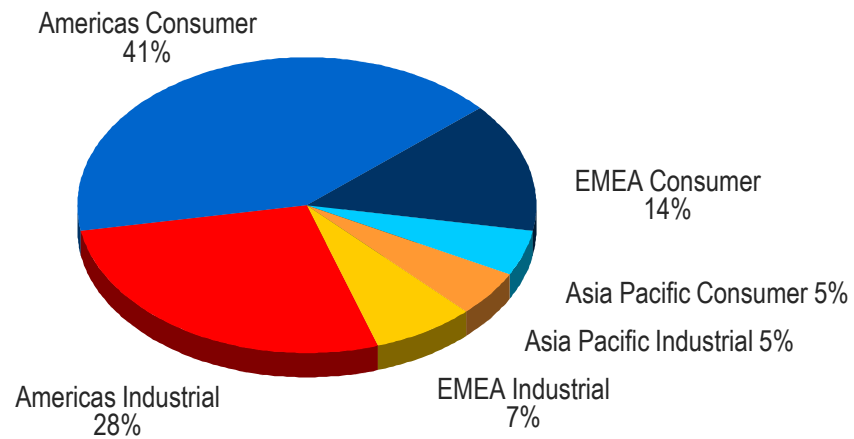
Source: Euromonitor in \$ billions



Global H&S market sales

Broad portfolio of products, customers, regions

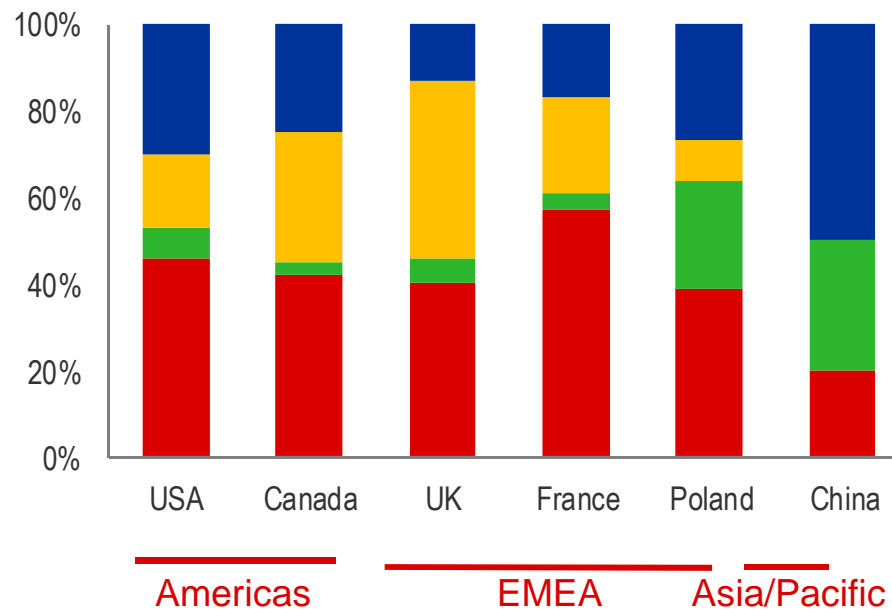
2012 net sales \$4 billion



A global leader in flavor in consumer business

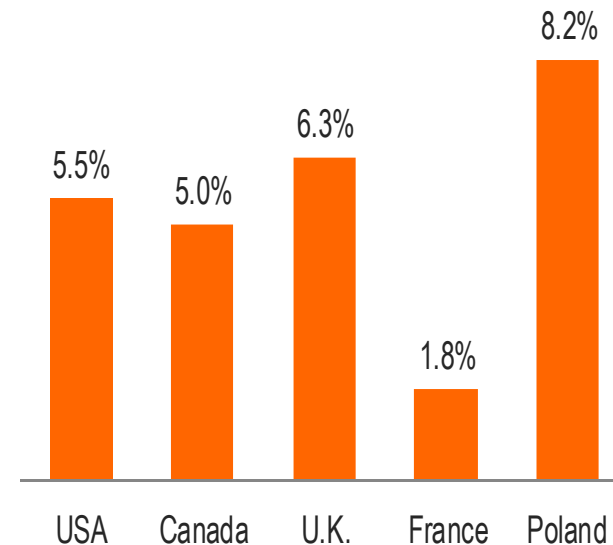
Leading share of
spice and seasoning
category

- Smaller Brands
- Private Label
- Next Largest Brand Competitor
- McCormick



Source: IRI, Nielsen, National Grocery Dollars 52 wks/ended May 2013; Poland Apr/May 2013; China 2Q 2013

Spices and seasoning category is growing
2% to 8% in top markets



Source: 52 week dollar sales for spice and seasoning category; U.S. IRI period ended July 2013; Canada Nielsen period ended May 4, 2013; U.K. National grocery period ended April 27, 2013; France National Grocery period ended April 14, 2013; Poland National Grocery June 2013



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A global leader in flavor in consumer business

48% share Asian convenience in U.S.



#1 wet marinade in U.S



43% share homemade desserts in France



54% share honey in Canada



61% Share mayonnaise in Mexico



#1 mustard in Poland



84% share gelatin in Australia



Note: Share in Mexico is that of joint venture; Share of honey in Canada includes brand and private label. Share information based on latest syndicated scanner data.

A global leader in flavor in industrial business

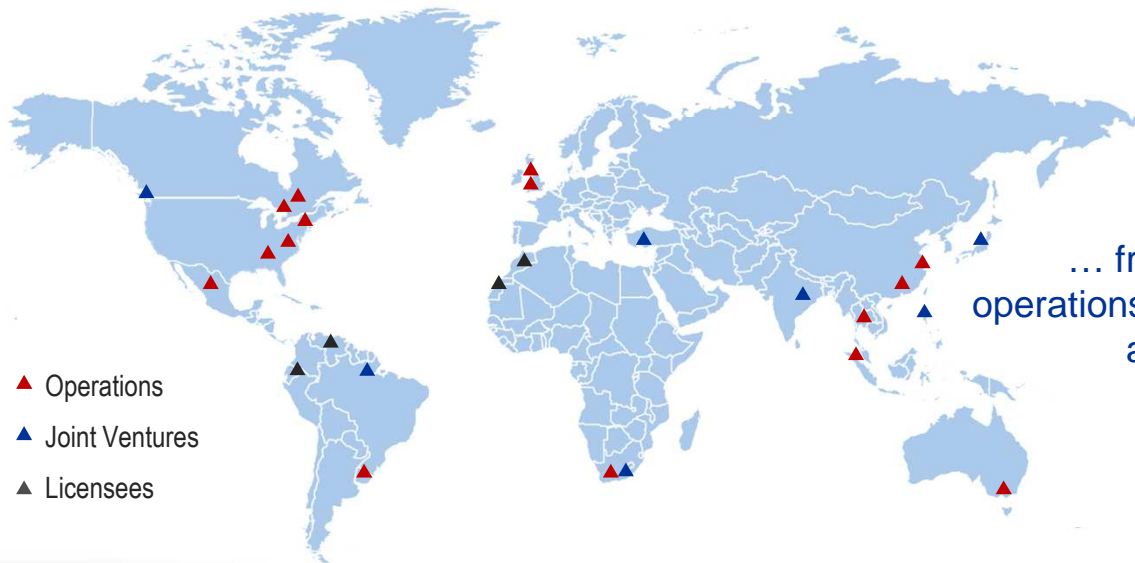
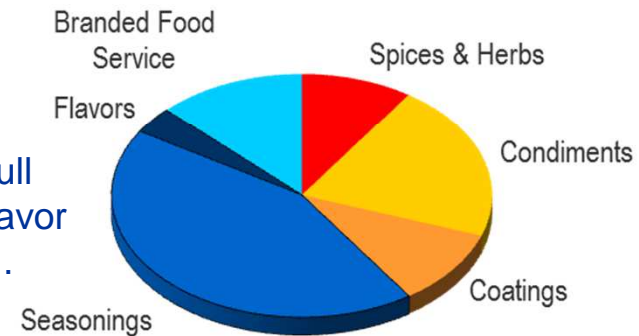
Supplying industry
leaders ...



PEPSICO



... with a full
range of flavor
solutions...



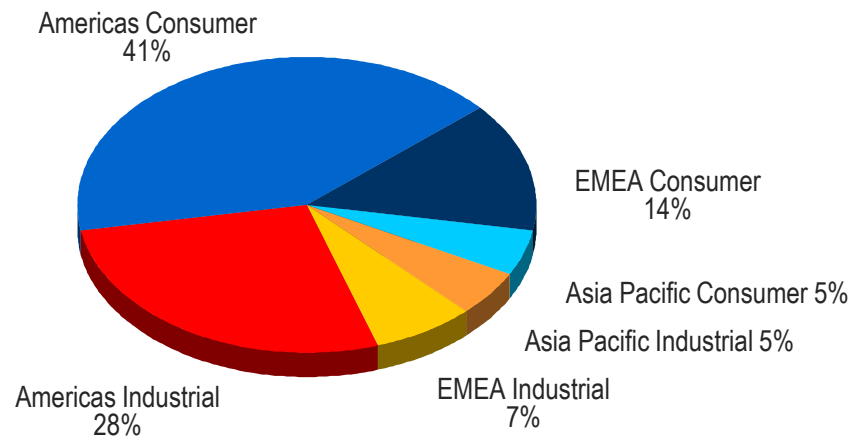
... from McCormick's
operations, JV's, licensees
around the world.



McCormick Brings Passion to Flavor™

Broad portfolio of products, customers, regions

2012 net sales \$4 billion



No matter where or what you eat, each day you are likely to enjoy something flavored by McCormick

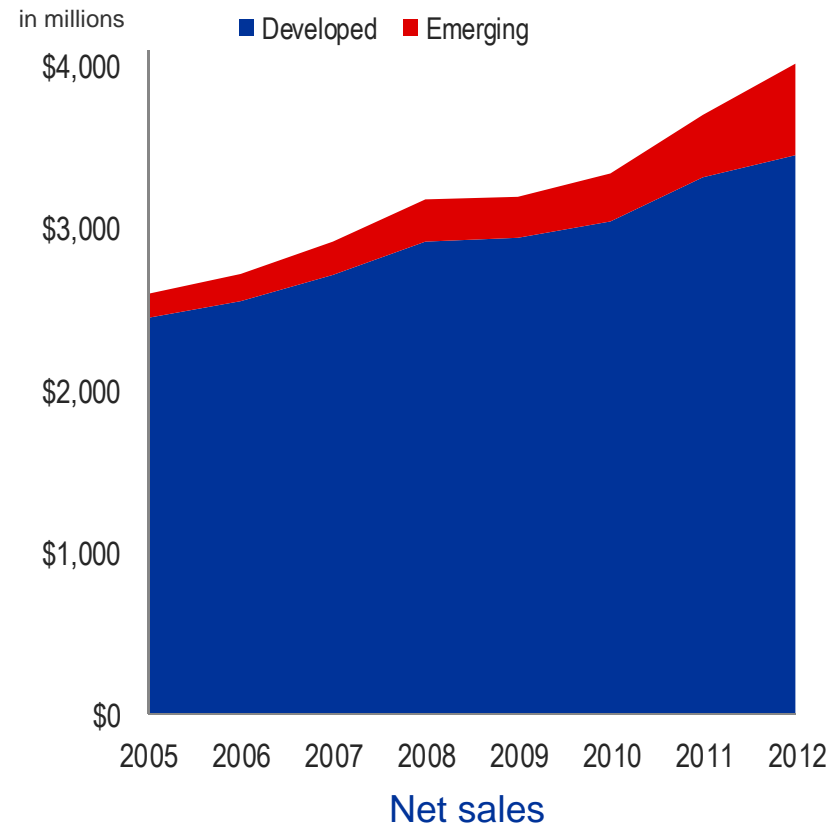
Growing in both developed and emerging markets

Since 2005, grown sales at 6.5% CAGR

- Developed markets at 5.0% CAGR
- Emerging markets at 21.1% CAGR

Emerging markets reached 14% sales in 2012

Goal to reach 20% by 2015



Effective initiatives to drive growth

Long-term goal to grow sales 4-6%.

Similar contributions from 3 avenues of growth

4 to 6% sales growth

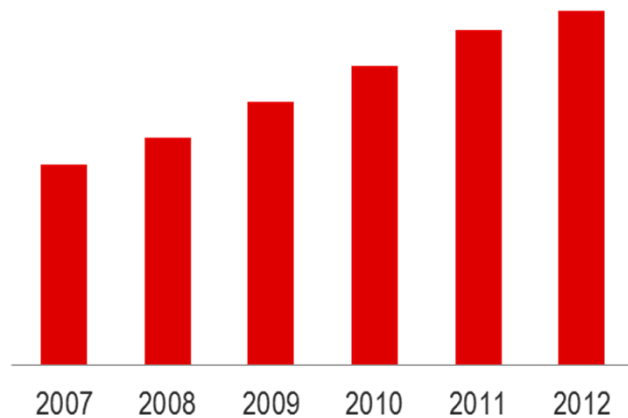
Base
Business
Growth

Product
Innovation

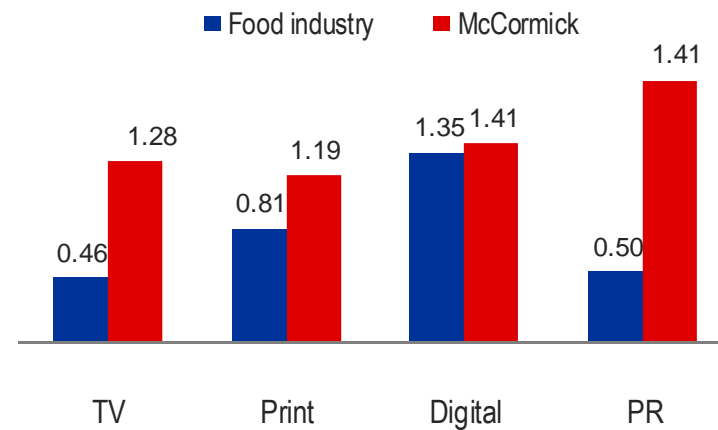
Acquisitions

Base business growth: Marketing aligned with consumer demand

Brand marketing support increased to nearly \$200 million



Latest ROI on consumer marketing in U.S. exceeds industry benchmarks



2012 U.S. Marketing Mix Analysis prepared by Marketing Management Analytics

Base business growth: Marketing aligned with consumer demand

Adding Flavor



Finding Value



Finding Convenience



Eating Healthy



Eating at Home

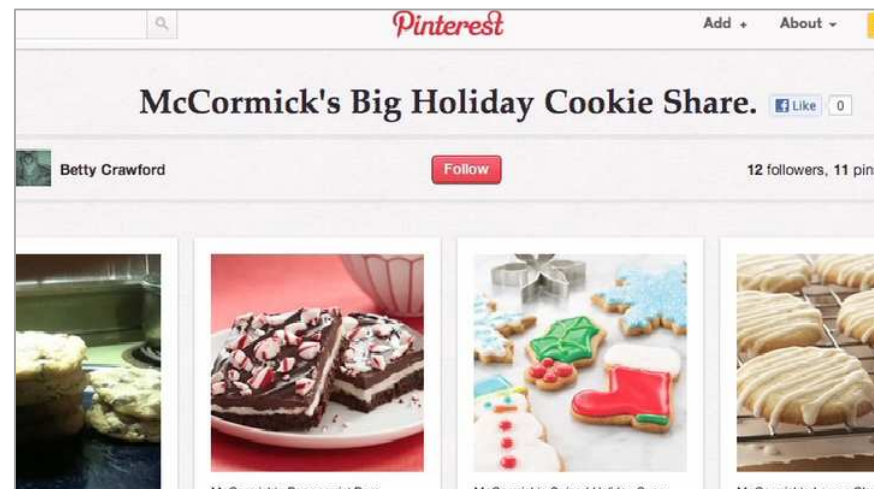


Grilling



Baking





Product innovation: Health, convenience, new flavor experiences



Product innovation: Health, convenience, new flavor experiences

In past five years, 12% to 16% of annual industrial business sales were from new products launched in the past 3 years



>30%

of 2012 industrial new product briefs had health and wellness attributes

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Investing in people, facilities and technology programs behind innovation

Investments in past 18 months

- New technical center in China
- New technical center in South Africa
- New flavor laboratory of the future in US
- New flavor creation labs in UK and China
- Technical center enhancement in UK
- Technical center upgrade in Mexico
- New molecular biology lab in US



Acquisitions

Pipeline of acquisition targets with focus on emerging markets

Build Share in Core Growth Platforms



Expand Regional Leaders



Enter and Increase Scale in Emerging Markets



* Unconsolidated joint venture

Acquisitions: Expanding business in China

Wuhan Asia Pacific Condiments

Purchased assets of WAPC for ~147 million
May 2013

- Sales growing at **double-digit** rate
- DaQuiao and ChuSheLi brands well-known in central china
- Excellent fit with McCormick's current business in China



Effective initiatives to drive growth

Long-term goal to grow sales 4-6%.

Similar contributions from 3 avenues of growth

4 to 6% sales growth

Base
Business
Growth

Product
Innovation

Acquisitions

Adapting to a challenging environment

Consumer Business

Growing branded sales in a number of top markets, although private label sales growth has outpaced brands in certain markets



Adapting to a challenging environment

Consumer Business

Growing branded sales in a number of top markets, although private label has outpaced brands in certain markets

Building brand equity through:

- differentiated innovation
- value to consumer
- distribution in all channels

McCormick is well-positioned as consumers balance taste, convenience, health and value



Adapting to a challenging environment

Industrial Business

Tough year-ago comparison in first quarter of 2013

Weak demand from quick service restaurants in U.S.

Issues with chicken affecting quick service restaurants in China

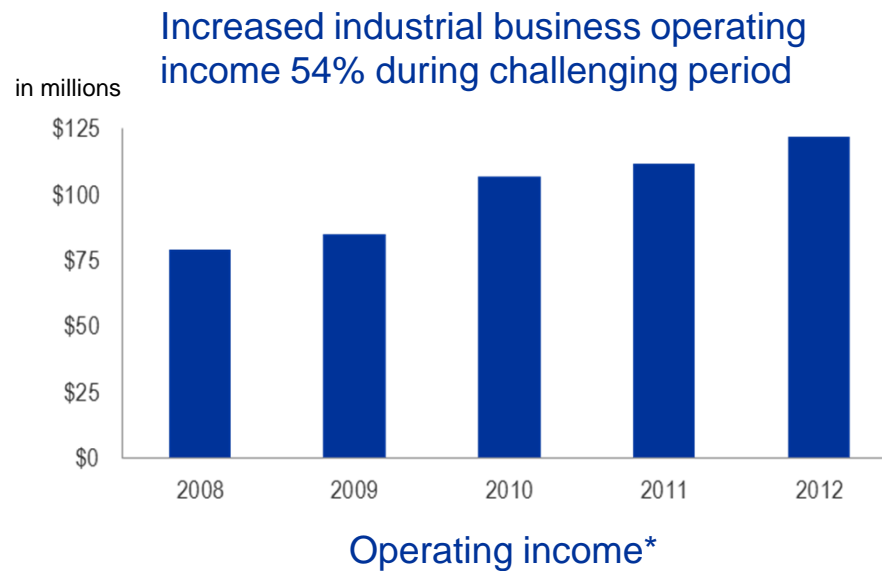


Adapting to a challenging environment

Industrial Business

Customers continue to value McCormick's creativity, development capabilities, technical expertise

Project return to growth in sales and profit in 4Q 2013 and into 2014



*Excluding restructuring charges 2008 and 2009

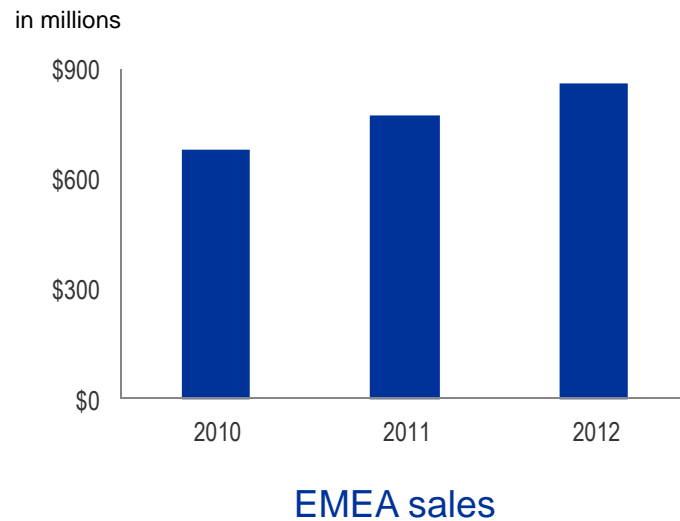


Adapting to a challenging environment

EMEA

Effectively navigating a weak economy in certain countries

Grew sales 26% 2010 to 2012 and operating income at faster rate





EMEA

McCormick in EMEA

Present in key consumer markets in Europe, the Middle-East and Africa

3,600 employees, including network of merchandisers

Consumer & Industrial businesses

Leading brands in developed and emerging markets

21% of McCormick global net sales in 2012



EMEA countries where
McCormick brands are sold

Leading & iconic consumer brands



Large industrial brand and product portfolio



EMEA manufacturing footprint

UK, Littleborough



UK, Haddenham



Poland, Stefanowo



France, Avignon



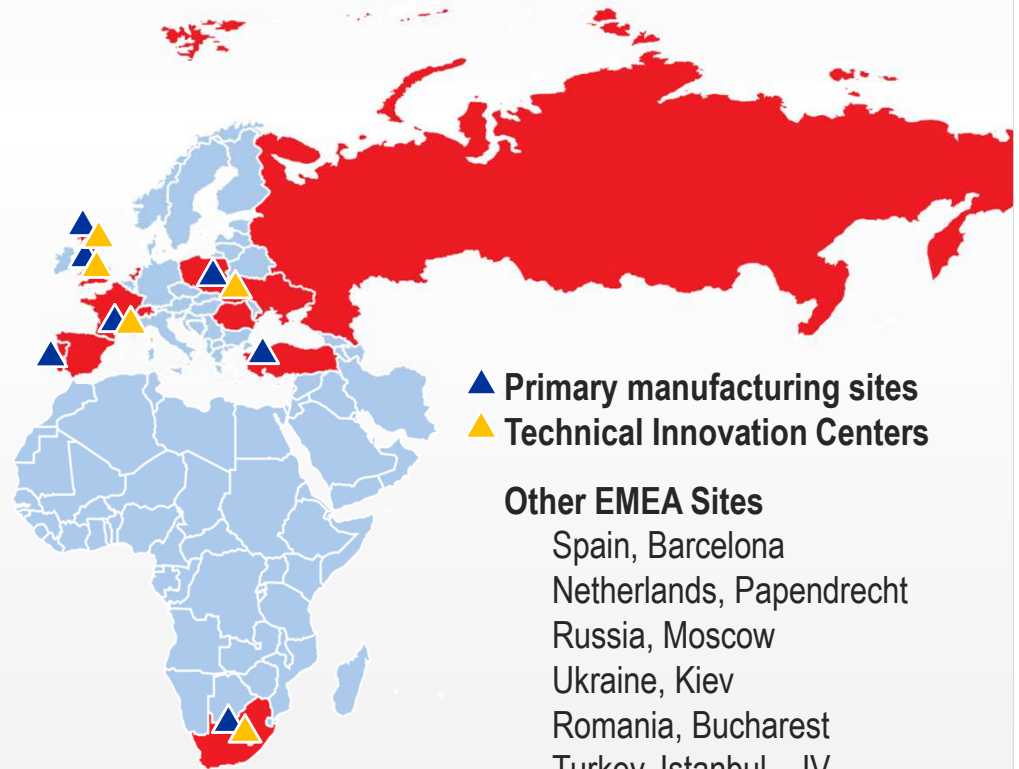
Portugal, Alverca



Turkey, Kemalpaşa



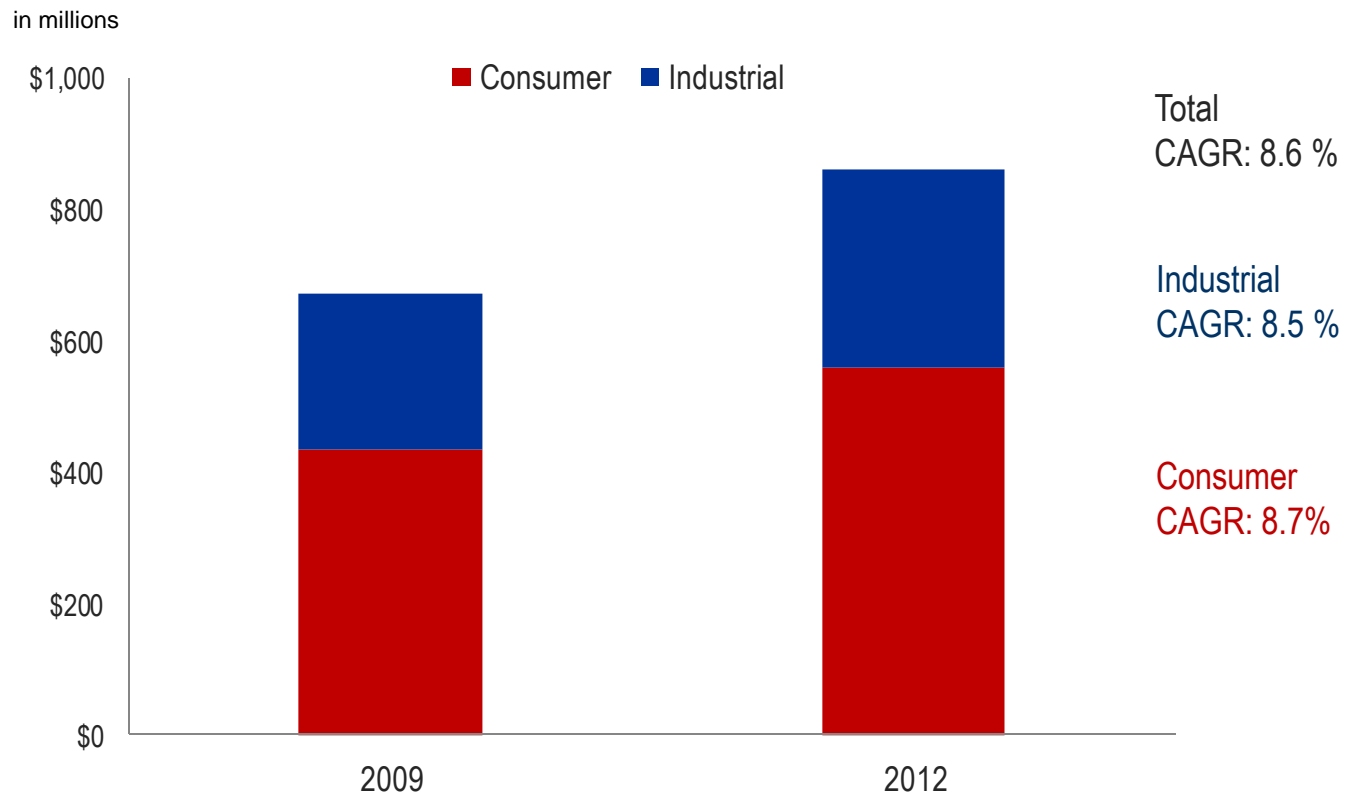
South Africa, Midrand



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EMEA sales are growing at nearly 9%



McCormick Brings Passion to Flavor™



In a difficult environment, McCormick EMEA is well-positioned to grow

Consumer demand for flavor is growing

Categories are growing both in developed and emerging markets

Solid infrastructure and leading brands in key markets

Industrial business profitability is increasing and sales to global customers are growing

Successful & consistent growth strategy fuelled by sustainable CCI performance

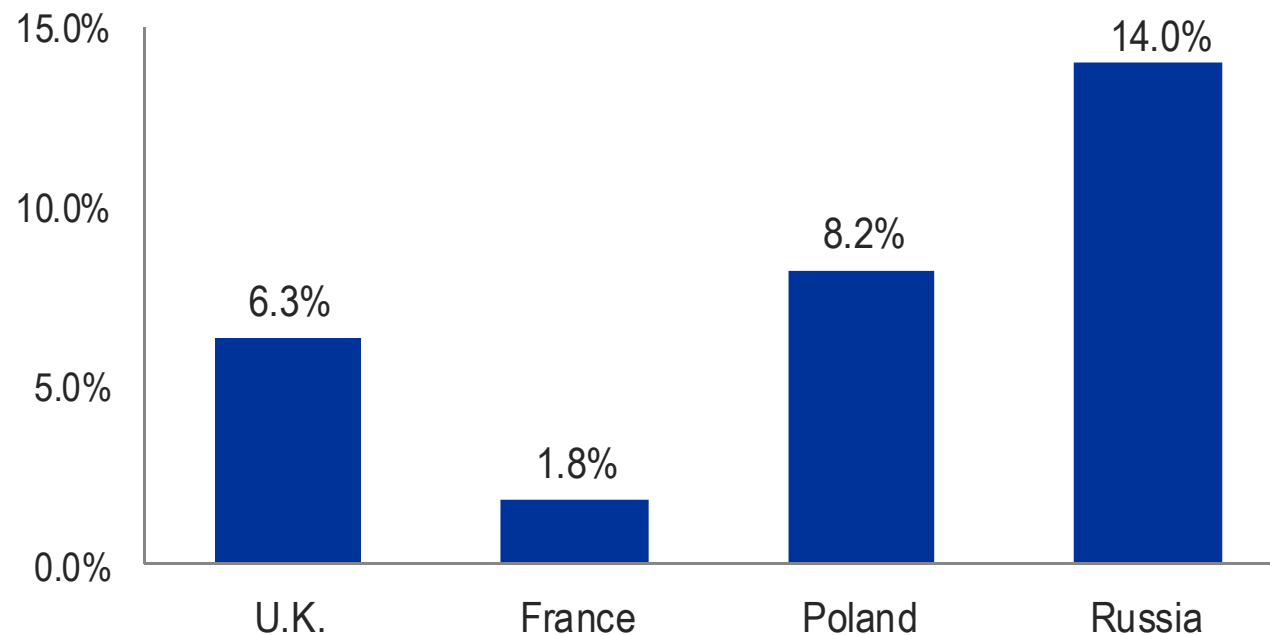


EMEA countries where
McCormick brands are sold

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Our categories are growing both in developed and emerging markets



Source: 52 week dollar sales for spices and seasoning category; U.K. National grocery period ended April 27, 2013; France National Grocery period ended April 14, 2013; Poland National Grocery June 2013; Russia: Nielsen May June 2013

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Effective initiatives to drive growth

Long-term goal to grow sales 4-6%.

Similar contributions from 3 avenues of growth

4 to 6% sales growth

Base
Business
Growth

Product
Innovation

Acquisitions

Master brand introduced in 2012: Clear brand identity across EMEA



Base business growth: Increased brand marketing investment to drive sales growth

Regional marketing approach

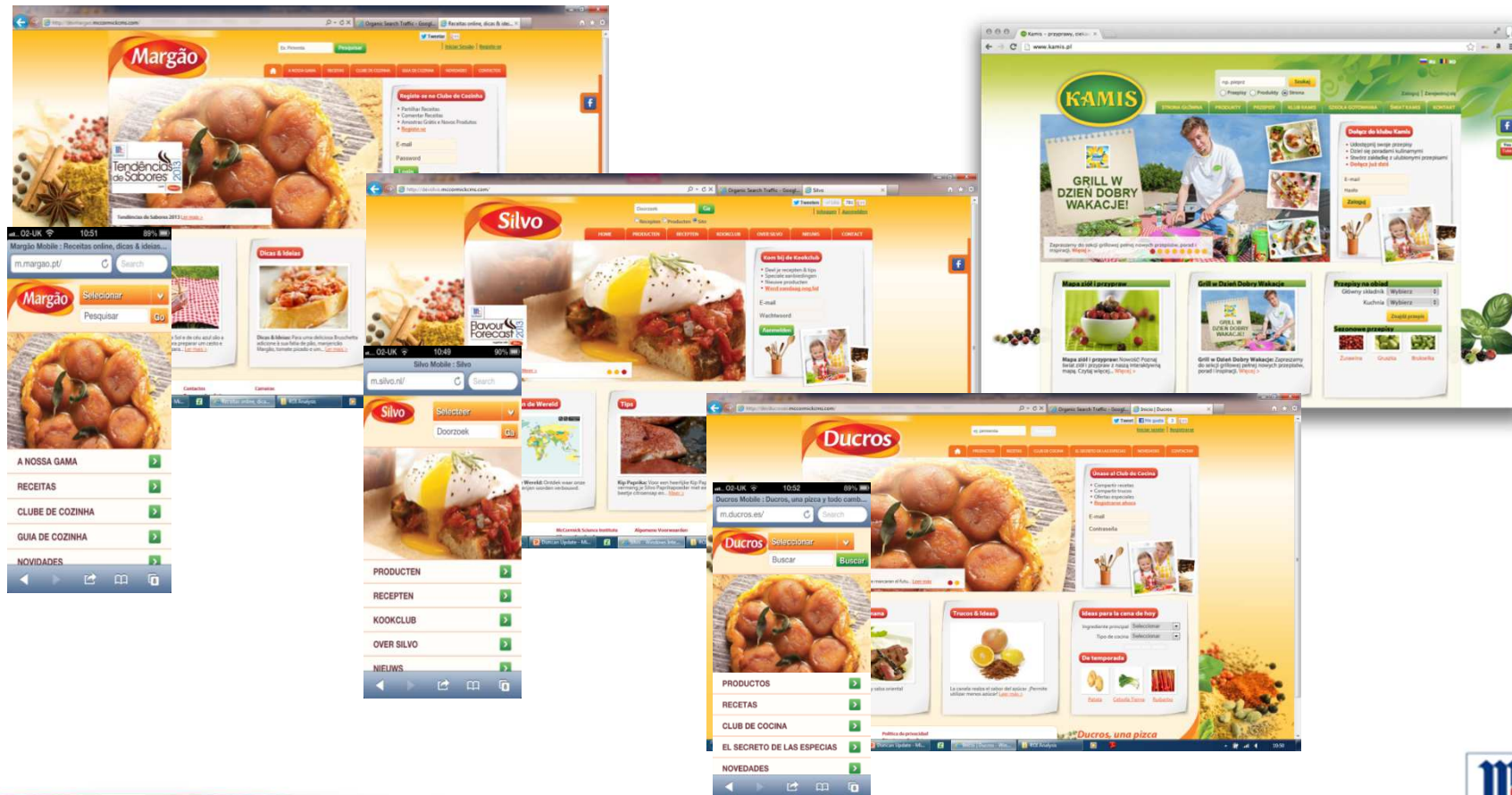
Strong brand cues and consistent executions to drive campaign effect

Doubled investment in brand marketing support 36% in past 5 years



Greater focus and investment in digital: Harmonized platforms driving increased traffic

UK, France, Poland, Switzerland, Portugal, Spain & Holland



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Offering value for money in our brands and expanding distribution in discount channels

Responding to the economic environment

- Large formats to meet consumer demand for preferred value-priced flavours
- Brand presence expansion in discount channels



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Enhancing our innovation capabilities: New EMEA Technical Innovation Centre (UK)

The heart of product development in EMEA for
consumer and industrial businesses

CreateIT® Product Development Process

In 2012, new floor dedicated to industrial product
development

Innovation boosting Industrial sales growth (9% CAGR
in sales for 2009-2012)



Innovation strategy driving sales growth

2 global innovation platforms for EMEA Consumer

- Spice and seasonings
- Recipe mixes

Innovation Council of Growth (ICOG) driving our innovation strategy

Multi market launches expanding in Recipe mixes

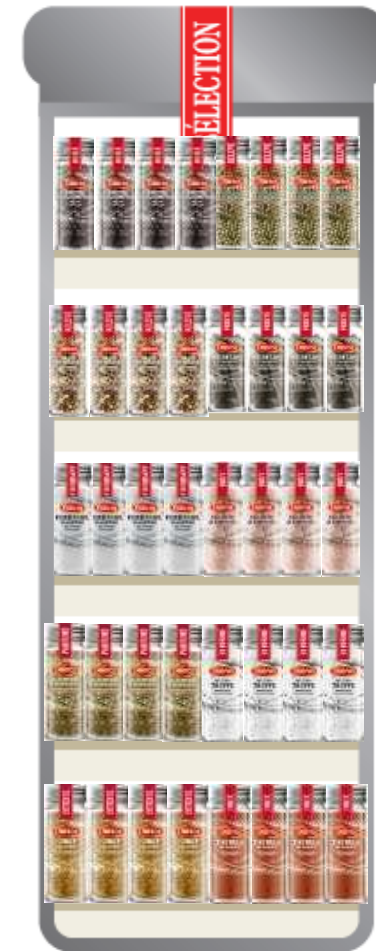
250+ new consumer products launched over last 2 years

Latest innovation is Flavour Shots – launched in the UK in August



Local core innovation to meet specific market needs: France

New premium range
23 varieties including specialty pepper, salt and roasted spices



Accelerated innovation in Home Made Desserts

Leading brand in France

Regional innovation platform

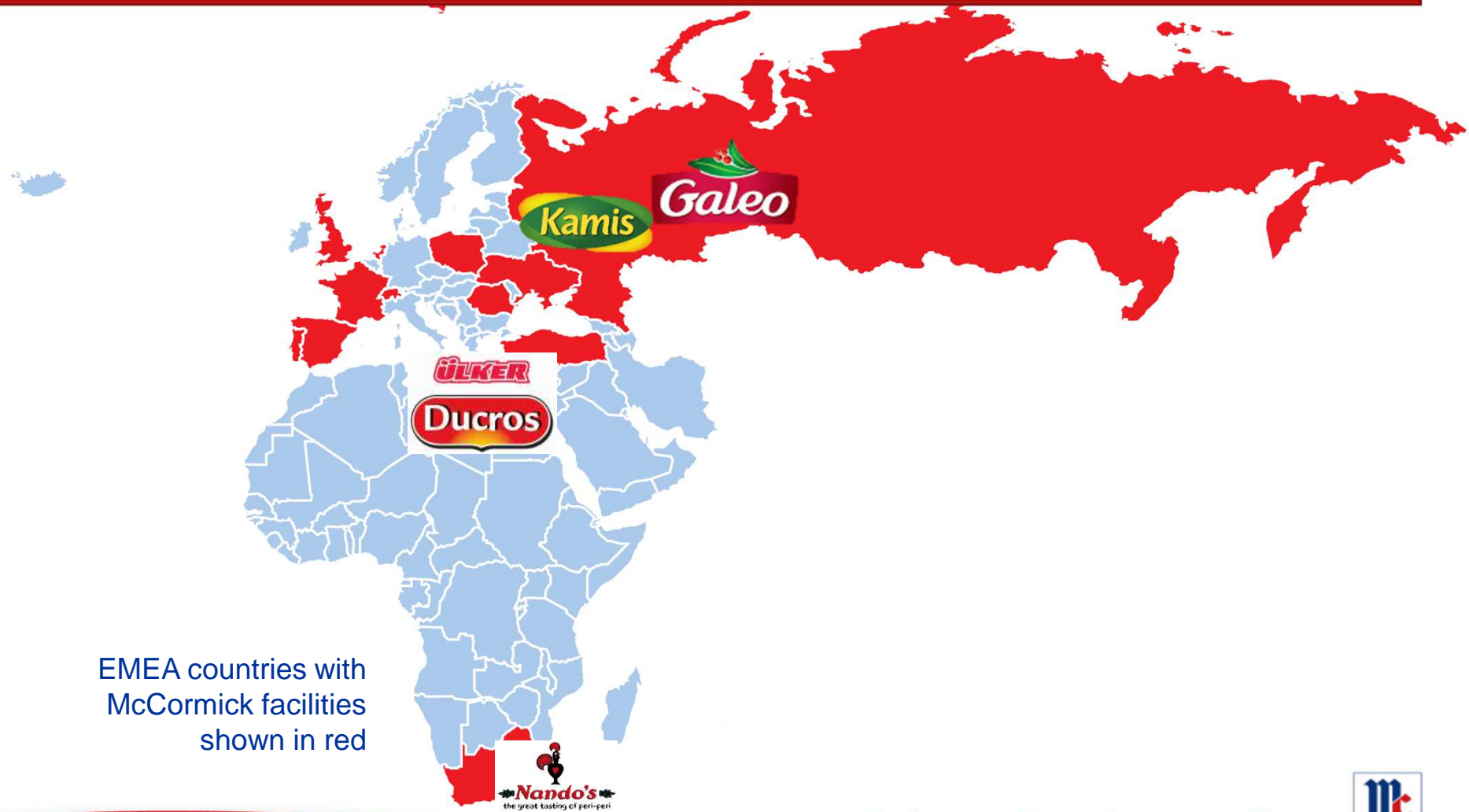
More than 50 new products launched since 2011



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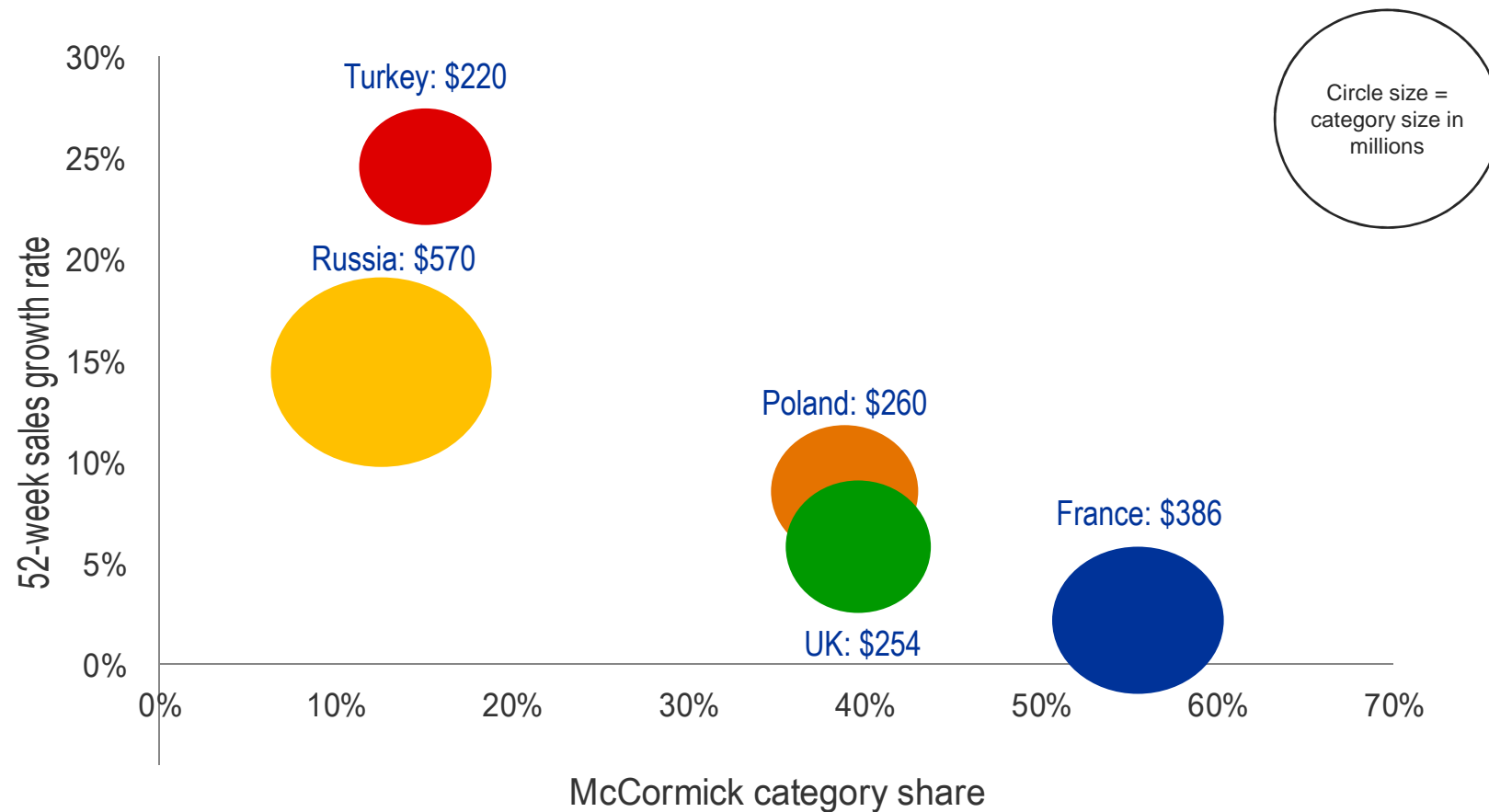
Acquisitions & joint ventures: Expanding footprint in EMEA emerging markets



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Emerging markets in EMEA: Sizeable, growing opportunities



Source: Nielsen, National Grocery Dollars 52 wks/ended May 2013; Poland Apr/May 2013; Russia Nielsen May-June 2013, Turkey Nielsen 2012 MAT, IPSOS Household Panel 2012

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Strong sales and marketing investments in Poland

Kamis is category leader in spices and seasonings

Galeo captures the value consumer

Strengthening customer relationship with international food retailers and strong local chains

Accelerating innovation

Recipe mix launch in January 2013



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Russia is a significant growth opportunity

Largest EMEA spice and seasonings market

Sizeable middle class providing strong demand for premium offering

McCormick has gained #1 category share with 2 tier brand approach

- Kamis, premium offer
- Galeo, capturing the value consumer



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Innovation driving growth in Turkey

Joint venture formed with Ülker in 2010

Launched in 2011 Ülker Ducros brand and range of 59 herbs, spices & seasonings

Position branded products to accelerate conversion from bulk market

Strong brand support

Last 3 new products already account for 25% of net sales



Q4 2012



Q3 2012



Q2 2013

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Turkey and South Africa are significant sources of growth in our Industrial business

Supporting the growth of global industrial customers from Turkey and South Africa

Investing in R&D and infrastructure

Double digit growth in both markets

Significant expansion opportunities



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In summary

Despite a difficult environment, EMEA business and categories are growing

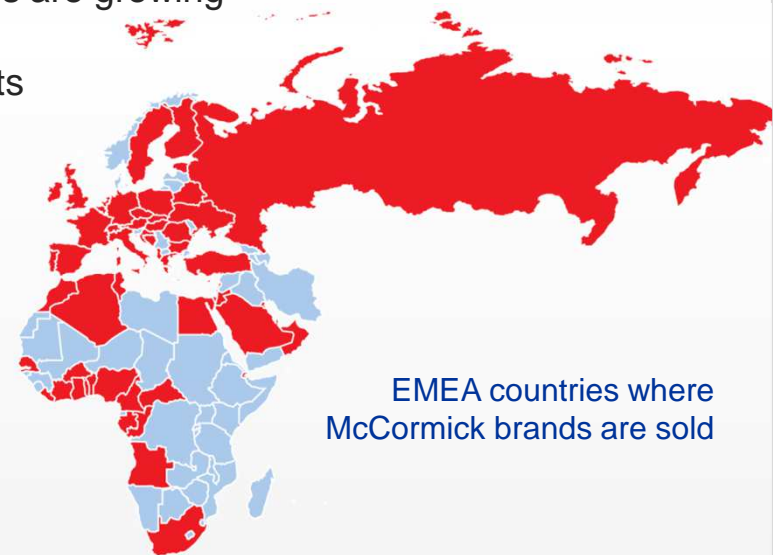
Significant opportunities ahead, especially in emerging markets

Ongoing investments in infrastructure & systems

Strong focus on CCI to fuel brand marketing and innovation

Driving business efficiency and process harmonization

Strong contribution delivered by highly engaged employees



EMEA countries where
McCormick brands are sold



Summary

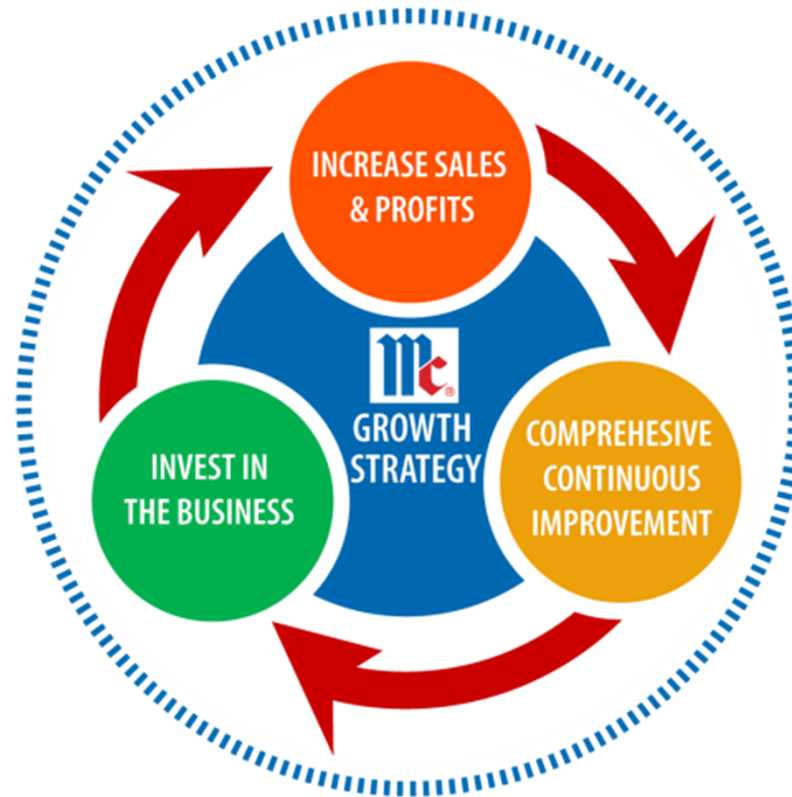
Our key ingredient to success



McCormick Brings Passion to Flavor™



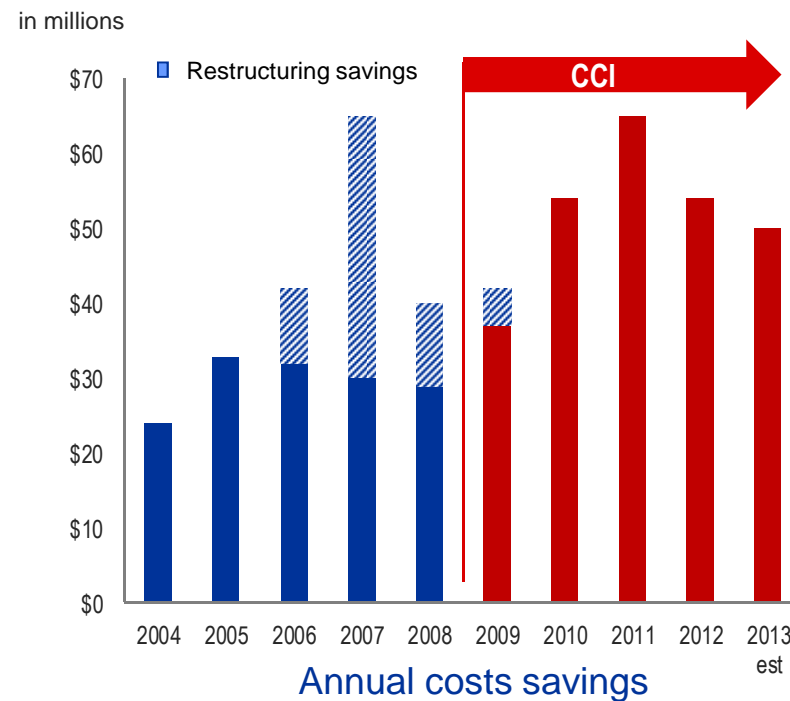
Effective and sustainable strategy driving growth



CCI – Comprehensive Continuous Improvement – is fuel for growth

High-speed equipment and automation
Acquisition integration
New products
Go-to-market approach
System technology
Shared services roll-out
Process reliability
Sustainability

Broad range of productivity improvements
has led to steady stream of cost savings



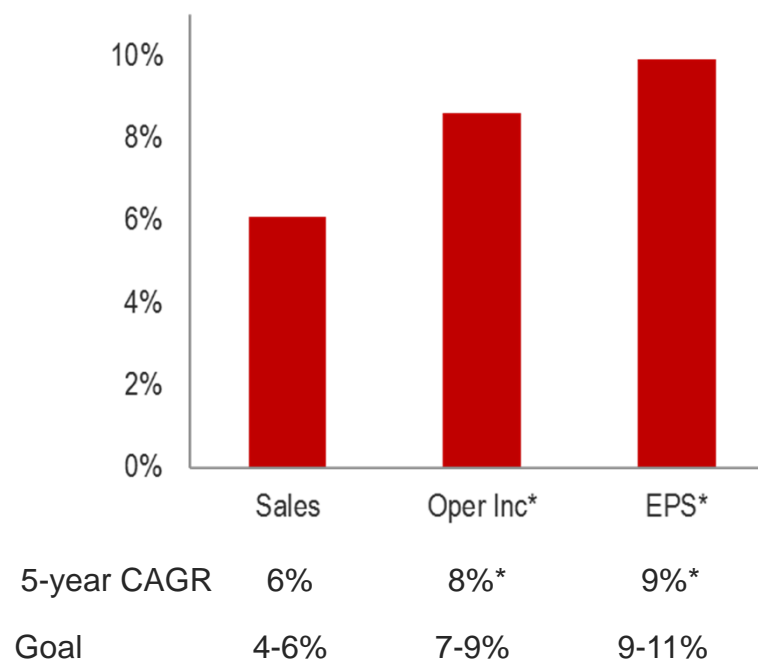
CCI program launched in 2009

Delivering high performance

Long-term outlook

| | |
|--------------------------|---------------|
| Sales growth | 4-6% |
| Operating income | 7-9% |
| Leverage cash | 2% add to EPS |
| EPS | 9-11% |
| Dividend yield | 2% |
| Total shareholder return | 11-13% |

Long-term outlook backed by results

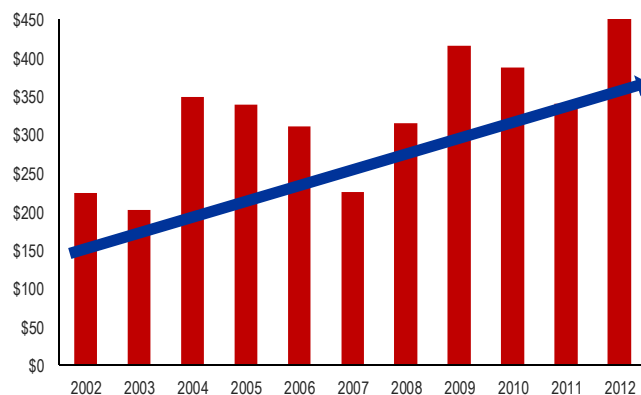


* On comparable basis

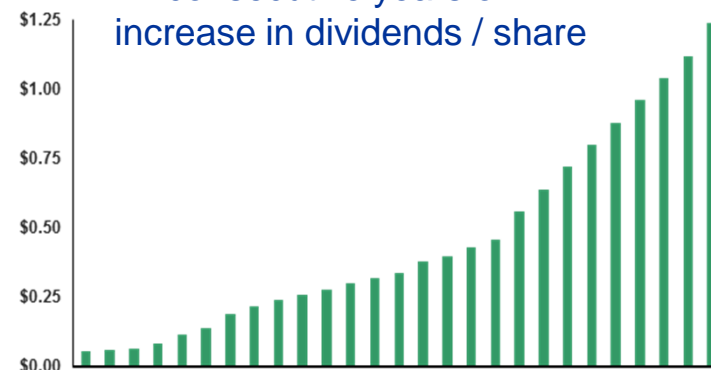
McCormick generates strong cash flow

Projecting increased cash flow from operations

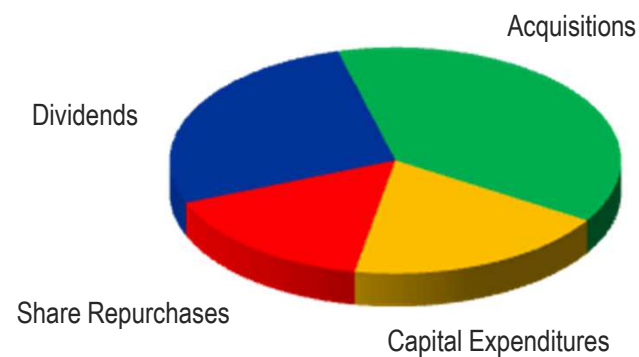
in millions




27 consecutive years of increase in dividends / share




Balanced use of cash 10 years ended 2012



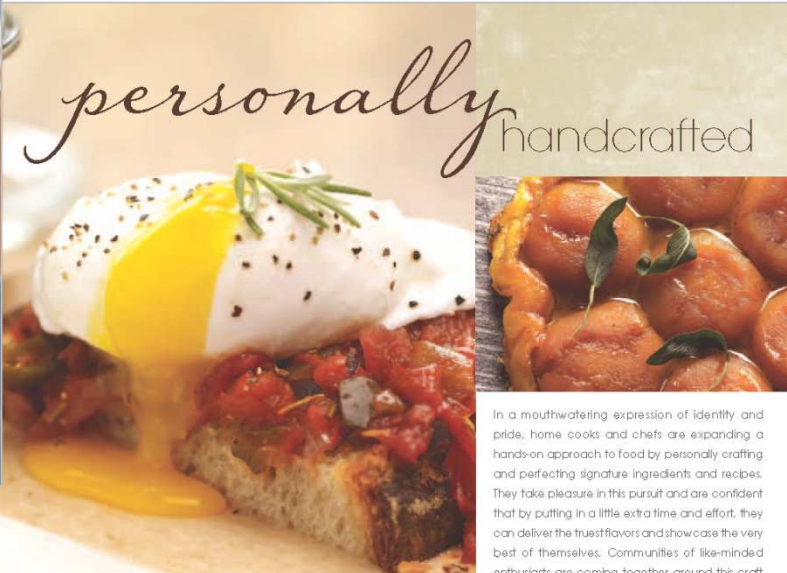


Flavor Forecast 2013



the future of
GLOBAL FLAVOR

personally handcrafted



In a mouthwatering expression of identity and pride, home cooks and chefs are expanding a hands-on approach to food by personally crafting and perfecting signature ingredients and recipes. They take pleasure in this pursuit and are confident that by putting in a little extra time and effort, they can deliver the truest flavors and showcase the very best of themselves. Communities of like-minded enthusiasts are coming together around this craft to share vibrant, authentic eating experiences.

rosemary smoked tomato jam with poached egg

Key takeaways

Global leader in delivering flavor

Initiatives driving profitable top-line growth

Effective strategy for the next decade of growth





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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) | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 | 2002 |
|---|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| For the Year | | | | | | | | | | | |
| Net sales | \$4,014.2 | \$3,697.6 | \$3,336.8 | \$3,192.1 | \$3,176.6 | \$2,916.2 | \$2,716.4 | \$2,592.0 | \$2,526.2 | \$2,269.6 | \$2,044.9 |
| Percent increase | 8.6% | 10.8% | 4.5% | 0.5% | 8.9% | 7.4% | 4.8% | 2.6% | 11.3% | 11.0% | 5.5% |
| Operating income | 578.3 | 540.3 | 509.8 | 466.9 | 376.5 | 354.2 | 269.6 | 343.5 | 332.7 | 295.5 | 262.4 |
| Income from unconsolidated operations | 21.5 | 25.4 | 25.5 | 16.3 | 18.6 | 20.7 | 17.1 | 15.9 | 14.6 | 16.4 | 22.4 |
| Net income from continuing operations | 407.8 | 374.2 | 370.2 | 299.8 | 255.8 | 230.1 | 202.2 | 214.9 | 214.5 | 199.2 | 173.8 |
| Net income | 407.8 | 374.2 | 370.2 | 299.8 | 255.8 | 230.1 | 202.2 | 214.9 | 214.5 | 210.8 | 179.8 |
| Per Common Share | | | | | | | | | | | |
| Earnings per share - diluted | | | | | | | | | | | |
| Continuing operations | \$ 3.04 | \$ 2.79 | \$ 2.75 | \$ 2.27 | \$ 1.94 | \$ 1.73 | \$ 1.50 | \$ 1.56 | \$ 1.52 | \$ 1.40 | \$ 1.22 |
| Discontinued operations | — | — | — | — | — | — | — | — | — | 0.09 | 0.04 |
| Accounting change | — | — | — | — | — | — | — | — | — | (0.01) | — |
| Net income | 3.04 | 2.79 | 2.75 | 2.27 | 1.94 | 1.73 | 1.50 | 1.56 | 1.52 | 1.48 | 1.26 |
| Earnings per share - basic | 3.07 | 2.82 | 2.79 | 2.29 | 1.98 | 1.78 | 1.53 | 1.60 | 1.57 | 1.51 | 1.29 |
| Common dividends declared | 1.27 | 1.15 | 1.06 | 0.98 | 0.90 | 0.82 | 0.74 | 0.66 | 0.58 | 0.49 | 0.425 |
| Market Non-Voting closing price - end of year | 64.56 | 48.70 | 44.01 | 35.68 | 29.77 | 38.21 | 38.72 | 31.22 | 36.45 | 28.69 | 23.79 |
| Book value per share | 12.83 | 12.17 | 11.00 | 10.19 | 8.17 | 8.57 | 7.20 | 6.25 | 6.79 | 5.67 | 4.37 |
| At Year-End | | | | | | | | | | | |
| Total assets | \$ 4,165.4 | \$4,087.8 | \$3,419.7 | \$3,387.8 | \$3,220.3 | \$2,787.5 | \$2,568.0 | \$2,272.7 | \$2,369.6 | \$2,145.5 | \$1,930.8 |
| Current debt | 392.6 | 222.4 | 100.4 | 116.1 | 354.0 | 149.6 | 81.4 | 106.1 | 173.2 | 171.0 | 137.3 |
| Long-term debt | 779.2 | 1,029.7 | 779.9 | 875.0 | 885.2 | 573.5 | 569.6 | 463.9 | 465.0 | 448.6 | 450.9 |
| Shareholders' equity | 1,700.2 | 1,618.5 | 1,462.7 | 1,343.5 | 1,062.8 | 1,095.0 | 936.9 | 829.1 | 920.7 | 777.4 | 610.9 |
| Other Financial Measures | | | | | | | | | | | |
| Percentage of net sales | | | | | | | | | | | |
| Gross profit | 40.3% | 41.2% | 42.5% | 41.6% | 40.6% | 40.9% | 41.0% | 40.0% | 39.9% | 39.6% | 39.1% |
| Operating income | 14.4% | 14.6% | 15.3% | 14.6% | 11.9% | 12.1% | 9.9% | 13.3% | 13.2% | 13.0% | 12.8% |
| Capital expenditures | \$ 110.3 | \$ 96.7 | \$ 89.0 | \$ 82.4 | \$ 85.8 | \$ 78.5 | \$ 84.8 | \$ 66.8 | \$ 62.7 | \$ 83.0 | \$ 92.4 |
| Depreciation and amortization | 102.8 | 98.3 | 95.1 | 94.3 | 85.6 | 82.6 | 84.3 | 74.6 | 72.0 | 65.3 | 53.4 |
| Common share repurchases | 132.2 | 89.3 | 82.5 | — | 11.0 | 157.0 | 155.9 | 185.6 | 173.8 | 120.6 | 6.8 |
| Average shares outstanding | | | | | | | | | | | |
| Basic | 132.7 | 132.7 | 132.9 | 130.8 | 129.0 | 129.3 | 131.8 | 134.5 | 137.0 | 139.2 | 139.5 |
| Diluted | 134.3 | 134.3 | 134.7 | 132.3 | 131.8 | 132.7 | 135.0 | 138.1 | 141.3 | 142.6 | 142.3 |

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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. In 2010, the Company had the benefit of the reversal of a significant tax accrual. From 2006 to 2009, restructuring charges were recorded and are included in the table below. 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 net gain of \$7.9 million. In 2004, the net gain from a special credit was recorded. The net impact of these items is reflected in the following table:

| (millions except per share data) | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 | 2002 |
|----------------------------------|------|------|---------|-----------|-----------|-----------|-----------|-----------|--------|----------|----------|
| Operating income | – | – | – | \$ (16.2) | \$ (45.6) | \$ (34.0) | \$ (84.1) | \$ (11.2) | \$ 2.5 | \$ (5.5) | \$ (7.5) |
| Net income | – | – | \$ 13.9 | (10.9) | (26.2) | (24.2) | (30.3) | (7.5) | 1.2 | (3.6) | (5.5) |
| Earnings per share - diluted | – | – | 0.10 | (0.08) | (0.20) | (0.18) | (0.22) | (0.05) | 0.01 | (0.03) | (0.04) |

The reconciliation below shows earnings per share excluding the items in the above table:

Non-GAAP reconciliation

(per share data)

| Earnings per share - diluted | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 | 2003 | 2002 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Continuing operations | \$ 3.04 | \$ 2.79 | \$ 2.75 | \$ 2.27 | \$ 1.94 | \$ 1.73 | \$ 1.50 | \$ 1.56 | \$ 1.52 | \$ 1.40 | \$ 1.22 |
| Items affecting comparability | – | – | 0.10 | (0.08) | (0.20) | (0.18) | (0.22) | (0.05) | 0.01 | (0.03) | (0.04) |
| Adjusted earnings per share from from continuing operations - diluted | \$ 3.04 | \$ 2.79 | \$ 2.65 | \$ 2.35 | \$ 2.14 | \$ 1.91 | \$ 1.72 | \$ 1.61 | \$ 1.51 | \$ 1.43 | \$ 1.26 |

Other items that varied by year are noted below

In 2006, McCormick began to record stock-based compensation expense and prior years' results have not been adjusted. Stock-based compensation impacted operating income, net income and earnings per share as indicated in the table below:

| (millions except per share data) | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Operating income | \$ (20.2) | \$ (13.0) | \$ (11.9) | \$ (12.7) | \$ (17.9) | \$ (21.2) | \$ (22.0) |
| Net income | (14.8) | (9.2) | (8.9) | (8.7) | (12.4) | (14.7) | (15.1) |
| Earnings per share - diluted | (0.11) | (0.07) | (0.07) | (0.07) | (0.10) | (0.11) | (0.11) |

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.

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

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