McCORMICK

Flavored for Global Growth

2013 ANNUAL SHAREHOLDERS MEETING

Alan Wilson

Chairman, President &
Chief Executive Officer

McCormick Brings Passion to Flavor™

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Saving your world
from boring food

McCormick Brings Passion to Flavor™

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$4 billion

MKC ↑ 34%*

* From March 28, 2012

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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, expected trends in net sales and earnings performance and other financial measures, the expectations of pension and postretirement plan contributions, 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.

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John Bilbrey

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J. Michael Fitzpatrick

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Freeman Hrabowski

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Patricia Little

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Michael Mangan

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Margaret Preston

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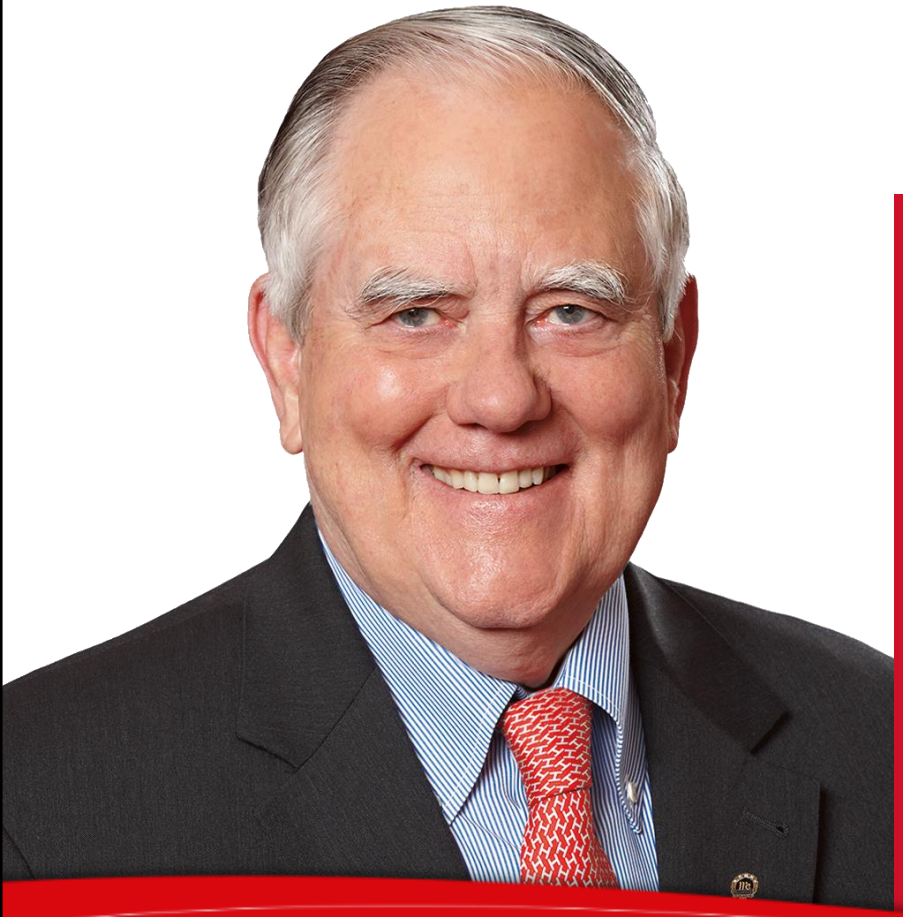

George Roche

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Gordon Stetz

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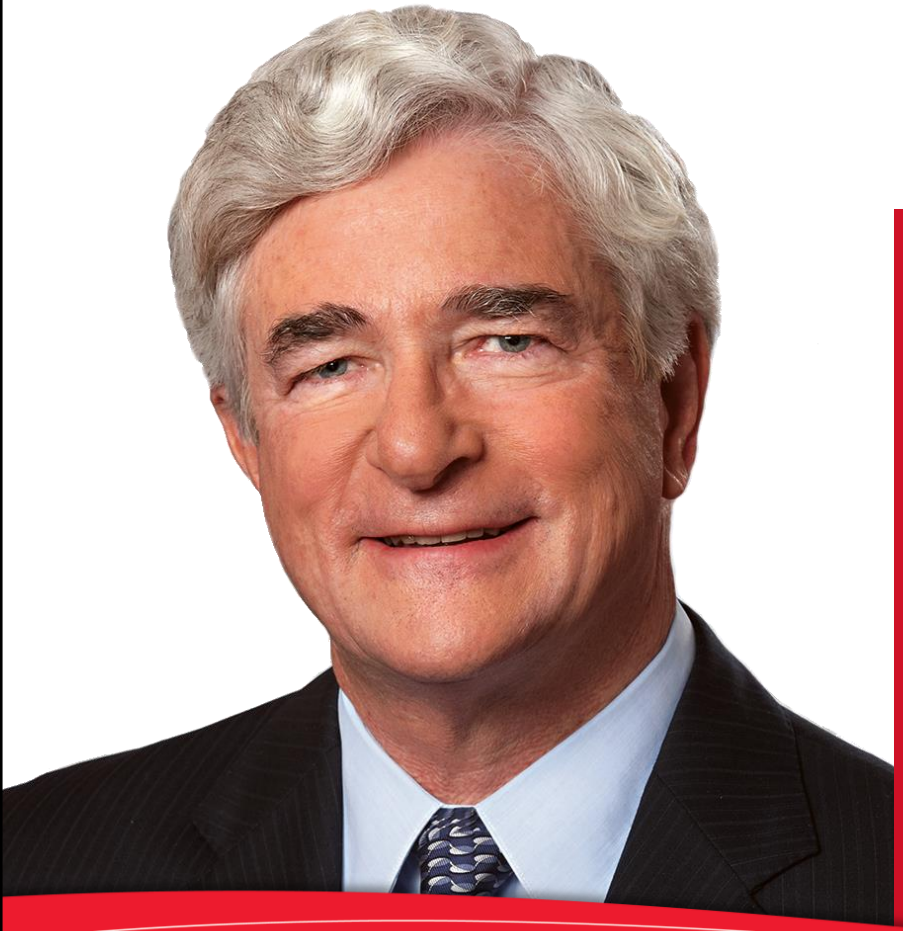

William Stevens

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Jacques Tapiero

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Alan Wilson

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Gordon Stetz

Executive Vice President &
Chief Financial Officer

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Meeting Financial Objectives Despite Steep Commodity Cost Increases

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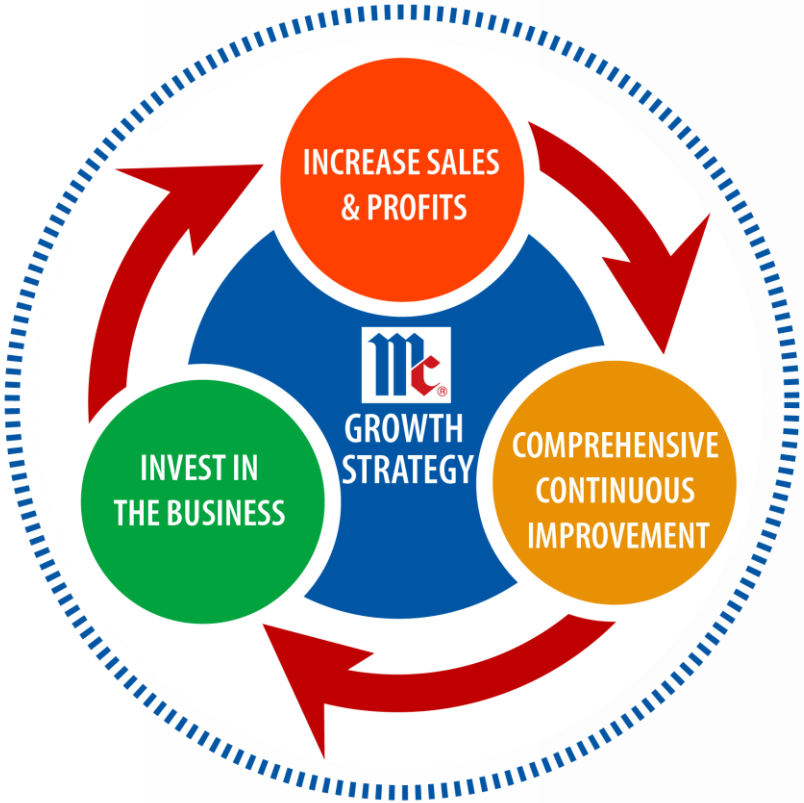
Strategy for Growth



2012 Results

Sales Growth

↑ 9%

- ✓ Pricing
- ✓ Acquisitions
- ✓ Innovation
- ✓ Brand marketing

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2012 Results

Operating Income

↑ 7%

- ✓ Strong sales growth
- ✓ $56 million CCI cost savings
- ✓ Funded $11 million additional brand marketing support

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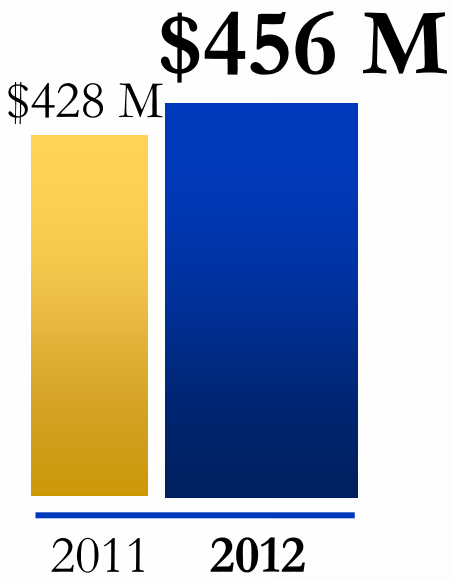
2012 Results: Consumer Business

Operating Income



Sales ↑ 10%

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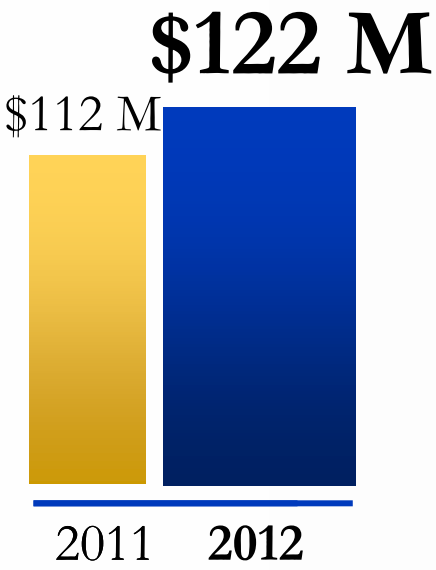
2012 Results: Industrial Business

Operating Income



Sales ↑ 7%

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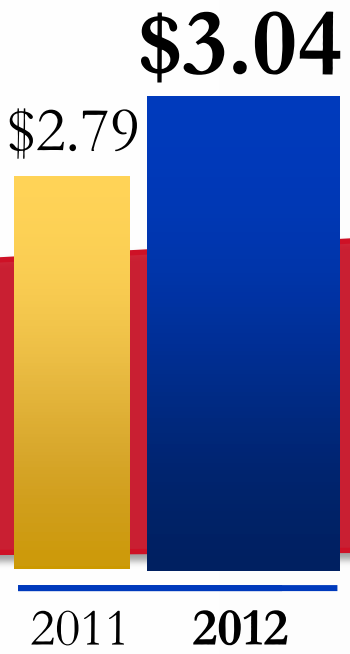
2012 Results: Earnings Per Share

↑9%



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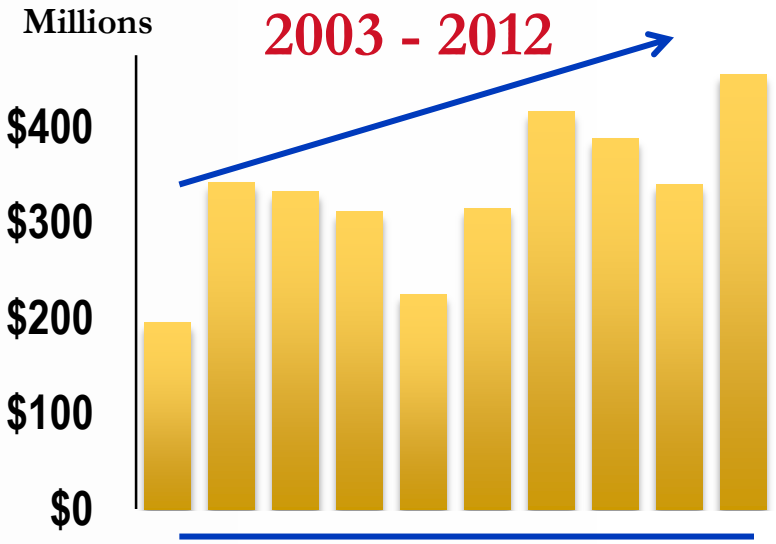
2012 Results

Cash Flow from Operations



- ✓ $455 million in 2012
- ✓ Higher cash from Net Income
- ✓ Improved Working Capital

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2012 Results

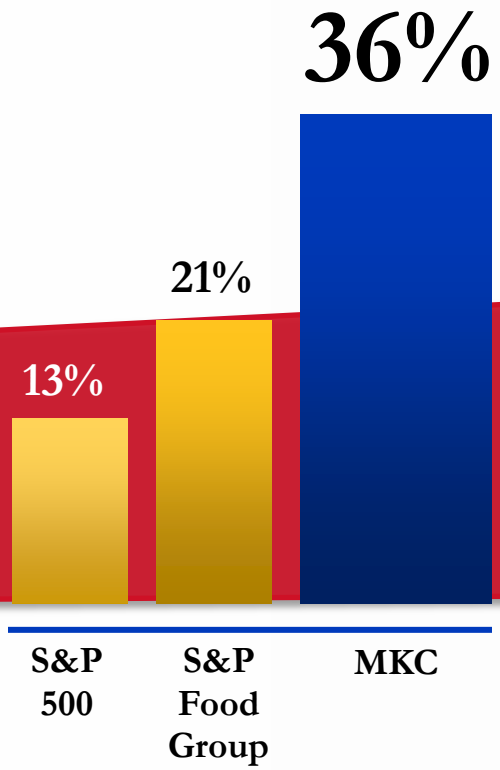
Uses of Cash

- ✓ Returned $297 million to McCormick shareholders in dividends and share repurchases
- ✓ Invested $110 million in capital projects
- ✓ Reduced debt $80 million

2012 Results

12 months
ended February 28, 2013

Total Shareholder Return



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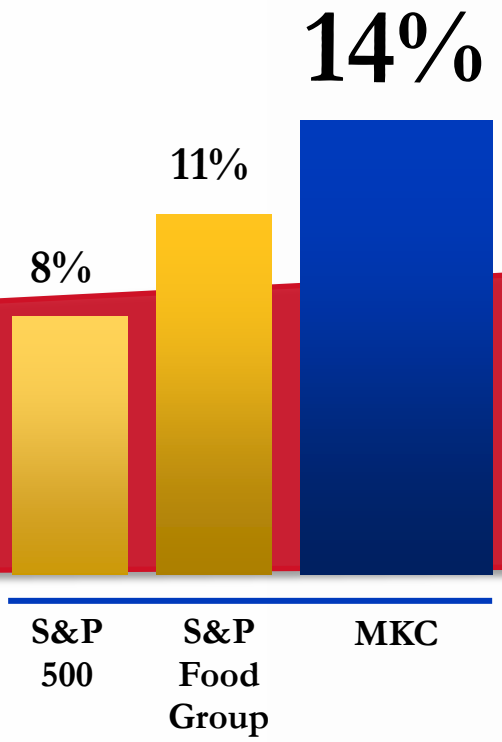
2012 Results

10 years
ended February 28, 2013

Total Shareholder Return



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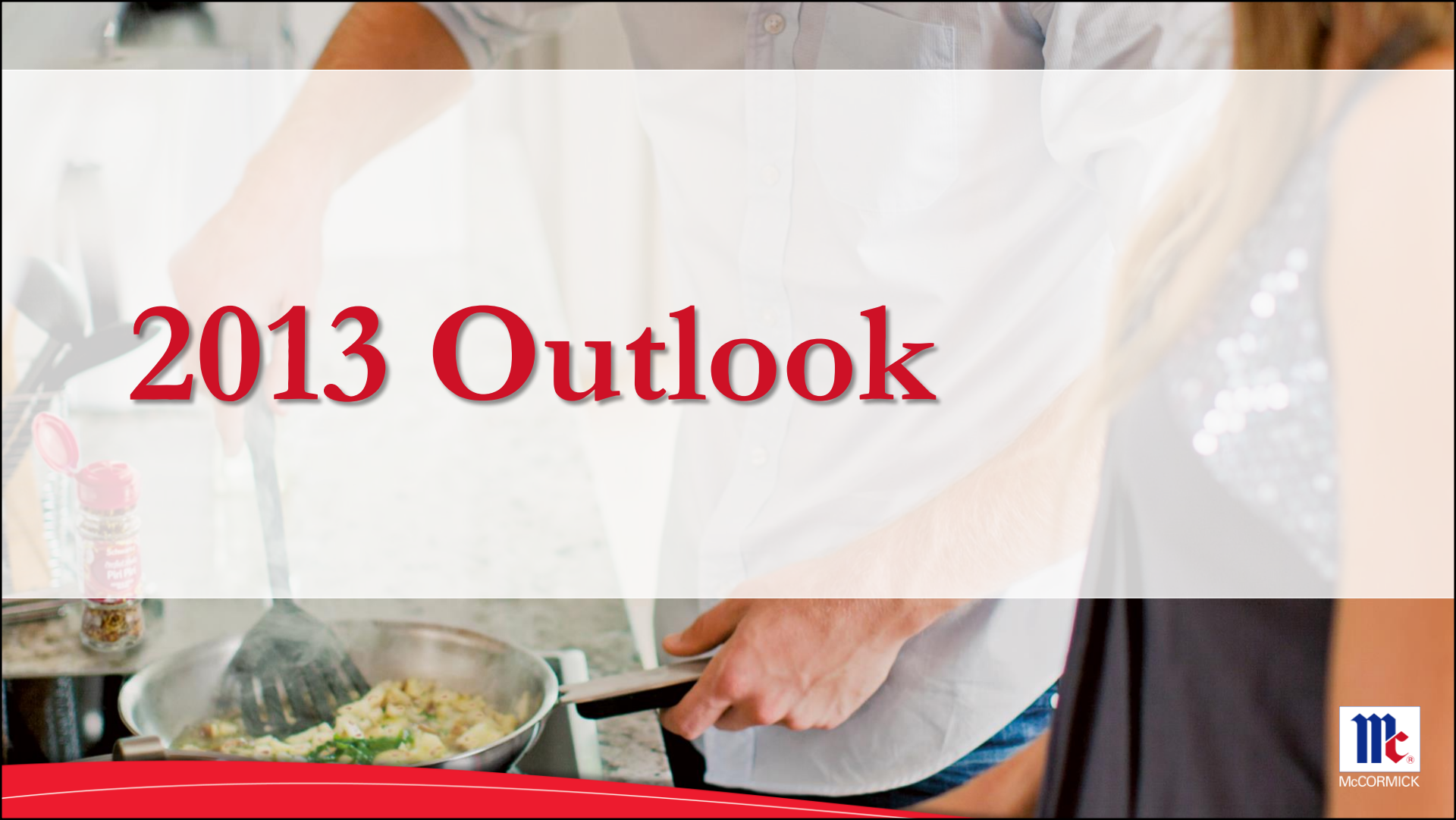
2013 Outlook



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2013 Outlook: Sales Growth

Grow Sales 3-5%*

* In local currency

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2013 Outlook: Operating Income

↑6 - 8%

- Higher Sales
- CCI cost savings

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2013 Outlook: Earnings Per Share

$3.15 - $3.23

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Results: 2013 First Quarter

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First Quarter 2013 Results

Sales

↑ 3%

Operating Income

$112 million

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First Quarter 2013 Results

Earnings Per Share **$0.57**

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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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2012 Highlights

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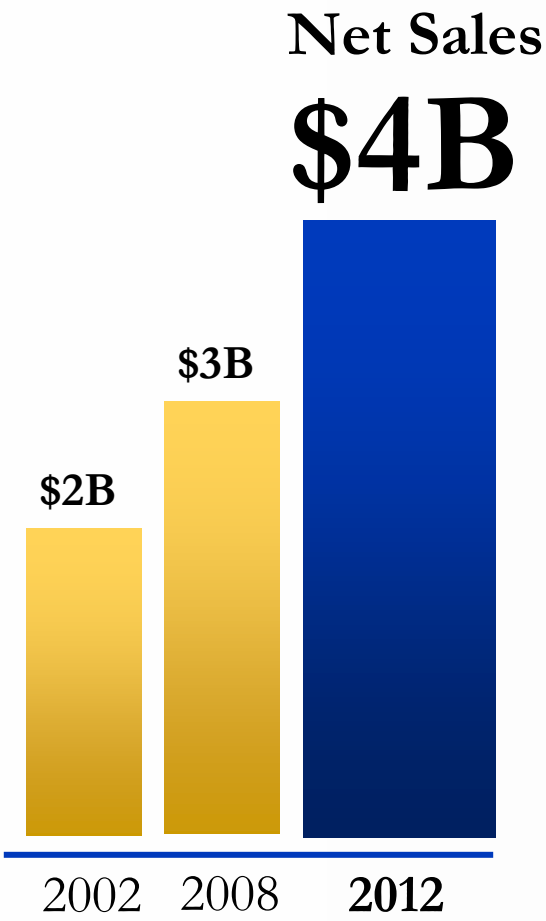
Delivering *High Performance*



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STANDARD
& POOR'S 500

MKC
Dividend Aristocrat

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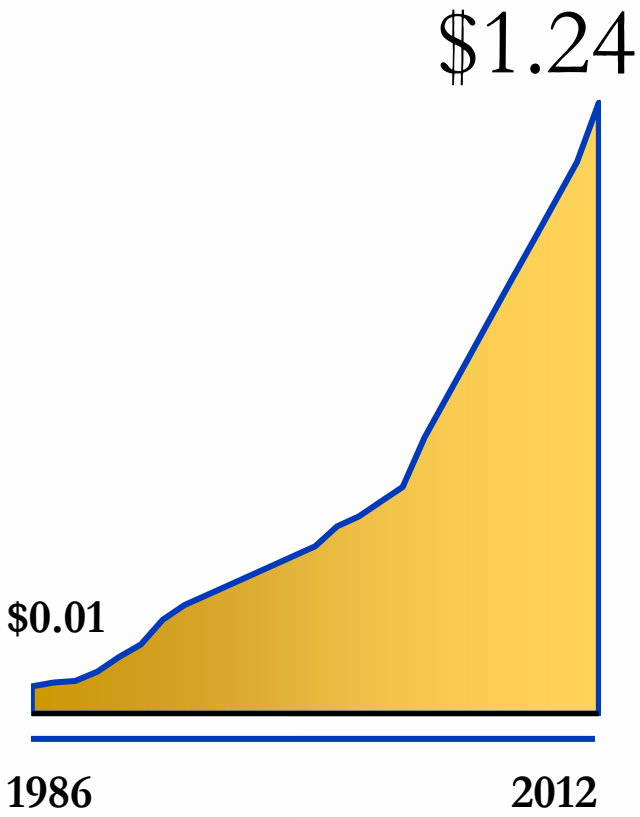
Dividends paid per share

↑10%

27th consecutive increase



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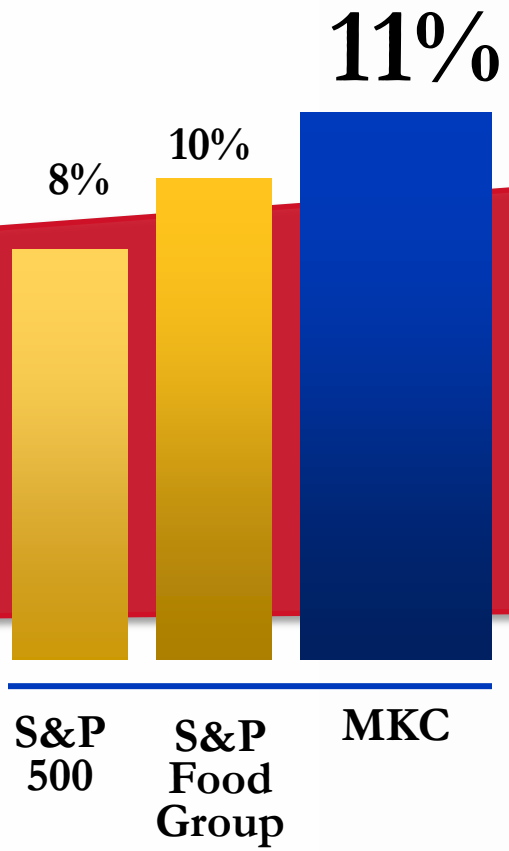
Total Shareholder Return

20 years ended February 28, 2013



McCORMICK

Kitchen Basics®

Kamis

Kohinoor®

McCormick

LAWRY'S

Ducros

OLD BAY

McCORMICK

THAI KITCHEN

Schwartz

McCormick 味好美

Aeroplane

VAHINÉ

ZATARAIN'S

CLUB HOUSE

billy bee

Kohinoor

Silvo

Kamis

EL GUAPO

Kitchen Basics®

Margão

McCORMICK

ALL NATURAL
Kitchen Basics
Unsalted
Beef Flavor
Cooking
Stock
Close to Homemade • More Protein
No Salt Added
ALL NATURAL
Kitchen Basics
Unsalted
Chicken
Cooking
Stock
Slowly simmered from chicken, vegetables & herbs.
Close to Homemade • More Protein
No Salt Added
32 FL OZ
(946 ml)
No MSG
No Gluten

KAMIS
PRZYPRAWA KUCHNI CHIŃSKIEJ
KAMIS
IMBIR
KAMIS
Bukiet Smaku
100%
75 g
KAMIS
SPECIALITE
Musztarda
z curry

Gold Range
Kohinoor
Platinum Range
Kohinoor
INDIA'S FINEST
AUTHENTIC
BASMATI
RICE
RIZ • REIS • RIJST
ARROZ • RISO
Aged to Perfection
Kohinoor
SUPER

ÜLKER
Ducros
Nane
ÜLKER
Ducros
Kekik
ÜLKER
Ducros
Kırmızı
Pul Biber
Acı
ÜLKER
Ducros
KARABİBER
DEĞİRMEN
ÜLKER
Ducros
MANGAL
Çeşnisi

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Emerging Markets' Growing Middle Class Provides Significant Growth Opportunity

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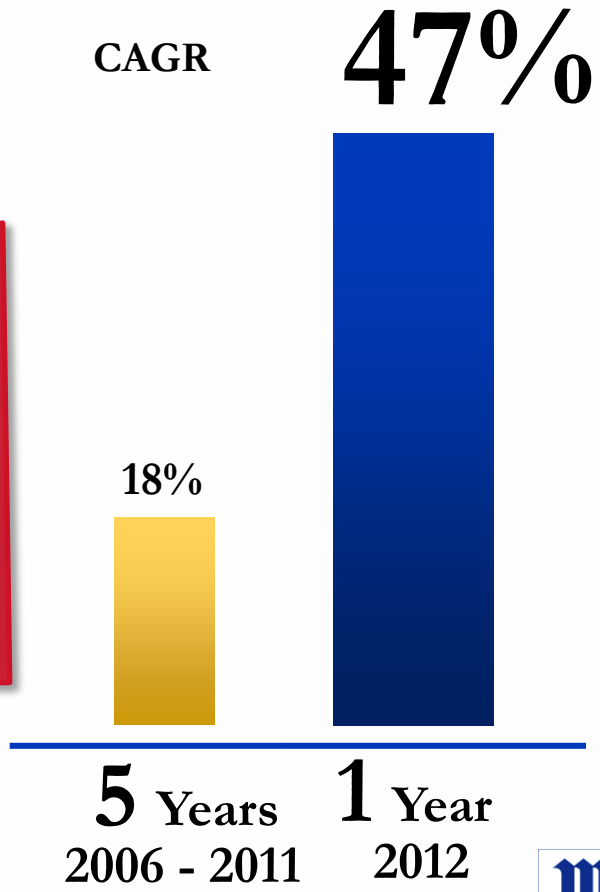
Emerging Markets Sales Growth



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Wuhan Asia Pacific Condiments

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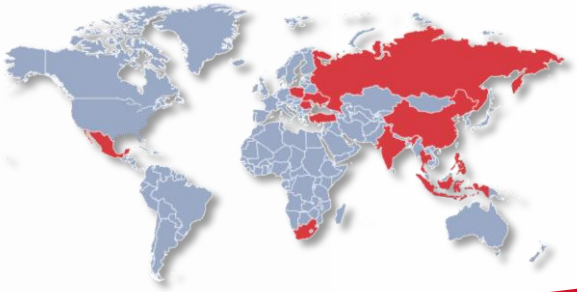

McCormick 味好美™

2012
China Consumer Sales ↑20%

* In local currency

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Comprehensive Continuous Improvement

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65% of consumers say:

"Flavor makes all the difference in meals"

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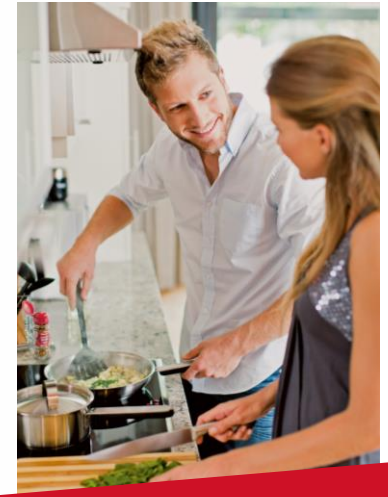

Passion for *Flavor*™

McCORMICK

Schwartz
Coronation Chicken
Classic British
Schwartz
Bag'n Season
Chicken Biryani
Schwartz
Grill Mates
Montreal Steak
McCormick
New
Crispy Chicken Tenders
New
Pure Coffee
New
Grill Mates
Slow & Low
Memphis Pit BBQ
Rub
McCormick
Perfect Pinch
Fiesta Citrus
McCormick
Paella
Paella Rice Mix
McCormick
Gourmet
Sweet Basil & Oregano
Bruschetta Chicken
Lawry's
Marinade
Santa Fe Chili
Vahiné
Mix pour Sablés
à la fraise
Recipe Creations
Herb Chicken and potatoes
McCormick
Marinade in a Bag
Sticky BBQ
Massaman Beef Curry
Club House
Tex Grille
Piri Piri
Billy Bee
Honey-Miel

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New
McCormick
Recipe Inspirations
Country Herb Chicken & Dumplings
Pre-measured Spices & Recipe Card
Mediterranean Herb Crusted Tilapia
Crispy Chicken Tenders
Quesadilla
Slow Cookers
Southern BBQ Ribs
Classic Chicken Parmesan
Garlic Butter Shrimp Scampi
Italian Herb Baked Chicken & Pasta
all natural
McCormick Gourmet
Chicken Penne
Herbes de Provence Roasted Chicken & Potatoes
Creole Jambalaya
Bruschetta Chicken
Chicken Scaloppine
Grill Mates
Spiced Brandy & Herb Marinade
Smokin' Texas BBQ Rub
Slow & Low
Memphis Pit BBQ Rub

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McCormick
Grill Mates
New
McCormick
Grill Mates
SLOW & LOW
SMOKIN' TEXAS BBQ
NATURALLY FLAVORED
RUB
New
McCormick
Grill Mates
SLOW & LOW
MEMPHIS PIT BBQ
RUB
NET WT 2.25 OZ (63g)

ZATARAIN'S
A New Orleans Tradition · Since 1889
New Orleans Style
Big Easy RICE
RED BEANS & RICE
Seasoned White Rice with Tender Red Beans and Bell Peppers
90 CALORIES
NET WT. 8.8 OZ.(249g)
GARDEN VEGETABLE BROWN RICE
JAMBALAYA
Seasoned White Rice with Bell Peppers and Savory Spices
DIRTY RICE
McCORMICK

ZATARAIN'S
ADD SOME CREOLE TO YOUR KICKO
ZATARAIN'S
DO GAMEDAY THE NEW ORLEANS WAY
OLD BAY
SEASONING
CRABS
BALTIMORE
RAVENS
02.03.13
CHAMPIONS
LIMITED EDITION
NET WT 16 OZ (1 LB) 453g
XLVII
BAYLIEVE
OLD BAY
SEASONING
OLD BAY
SHRIMP
CHICKEN
McCORMICK

McCormick®
NEW! ¡NUEVO!
CONDIMENTO PARA
ARROZ A LA MEXICANA
MEXICAN RICE SEASONING MIX
CONDIMENTO PARA SALSA
ALBONDIGAS AL CHIPOTLE
CHIPOTLE MEATBALL SAUCE MIX
CONDIMENTO PARA SALSA
MOLE POBLANO
MOLE POBLANO SAUCE MIX
CONDIMENTO PARA
TACOS AL PASTOR
PORK TACO SEASONING MIX
CONDIMENTO PARA
TINGA DE POLLO
CHICKEN TINGA SEASONING MIX

McCormick
味好美
红烧肉调料
STEWED PORK SEASONING
McCormick
味好美
婆豆腐调料
PO TO FU SEASONING

Ducros
Mélange Malin
GRILLADES
IDÉAL POUR VOS VIANDES ET POISSONS
Ducros
Mélange Malin
MEXICAIN
IDÉAL POUR VOS VIANDES ET LÉGUMES

McCORMICK
Star Anise
SPICE
McCORMICK
Parsley
FLAKES
McCORMICK
Peppercorns
BLACK
SPICE
McCORMICK
Mixed Spice
GROUND
SPICE

MAÎTRE DES SAVEURS
Ducros
CUMIN
MOULU

Black Pepper
GROUND
White Pepper
GROUND
Red Pepper
GROUND
Chili
POWDER
Spanish Paprika
Garlic
POWDER
Oregano
GROUND
Cinnamon
POWDER
Turmeric
GROUND

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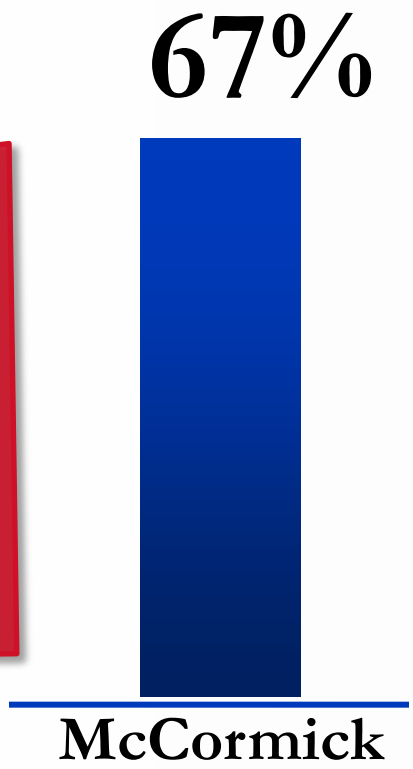
Industrial Customers Strongly Prefer:



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Inspiring *Healthy Choices*

Industrial New Product Development: >30% H&W

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Custom Flavor Solutions

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McCORMICK FOR CHEFS

9 of Top 10 Food Companies

8 of Top 10 Restaurant Chains

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2015 Innovation Goal: >10% of Sales From Last 3 Years New Products

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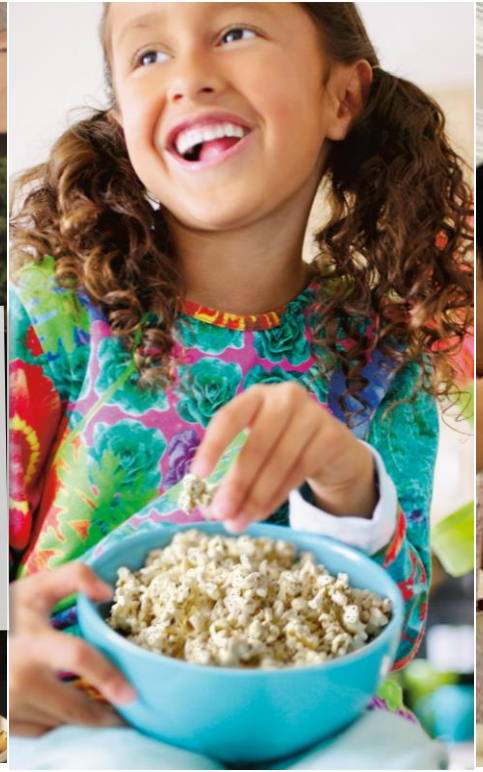
State-of-the-Art Technical Innovation Centers

Providing The Ultimate Consumer Eating Experience Is at the Center of All We Do



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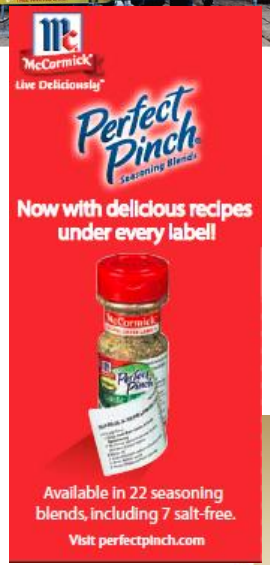
$198 million in Brand Marketing Support



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Digital Marketing Grew to 12% of Spend in 2012

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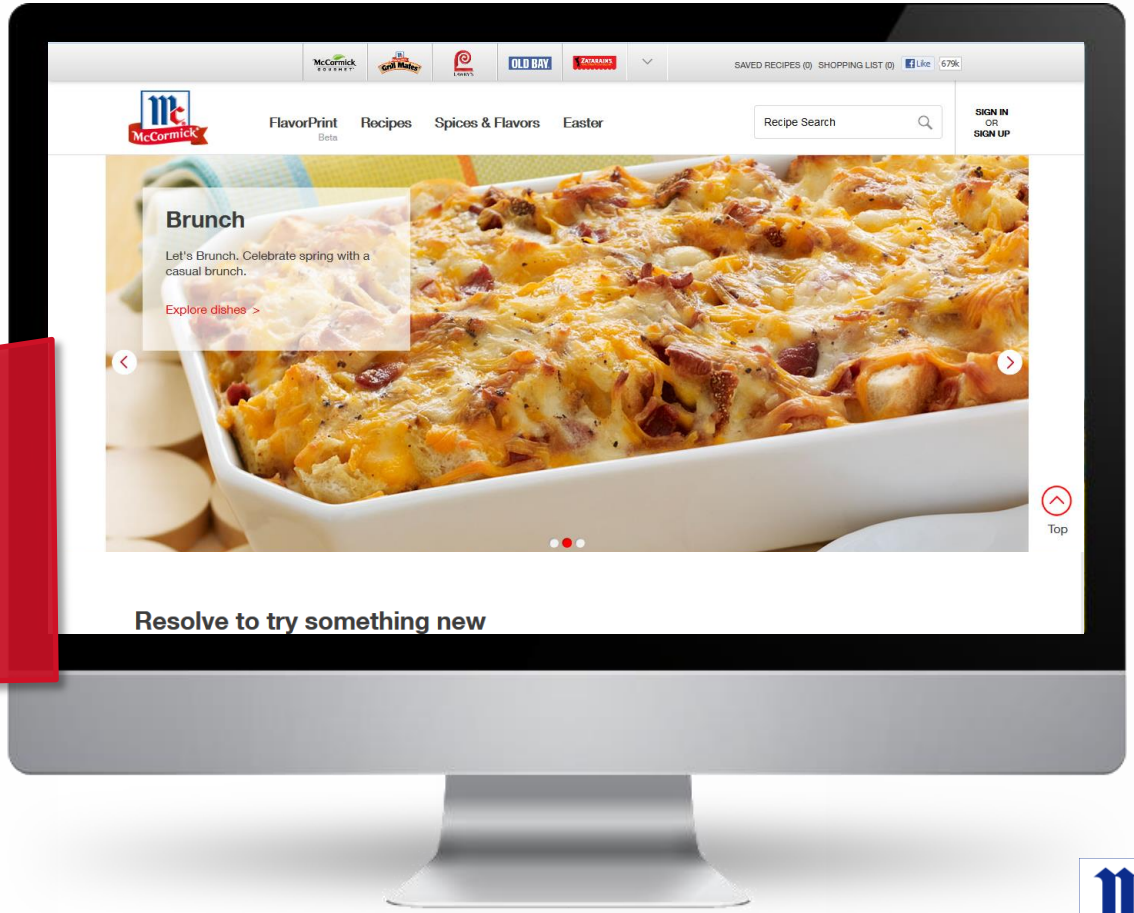
1.5 million Fans!

Visit the New mccormick.com



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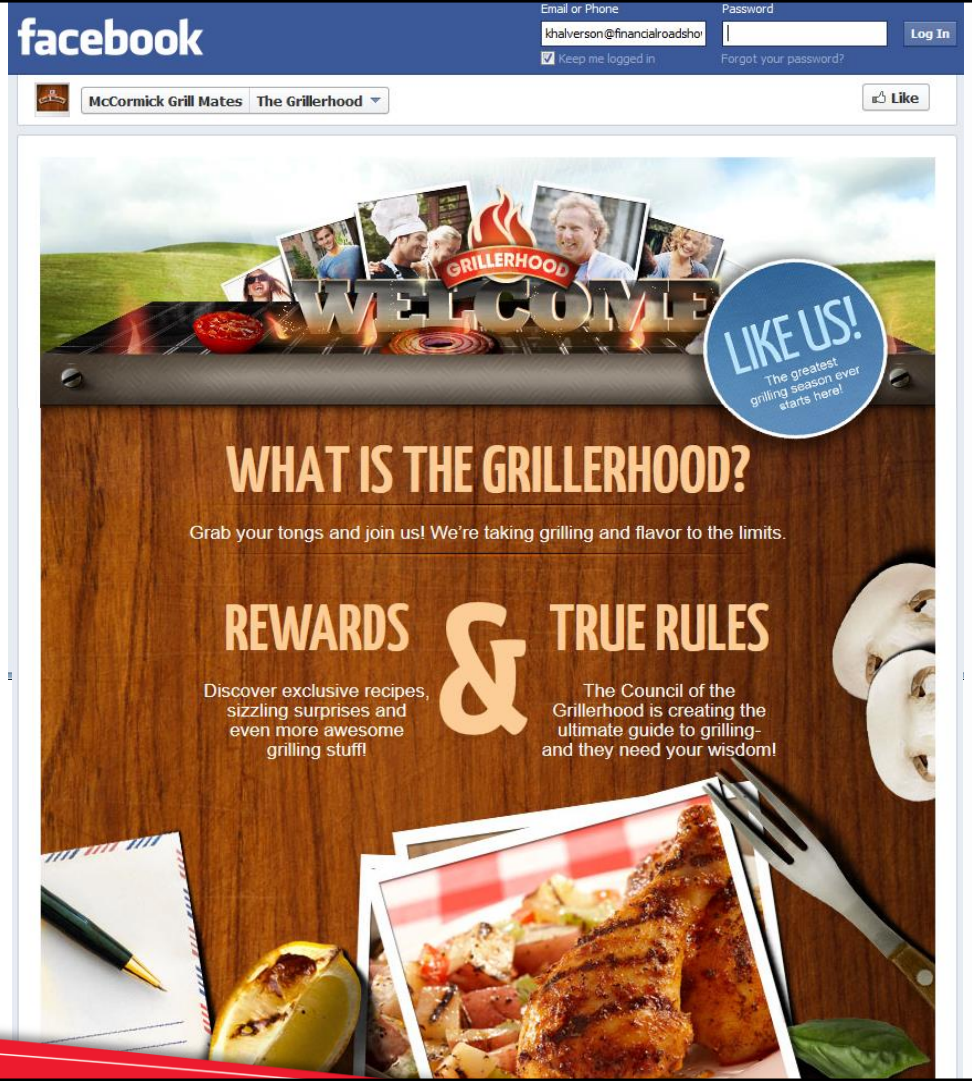
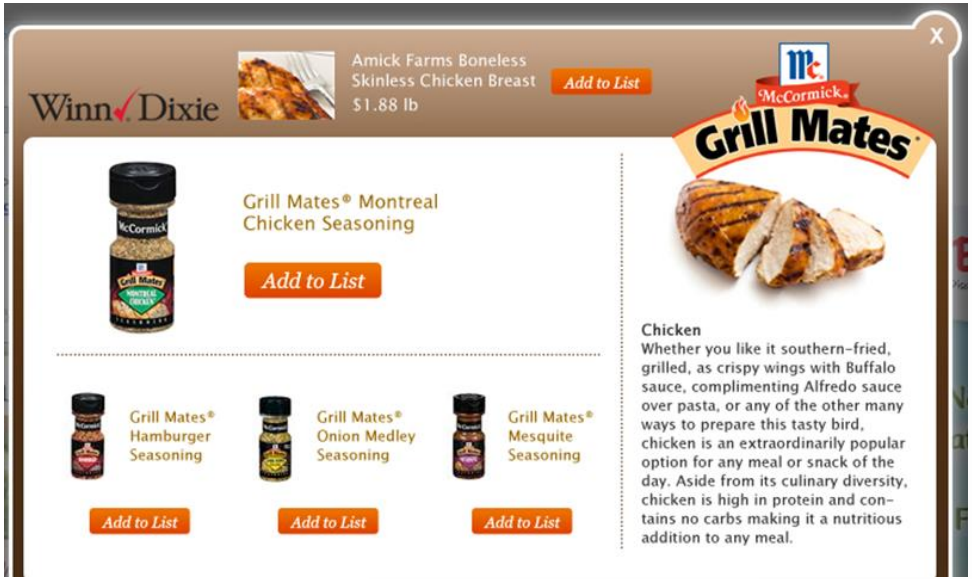
600,000 Fans!


facebook
Email or Phone
khalverson@financialroadsho
Password
Log In
Keep me logged in
Forgot your password?
McCormick Grill Mates
The Grillerhood
Like
GRILLERHOOD
WELCOME
LIKE US!
The greatest grilling season ever starts here!
WHAT IS THE GRILLERHOOD?
Grab your tongs and join us! We're taking grilling and flavor to the limits.
REWARDS
&
TRUE RULES
Discover exclusive recipes, sizzling surprises and even more awesome grilling stuff!
The Council of the Grillerhood is creating the ultimate guide to grilling- and they need your wisdom!

mywebgrocer



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Masterbrand Rollout Across Europe

Flavor Forecast 2013
Other Forecasts
Trends & Flavors
How We Forecast
Recipes
About Us
Press
The Future of Global Flavor
Share
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Flavor Forecast 2013
The McCormick Flavor Forecast has been a leader in identifying emerging culinary trends that inspire a passion for flavor since 2000. Our global forecast pinpoints the forces that will drive culinary innovation around the world in the
1 No Apologies Necessary
2 Personally Handcrafted
3 Empowered Eating
4 Hidden Potential
5 Global My Way
Download 2013 Report
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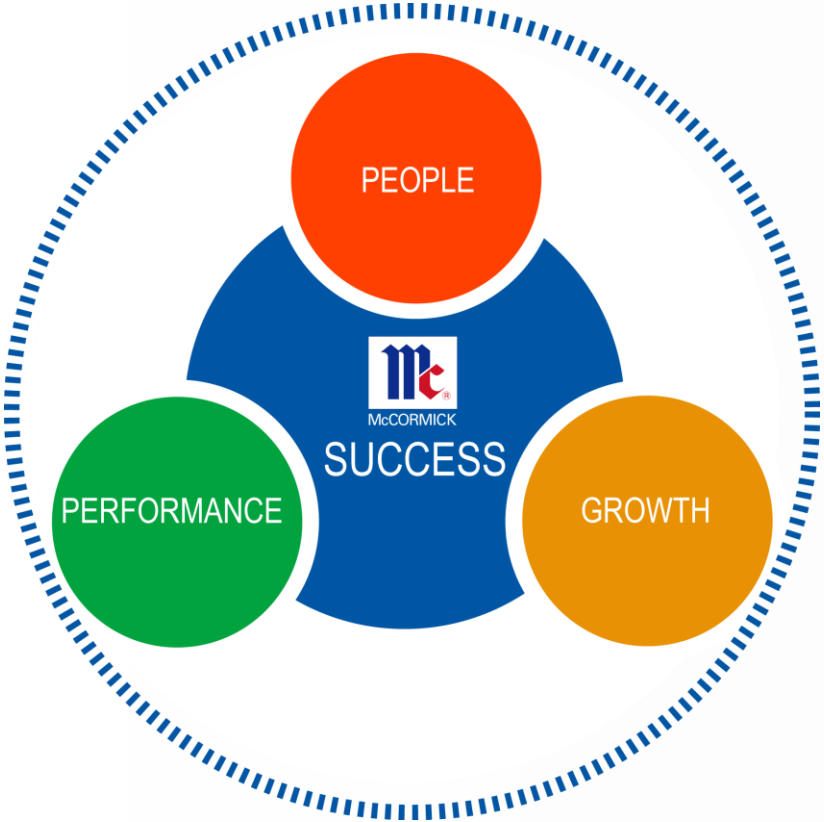
Baltimore Harborplace Retail Store

A Retail Destination with History, Activities, Demos and Shopping!

Our Formula



Power of *People*™

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Kohinoor
India on Platter
BUTTERY BLACK LENTIL
Dal Makhani
Kohinoor
SUPER BASMATI RICE
READYMADE GRAVY
Mughlai Lababdar
JUST ADD CHICKEN
NOWOŚĆ
KAMIS
PAPRYKA
SŁODKA
McCormick
味好美
Pork Ribs Seasoning
McCormick
Papas Fritas
McCormick
Mayonesa
Para
KAMIS
mustard
HORSERADISH
CHRZANOWA
NO PRESERVATIVES

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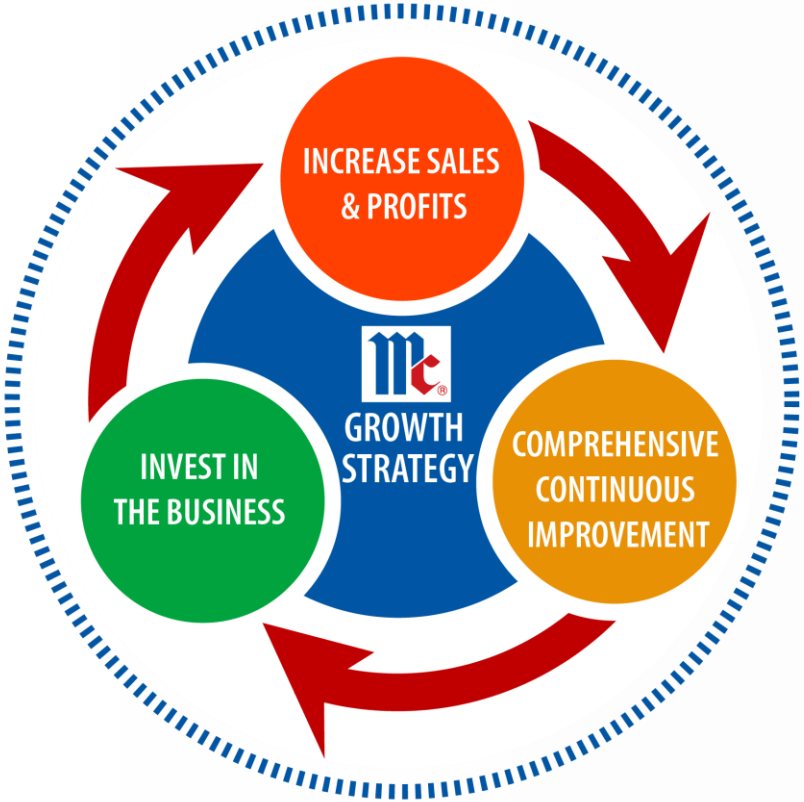
How We Win: Great Brands, Strong Customer Relationships and Employees Who Can Execute

Strategy for Growth



Corporate Social Responsibility
2012 Community Service Award

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Improving the Lives of Those Less Fortunate in Communities Around The World

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Environmental Stewardship

Belcamp Distribution Center Became One of the U.S.'s Largest Net Zero Buildings in 2012

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Global Citizenship

Helping Families in Madagascar with Nutritional, Medical and Educational Support

Citizenship at Home

Relief Support for Hurricane Sandy Victims and First Responders

Supporting Our Local Community

United Way of Central Maryland Campaign

McCORMICK

Supporting Our Local Community

Canada Run

125th in 2014

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Odds Are, You Enjoy Something Flavored By McCormick Every Day

Saving your world
from boring food

McCormick Brings Passion to Flavor™

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Flavored for Global Growth