McCORMICK

A Passion for Flavor

McCormick 2010

Annual Shareholders Meeting

McCORMICK

Alan Wilson

Chairman, President & Chief Executive Officer

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121 years

A Passion for Flavor

✓ Great brands

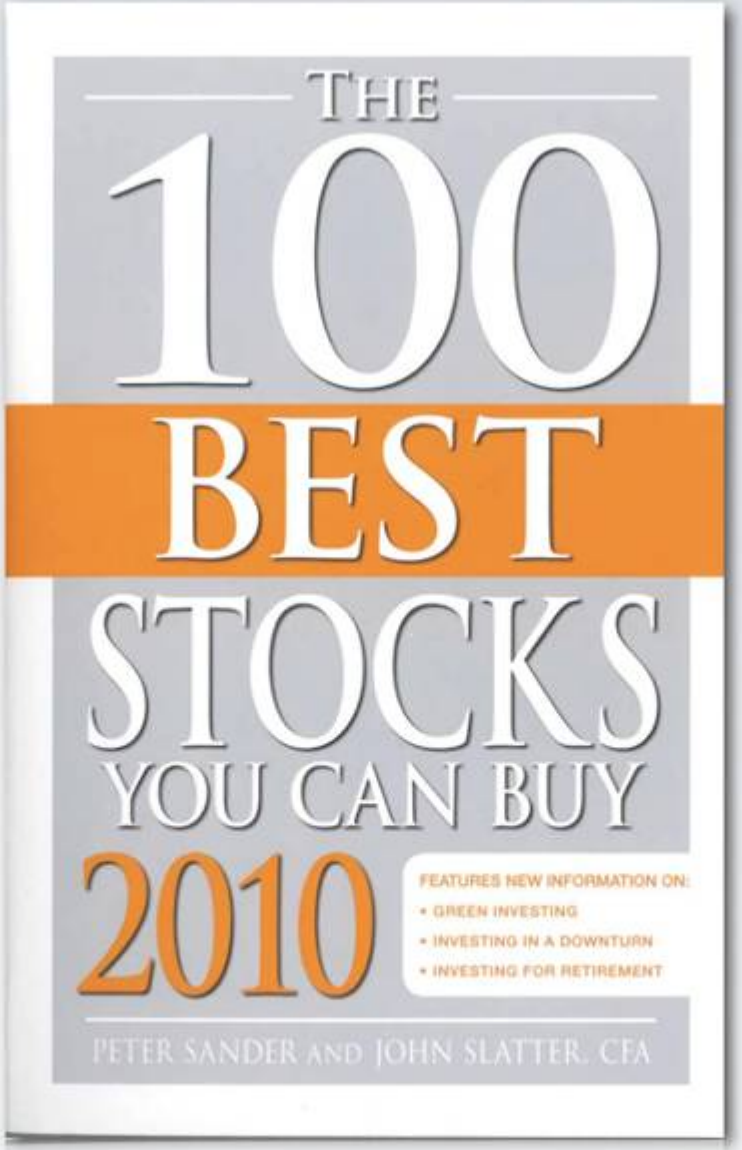
+

✓ Strategies linked to key trends

+

✓ 7,500 dedicated employees

Performance	Growth	Cash	People


THE
100
BEST
STOCKS
YOU CAN BUY
2010
FEATURES NEW INFORMATION ON:
• GREEN INVESTING
• INVESTING IN A DOWNTURN
• INVESTING FOR RETIREMENT
PETER SANDER AND JOHN SLATTER, CFA

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Double-digit EPS Growth*

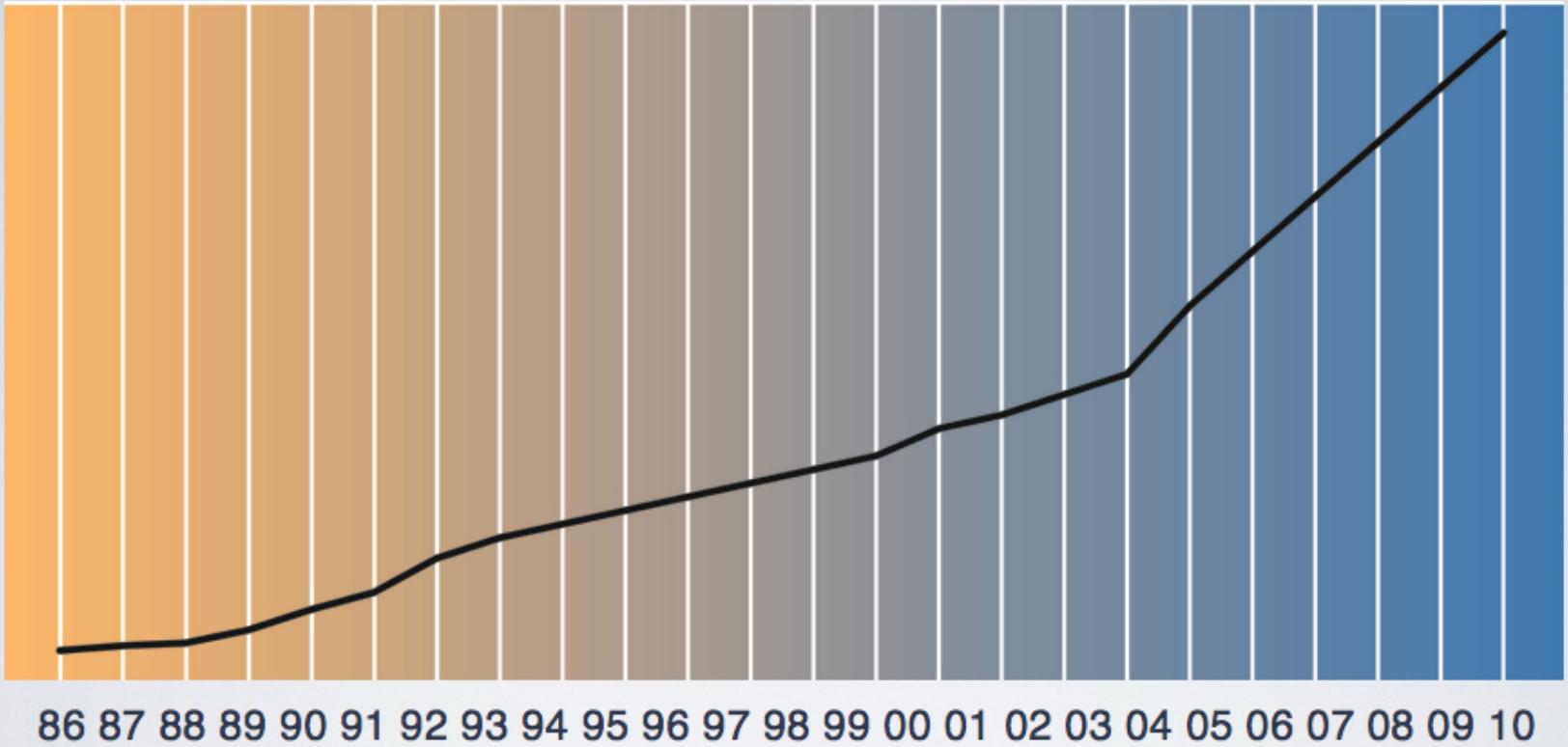
2006 2007 2008 2009

*On a comparable basis

Dividends

24 Consecutive Years Of Increase

Dividends have been paid every year since 1925



2009

Sales

5%*

Costs

$42 M

EPS

10%**

*In local currency

**On a comparable basis excluding restructuring and unusual items

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LAWRY'S®

LARGEST Acquisition in 121 Year History

A Passion for Flavor

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 and 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 factor 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, 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.

McCORMICK

Gordon Stetz

Executive Vice President & Chief Financial Officer

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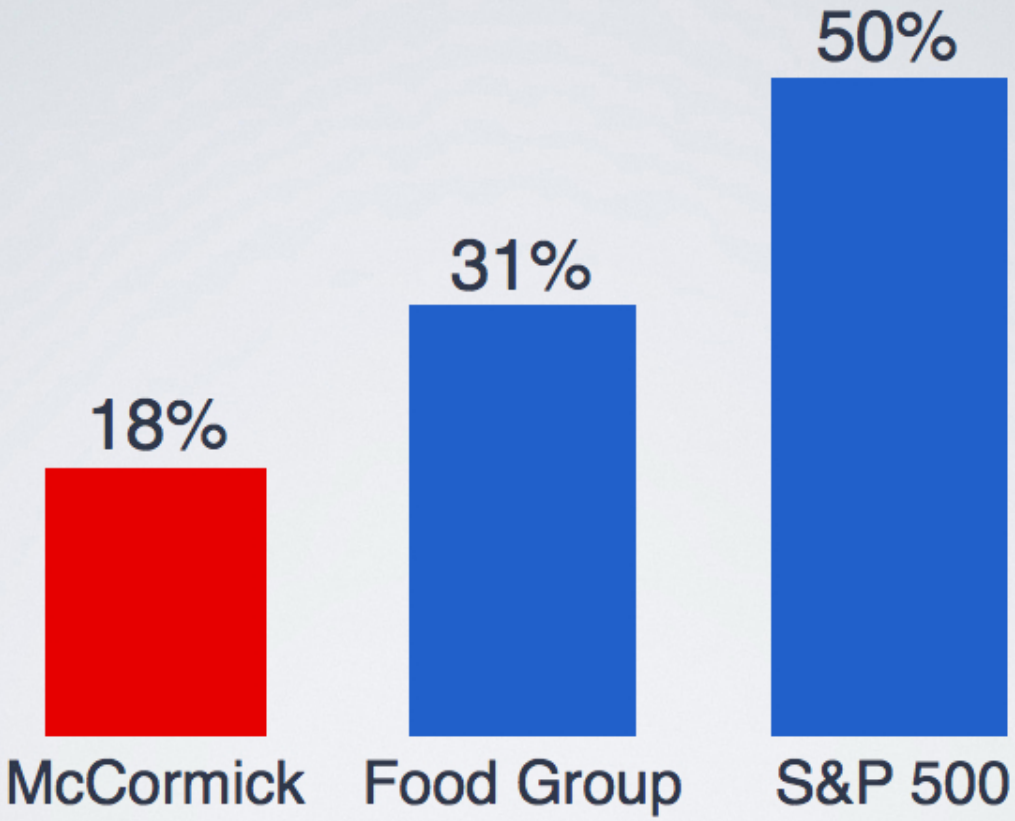
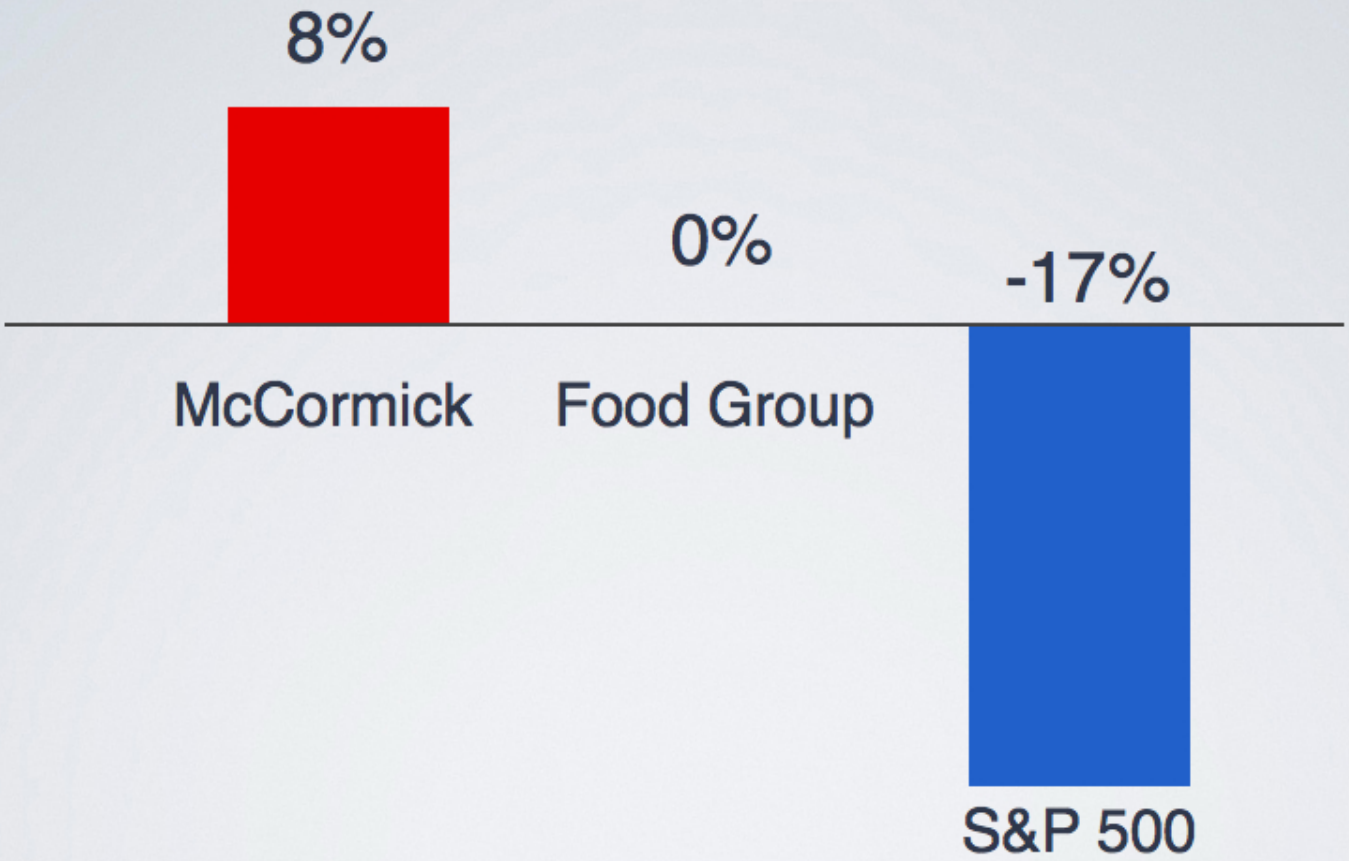
12-Month Stock Price
As Of February 28, 2010



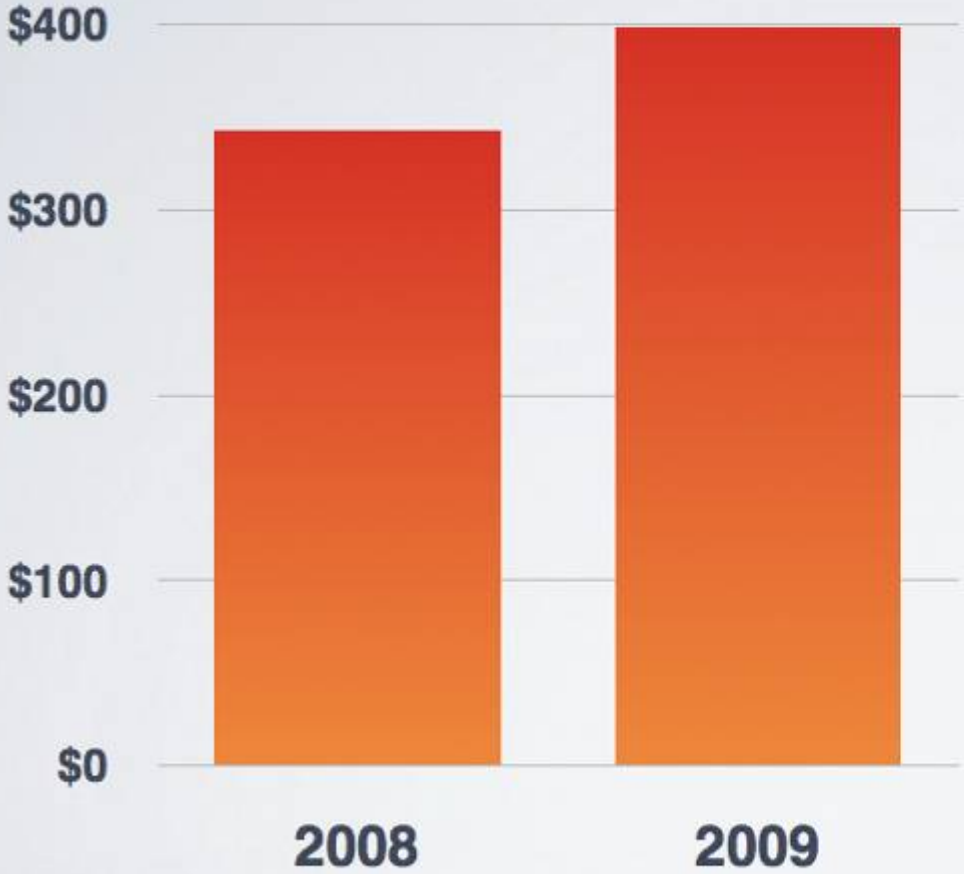
2-Year Stock Price
As Of February 28, 2010



2009 Results
Sales Growth In Local Currency

- ✓ Significant contribution from Lawry's
- ✓ Increases in both segments
- ✓ New products
- ✓ Brand marketing
- ✓ Expanded distribution
- ✓ Currency lowered sales 5%

2009 Consumer Business
Operating Income

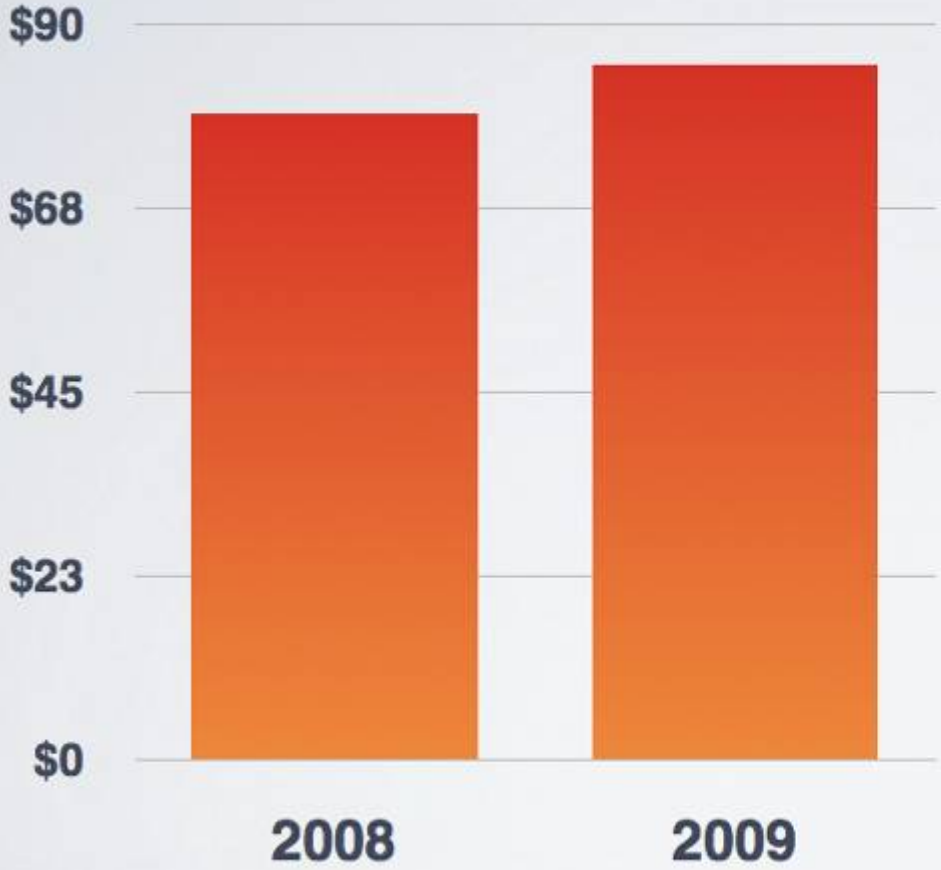


- ✓ Higher sales
- ✓ CCI-related cost savings
- ✓ Lawry's impact

Includes $20 million of added marketing support for leading brands!

*Excluding restructuring and impairment charges

2009 Industrial Business
Operating Income

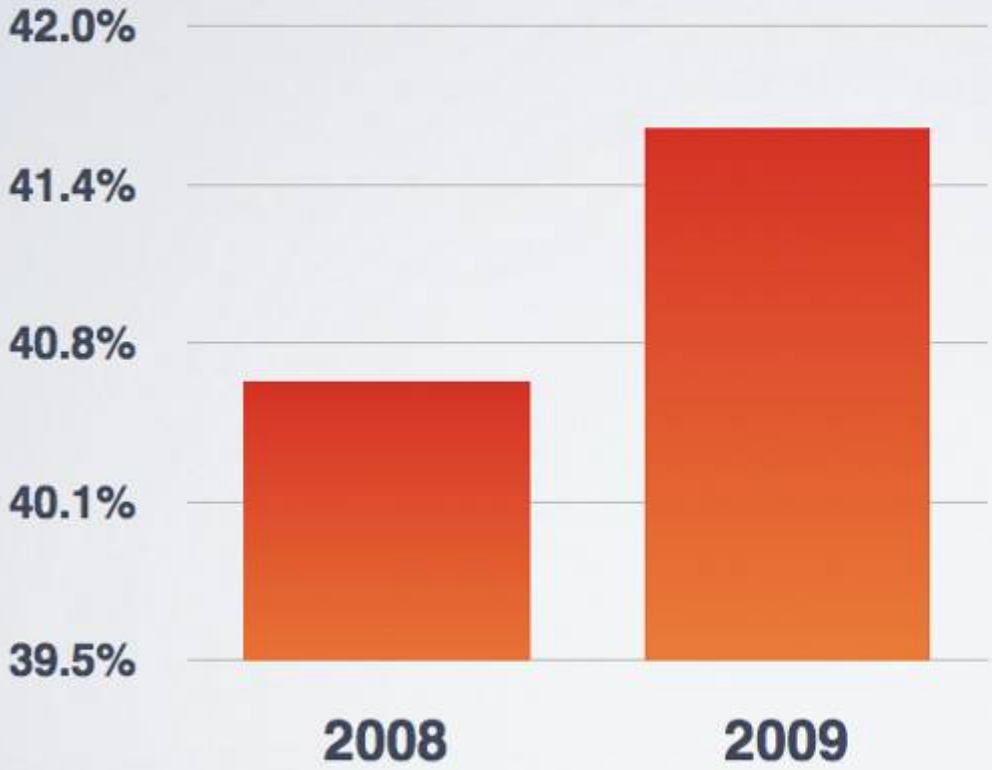


- ✓ Higher sales
- ✓ CCI-related cost savings
- ✓ Lawry's impact

*Excluding restructuring and impairment charges

2009 Results

Full Percentage Point Increase In Gross Profit Margin



41.6%

100 Basis Points

- ✓ Lawry's impact
- ✓ CCI-related cost savings
- ✓ Restructuring program

2009 Results
Earnings Per Share

$2.27

10%*

*On a comparable basis excluding restructuring and unusual items

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2009 Results
Cash From Operations

$416 Million

McCormick Profit

Managing working capital and other assets led to…

5+5

- ✓ 5 Day Reduction in Cash Conversion Cycle in 2008
- ✓ 5 Day Reduction in Cash Conversion Cycle in 2009

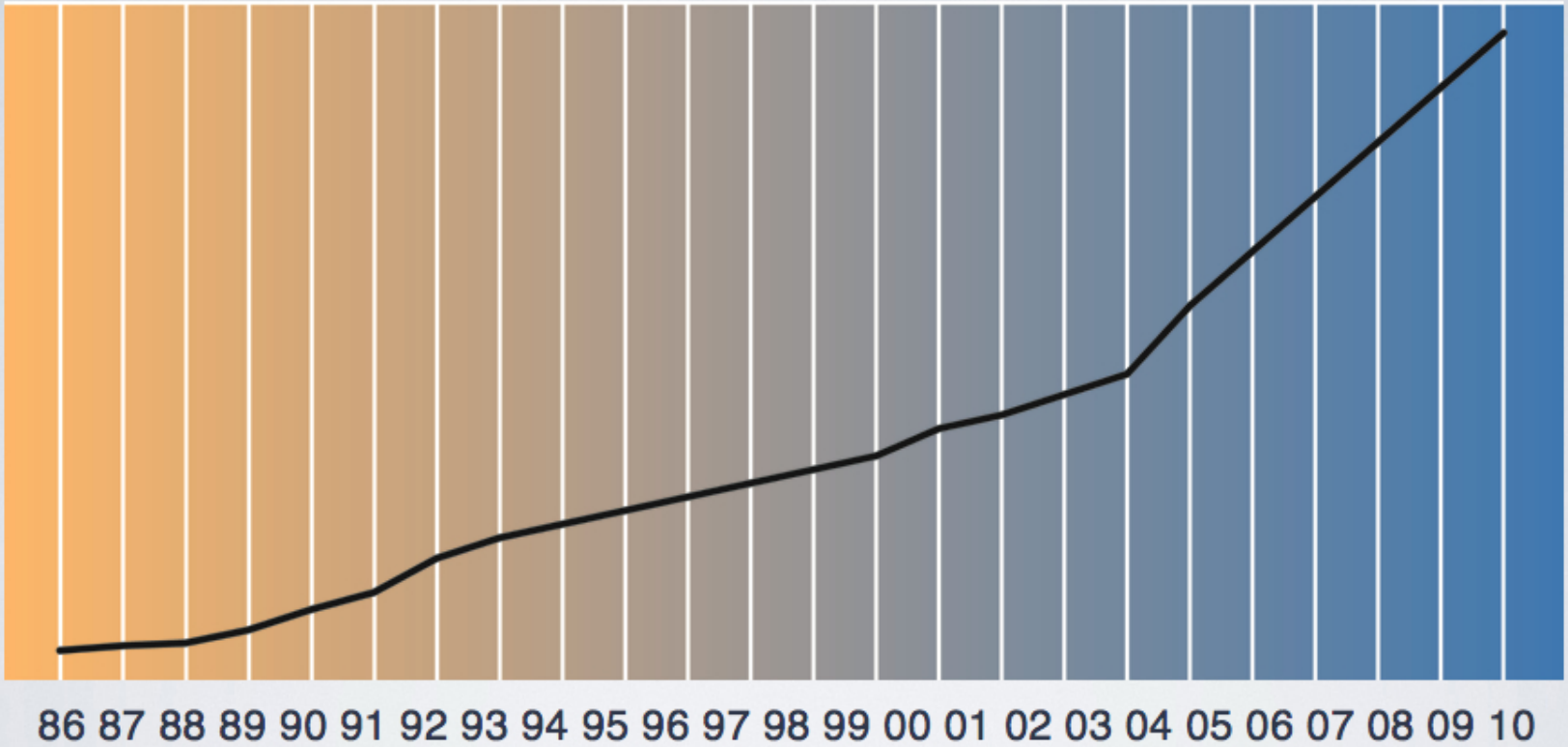
2009 Cash

- ✓ Reduced debt by $252 Million
- ✓ Invested $82 Million in Capital Projects
- ✓ Returned $125 Million of Dividends to McCormick Shareholders

Dividends

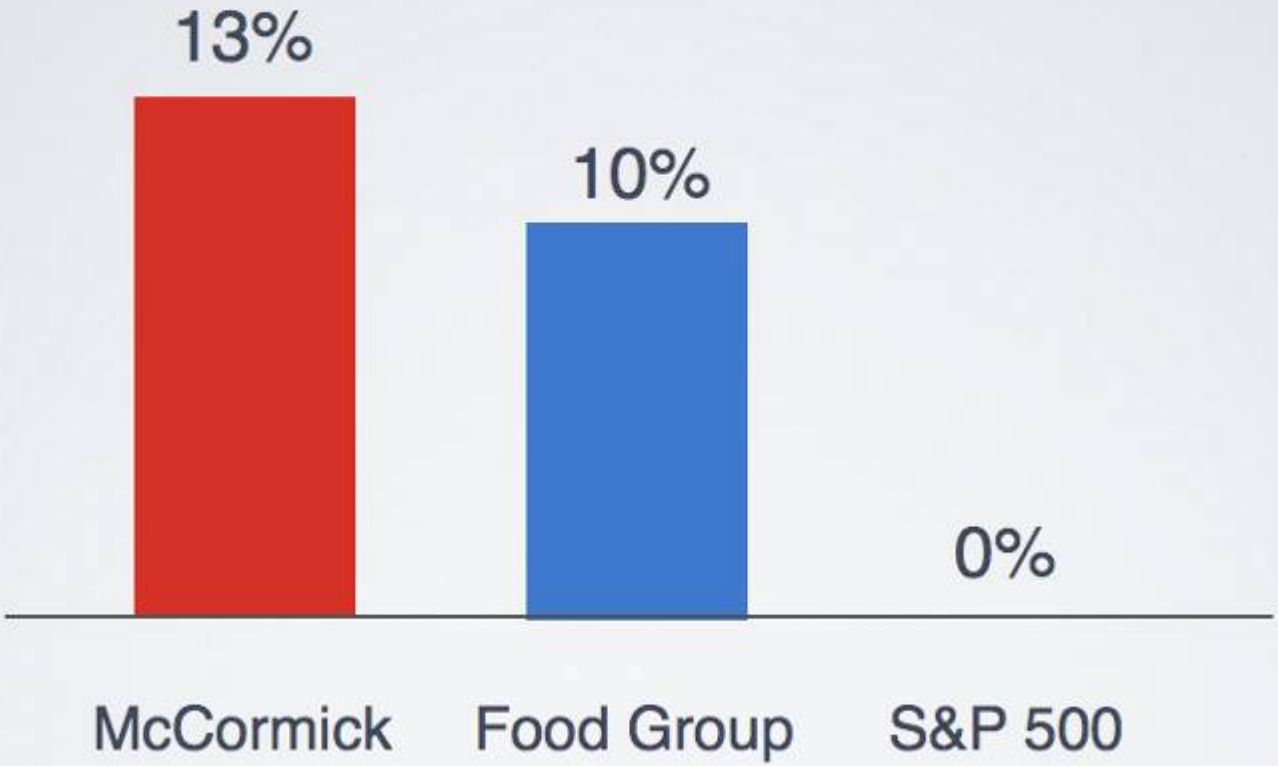
24 Consecutive Years Of Increase

Dividends have been paid every year since 1925



Shareholder Return

10-Year Total Return Through February 2010



Strategy For Growth

Long Term Projections

Grow Sales **4-6%**
- 1/3 base business
- 1/3 new products
- 1/3 acquisitions

Increase EPS **9 - 11%**

2010 Outlook

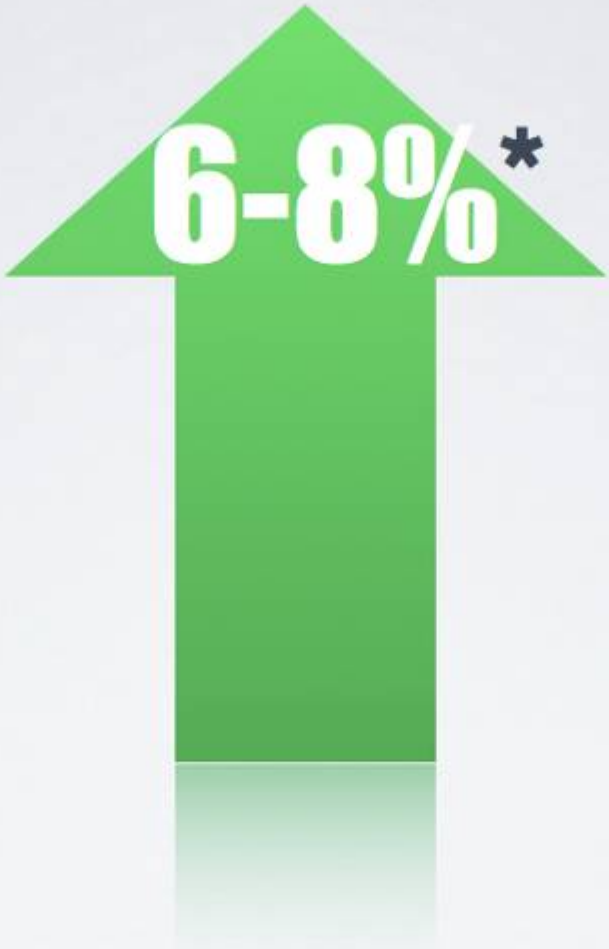
2010 Target

Grow Sales **4-6%**

- Product innovation
- $20 million of additional brand marketing support

Includes a 2% benefit from currency

Increase EPS



*On a comparable basis excluding restructuring and unusual items

Drive Comprehensive Continuous Improvement

$35-$40 Million in CCI-related Savings

First Quarter 2010 Results

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Sales Growth

6%

- ✓ Higher investment in brand marketing
- ✓ New product introductions

EPS

$0.51

16%*

- ✓ Higher sales
- ✓ Operating income up
- ✓ Nearly doubled income from unconsolidated operations

*Excluding restructuring charges recorded in 2009

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- ✓ Maintaining Financial Discipline
- ✓ Investing in Growth
- ✓ Managing Costs
- ✓ Increasing Profit and Cash
- ✓ Committed to Dividend

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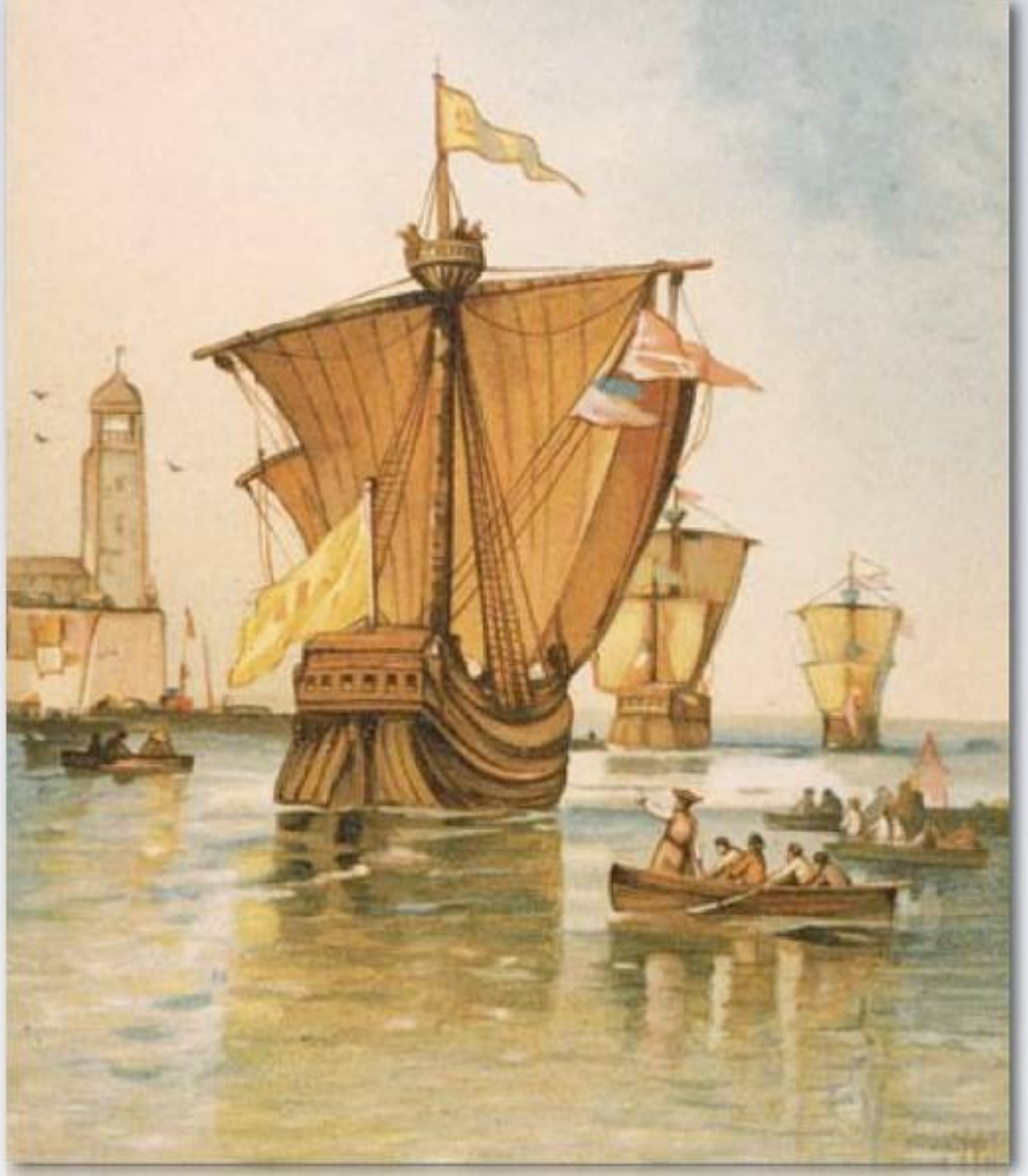

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2009 Highlights

Our Initiatives

Bring great flavor to consumers

Innovation to Industrial customers

Strong return to shareholders

LAWRY'S®

Integration

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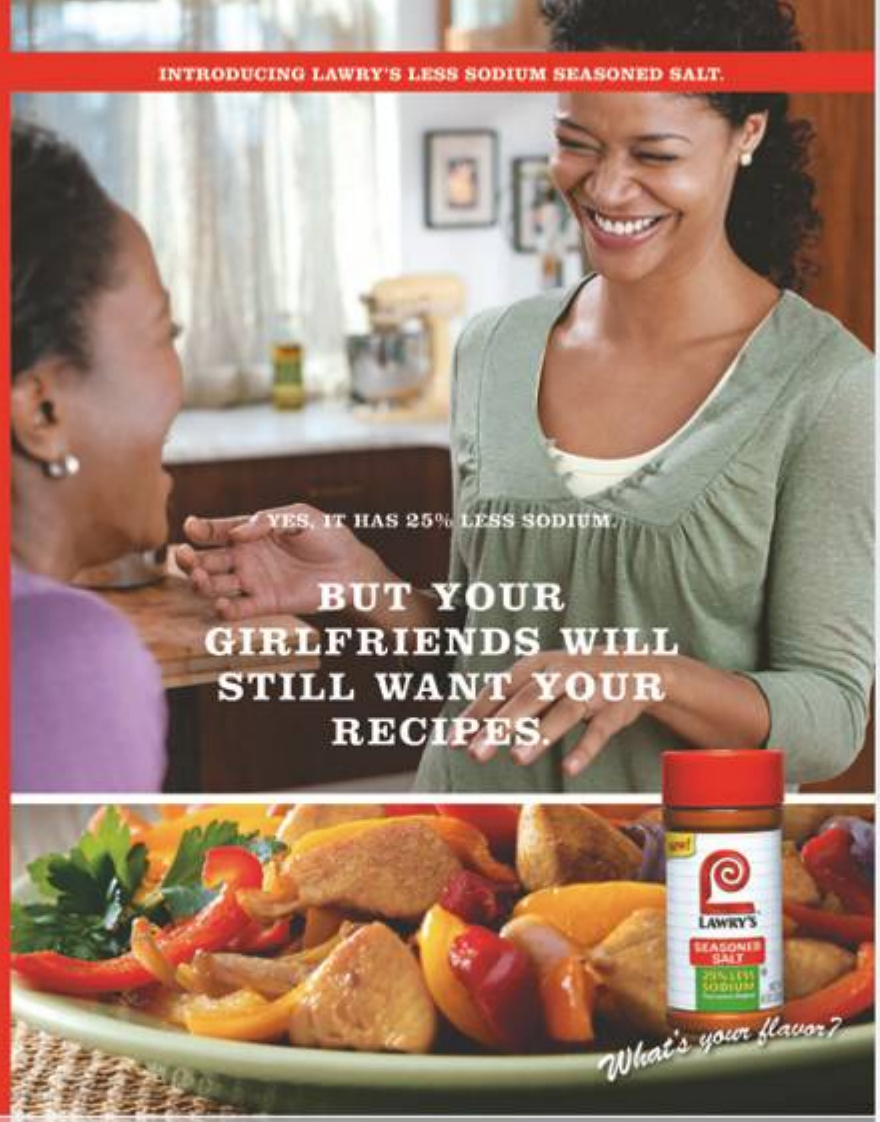

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On-trend Innovation

Convenience

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A Passion for Flavor

6
serves
McCORMICK
Slow Cookers
Lamb & Vegetable Casserole
Recipe Base
40g

6
serves
McCORMICK
Slow Cookers
Country Chicken Casserole
Recipe Base
40g

6
serves
McCORMICK
Slow Cookers
Mild Indian Beef Curry
Recipe Base
40g

6
serves
McCORMICK
Slow Cookers
Beef & Bean Hotpot
Recipe Base
40g

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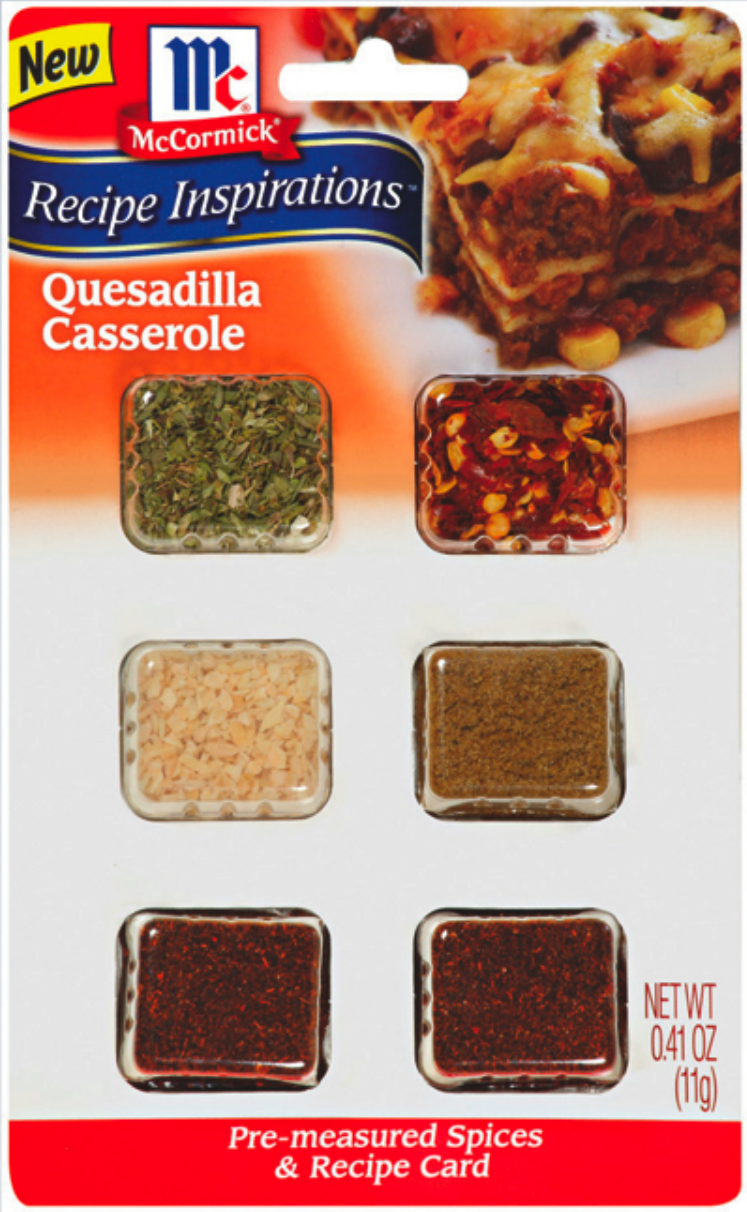
New
McCormick
Recipe Inspirations
Quesadilla Casserole
NET WT 0.41 OZ (11g)
Pre-measured Spices & Recipe Card

Quesadilla Casserole
Prep Time: 15 minutes
Cook Time: 25 minutes
Makes 8 servings
PACKAGE INCLUDES:
1 tsp. McCormick® Chili Powder
1 tsp. McCormick® Ground Cumin
1 tsp. McCormick® Garlic Powder
1/2 tsp. McCormick® Oregano Leaves
1/2 tsp. McCormick® Crushed Red Pepper (optional)
YOU WILL NEED
1 lb. ground beef
1/2 cup chopped onion
2 cans (8 oz. each) tomato sauce
1 can (15 oz.) black beans, drained and rinsed
1 can (8 3/4 oz.) whole kernel corn, undrained
1 can (4 1/2 oz.) chopped green chiles, undrained
6 flour tortillas (8-inch)
2 cups shredded Cheddar cheese
DIRECTIONS
1. BROWN beef and onion in large skillet on medium-high heat; drain. Add tomato sauce, beans, corn and green chiles; mix well. Stir in all of the Spices except Red Pepper. Bring to boil. Reduce heat to low; simmer 5 minutes. Add Red Pepper to taste, if desired.
2. SPREAD 1/2 cup of the beef mixture on bottom of 13x9x2-inch baking dish sprayed with no-stick cooking spray. Top with 3 of the tortillas, overlapping as needed. Layer with 1/2 of the remaining beef mixture and 1/2 of the cheese. Repeat with remaining tortillas, beef mixture and cheese.
3. BAKE in preheated 350°F oven 15 minutes or until heated through. Let stand 5 minutes before serving.
Nutrition Facts
FPO

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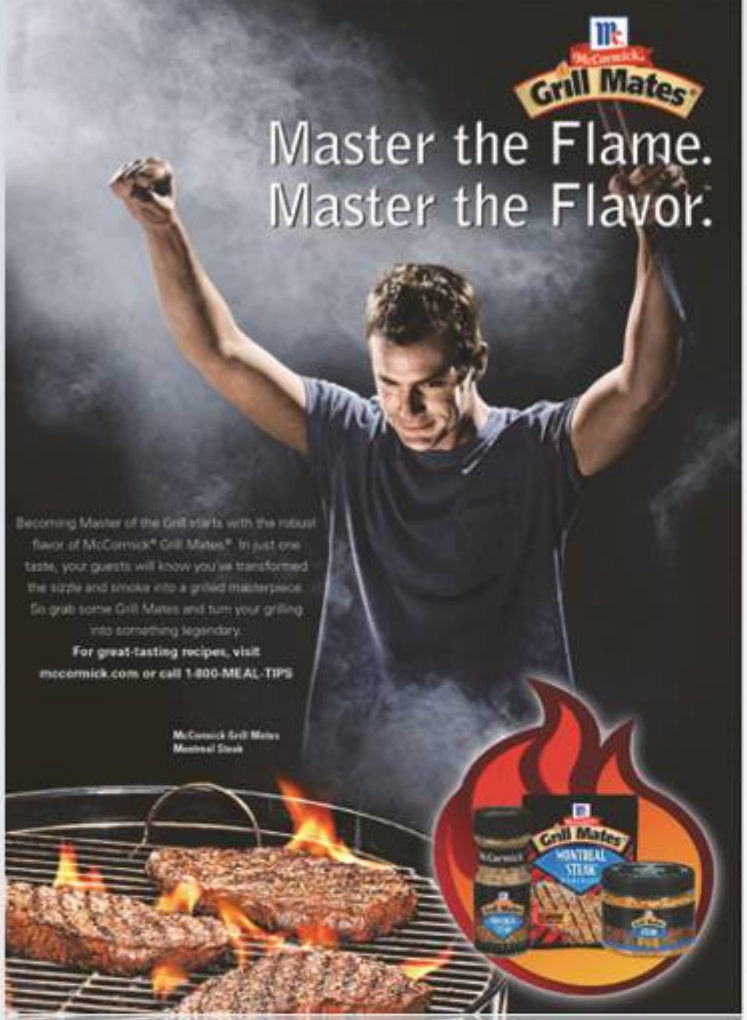
Perfect Pinch™
GARLIC & HERB LEMON CHICKEN
McCormick
Perfect Pinch
Roasted Garlic & Bell Pepper
McCormick
Perfect Pinch
Savory All-Purpose
SALT FREE
A Passion for Flavor



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Ducros
CURRY
tradition
sélection

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冲饮 红豆丸子慕斯配蜂蜜果酱

原料：味好美蜂蜜果酱 适量，原味冰淇淋60克，红腰豆，小圆子

制作方法：

1. 小圆子用开水滚熟后，用冰水冷却，沥干待用。
2. 先在杯底加入一层冰淇淋再淋上一层蜂蜜果酱，最后再加一层冰淇淋。
3. 最后在冰淇淋上撒上红腰豆、小圆子、蜂蜜果酱即可。

特色：中西甜点相互融合，传统风味和蜂蜜果酱的完美搭配，风味更加独特，口味更加丰富。味好美蜂蜜果酱共有四种不同水果口味供您选择。

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Aeroplane
Create-a-
Jelly
Just Add
Your Favourite Drink
85g NET
JELLY CRYSTALS

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Flavor

McCORMICK
Rice Cookers
Chicken & Bacon Risotto
Chinese Special Fried Rice
Mild Indian Rice
Green Curry Chicken & Coconut Rice
Beef & Tomato Rice

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POP CORN
DILL PICKLE
POPCORN PREFERS CLUB HOUSE
Good popcorn demands great seasoning. Club House Pop-corn Seasonings bring out the best in your popcorn with a variety of zesty flavours. It's just what popcorn wants.
Questions? Call 1-800-265-2600 weekdays 9:30 – 4:00 p.m. EST or visit www.clubhouse-canada.com
CLUB HOUSE
A little reason to love.
NOW FEATURING
No Trans Fat, No MSG Added, No Artificial Flavours or Colours

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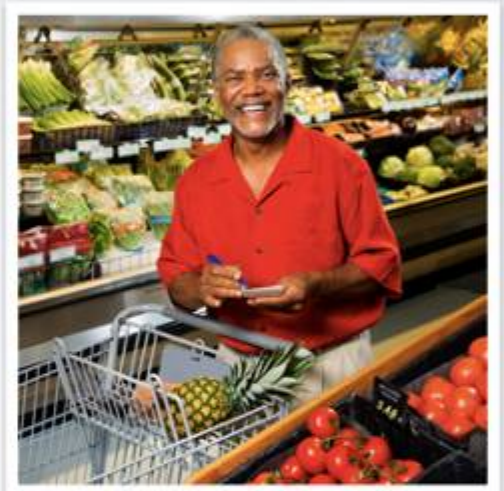
On-trend Innovation

Health & Wellness



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ZATARAIN'S
A New Orleans Tradition · Since 1889
New Orleans Style
Reduced Sodium
JAMBALAYA MIX
Add meat to make a complete meal

McCormick
New
Grill Mates
25% LESS SODIUM
MONTREAL CHICKEN
SEASONING

LAWRY
SEASON
SALT
25% LES
New!
LAWRY'S
SEASONED SALT
25% LESS SODIUM

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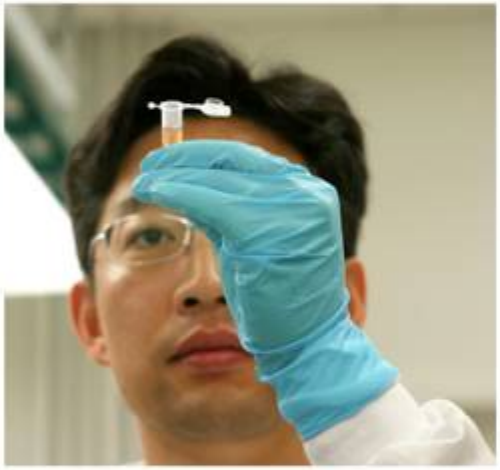
SCIENCE INSTITUTE



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Safari File Edit View History Bookmarks Window Help

Spices for Health | McCormick® Live deliciously™

http://www.mccormick.com/SpicesForHealth.aspx

Join My McCormick to share ideas, save favorite recipes & more! Register Now or Sign In

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RECIPES | HEARTY MEALS | MEALS IN 30 MINUTES | PRODUCTS | COMMUNITY

Home / Spices for Health

SPICES FOR HEALTH

SPICES FOR HEALTH

- 7 Super Spices
- Tips
- Recipes
- Take the 30 day Challenge
- Mediterranean Flavors
- Health with Dr Wendy
- Printable Materials

Tips

Sprinkle 1/4 tsp of antioxidant-rich Ground Cinnamon on your morning oatmeal to perk up your day. For an extra flavor twist, try adding dried cherries with sliced almonds or walnuts.

Get more easy tips

Take the 30 day Challenge

Making simple swaps can make a big difference. Swap in spices for other ingredients to add antioxidants and save sodium, sugar, and fats with our Super Swaps 30-day calendar.

Pictured: Chicken Salad

Learn more

McCormick Science Institute

Recipes

Baking with rosemary is a simple

Dr Wendy Talks Super Swaps

Learn Dr. Wendy's

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Marketing Support

Marketing Support

2009	Past 3 Years
$20 M	35%

New
McCormick
Perfect Pinch
Vegetable
ORIGINAL
Live deliciously™
perfectpinch.com

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Ducros
Il se décarcasse et ça change tout !
RENOUVELEZ
VOS SAVEURS !
1€ de réduction
immédiate
en caisse
Pour l'achat de 2 flacons en verre
Poivres, Herbes, Epices Ducros*
*Voir modalités au dos

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TOP 10 FLAVOR PAIRINGS

Flavor Forecast 2010

2010 Flavor Forecast Webcast

2010 marks a milestone
It's our 10th anniversary of forecasting the flavors of the year ahead.

Roll over to Explore each pairing:

1. Roasted Ginger & Rhubarb
2. Thai Basil & Watermelon
3. Caraway & Bitter Greens
4. Bay Leaves & Preserved Lemon
5. Almond & Ale
6. Turmeric & Vine-Ripened Tomatoes
7. Pumpkin Pie Spice & Coconut Milk
8. Roasted Cumin & Chickpeas
9. Creole Mustard & Shellfish
10. Chives & Fish Sauce

2009 Flavor Forecast

Caraway & Bitter Greens

North meets South for a distinctive peppery bite. Discover this combination in the company of grains or beans, in soups and stews, or in a brisket with caraway and horseradish. A quick sauté of just-wilted greens with garlic and olive oil makes a simple and satisfying side dish. Or, a peach and caraway-spiked dressing is a perfect match for a salad of grilled radicchio and endive.

- Arugula Caraway Pesto Pasta
- Caraway Corn Risotto with Bitter Greens
- Grilled Bitter Greens with Caraway & Peach

Grilled Bitter Greens with Caraway and Peach

This year's forecast is driven by a shared set of trends:

IN IS THE NEW OUT
Big flavors and new definitions of "dinner party" bring the best of restaurant meals home

ALWAYS IN SEASON
Preserving the peak of ripeness for year-round enjoyment, fresh at the ready

MEATLESS ON THE MENU
Mixing up the center of the plate

ETHNIC SIZZLE
Tastes of the global grill, appearing in a backyard near you

NEW COMFORT CUISINE
A renewed appreciation for the integrity of ingredients and cooking techniques

WHERE THE COCKTAIL MEETS THE KITCHEN
Shaken or stirred, tasteful inspiration takes on new forms

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McCormick
Flavor Forecast 2010
GRILLING EDITION
SPICE RUBBED PORK CHOPS

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Commercials Play

Global Industrial

Tostitos
Hint of Jalapeño
Kraft
Vidalia Onion
Vinaigrette
Kraft
Easy Mac
Cheesy Taco
New!
100 Calorie Packs
Honey Maid
cinnamon roll thin crisps
6 PACKS
New!
Hot Pockets
Chicago Stuffed Crust
Pizzeria
Pepperoni Pizza
Progresso
Light
Southwestern-Style Vegetable
Weight Watchers
chicken fettuccini
NO PRESERVATIVES
Stouffer's
Lean Cuisine
A Passion for Flavor

SUBWAY
eat fresh.

TACO BELL

Pizza Hut
WingStreet

Food Safety

A Passion for
Flavor

Innovation 2005 - 2009

13 -18%

Create IT®

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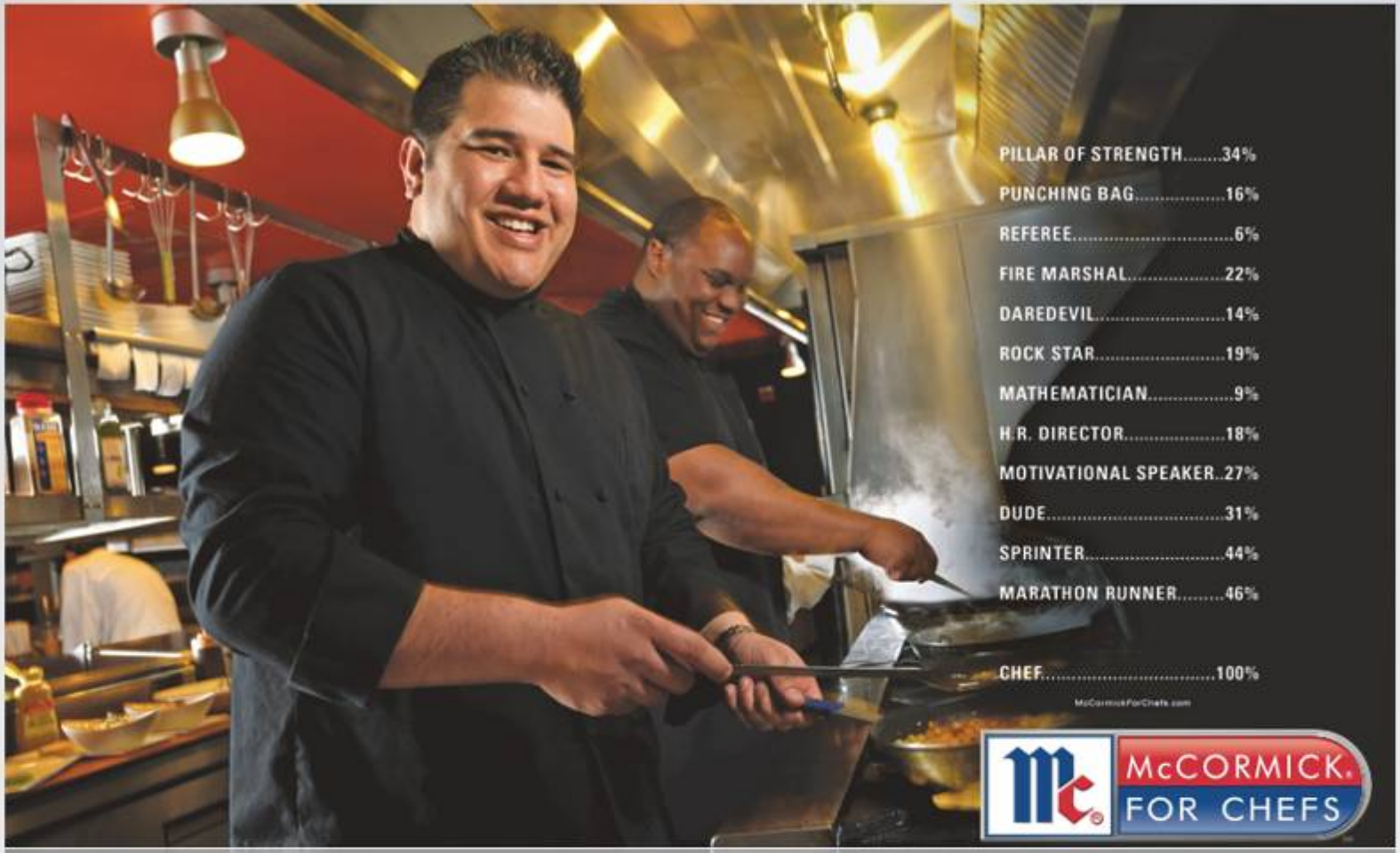
Multinational Quick Service Restaurant Sales

McCORMICK®
FOR CHEFS℠

It's What You Put Into It.™


PILLAR OF STRENGTH.....34%
PUNCHING BAG.....16%
REFEREE.....6%
FIRE MARSHAL.....22%
DAREDEVIL.....14%
ROCK STAR.....19%
MATHEMATICIAN.....9%
H.R. DIRECTOR.....18%
MOTIVATIONAL SPEAKER..27%
DUDE.....31%
SPRINTER.....44%
MARATHON RUNNER.....46%
CHEF.....100%
McCORMICK.
FOR CHEFS

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LAWRY'S
TACO SEASONING MIX
TACO SEASONING MIX
STRETCH TACO SEASONING MIX
FAJITAS SEASONING MIX
CHILI SEASONING MIX

BLACK PEPPER

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* **Seasoning Supplier of the Year-2009**

* **MKC Ranked 3rd in Top 100 Suppliers**

* **Bucket Award for Strategic Partnership**

* **National Brand Supplier of the Year**

Ben E. Keith Foods

* Grocery Supplier of the Year

SUBWAY eat fresh.

* 2009 Global New Product Development Award

Wendy's OLD FASHIONED HAMBURGERS

* 2009 Golden Link Award for Supplier Excellence

Yum!

* Innovation Award for Kentucky Grill Launch

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Sustainability

RESPECT FOR THE ENVIRONMENT

COMMUNITY SERVICE

HOW WE ACT AS AN EMPLOYER

McCORMICK

truly our nature

RESPECT FOR THE ENVIRONMENT

COMMUNITY SERVICE

HOW WE ACT AS AN EMPLOYER

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GREENHOUSE GAS

WATER

ELECTRICITY

SOLID WASTE

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Atlanta, Georgia

Haddenham, U.K.

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McCORMICK

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2009 SAP Start-ups

Australia **Spain** **El Salvador**

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McCormick
Grill Mates
MAY
22
FRIDAY
MKC
LISTED
NYSE

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McCormick
Sabe de Sabor
1969-2009

A Passion for Flavor

VS Orioles
LD BAY
SEASONING
For Seafood,
Poultry, Salads,
Meats
170 g

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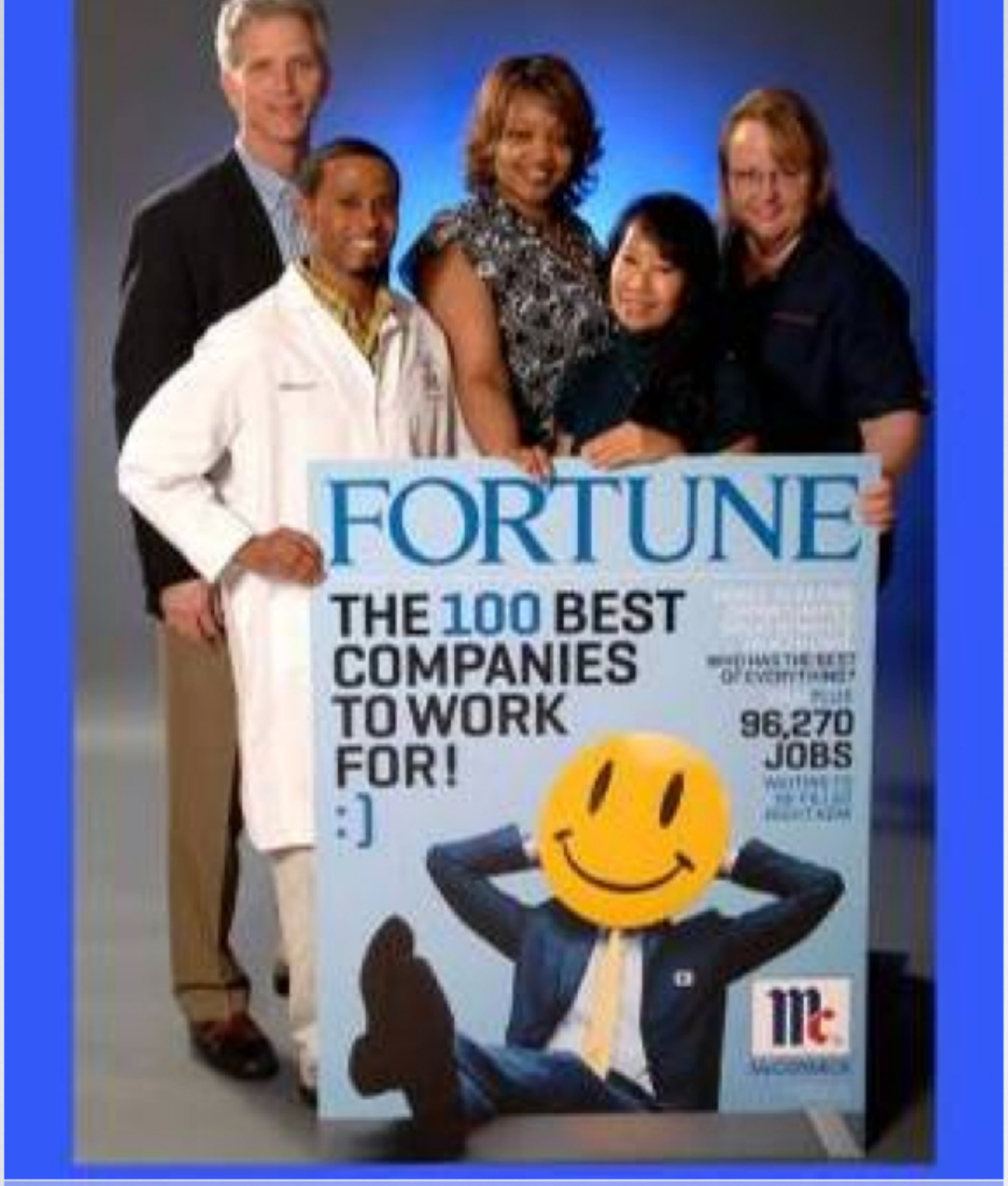

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truly our nature

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Thank You!