

Agenda

Welcome	Kasey Jenkins — <i>Vice President Investor Relations</i>
Strategic Overview	Lawrence Kurzius — <i>Chairman, President & CEO</i>
Consumer Segment	Brendan Foley — <i>President, Global Consumer Business & North America</i>
Consumer Segment Q&A	Lawrence Kurzius, Brendan Foley, Malcom Swift John Bennett — <i>President, U.S. Consumer Products</i>
Industrial Segment	Malcolm Swift — <i>President, Global Industrial and International Business</i>
Industrial Segment Q&A	Lawrence Kurzius, Malcolm Swift, Brendan Foley Megan Ford — <i>President, US Industrial</i>
Business Development	Nneka Rimmer — <i>Senior Vice President, Corporate Strategy & Development</i>
Performance & Financial Outlook	Mike Smith — <i>Executive Vice President & CFO</i>
Business Development, Financial & Supply Chain Q&A	Lawrence Kurzius, Nneka Rimmer, Mike Smith Jim Radin — <i>Vice President, Global Supply Chain</i>
Closing Remarks	Lawrence Kurzius — <i>Chairman, President & CEO</i>

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Industrial Segment

Malcolm Swift

*President, Global Industrial and
International Business*

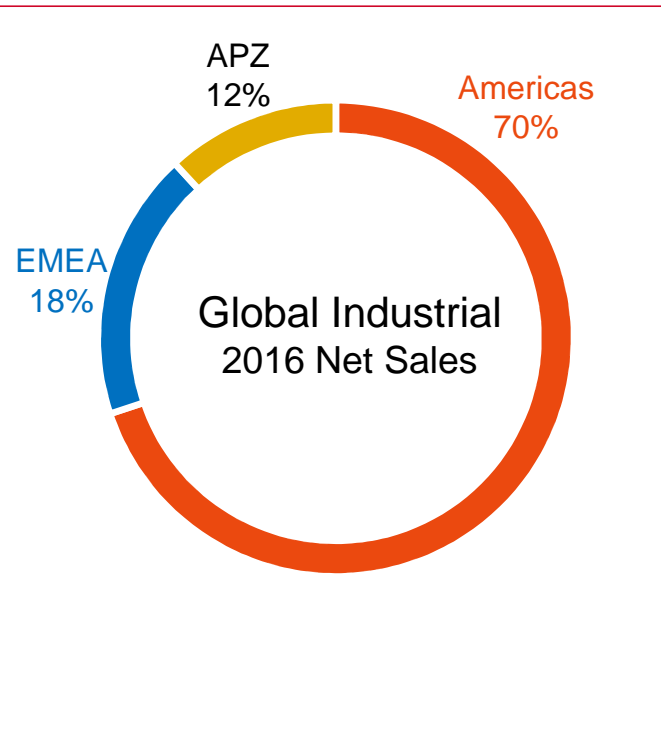


McCormick is a global leader in flavor

Broad range of flavor solutions



Global reach



Top-tier performance

Globally, sell to **9 of the top 10 food and beverage** companies and **9 of the top 10 foodservice and restaurant chains**

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Our portfolio of flavor solutions is strong with significant growth potential

Industry leader

Top 5 in global **flavor**;

supporting the Food industry worth

>\$700 billion



Exceptional category growth

Snacking **5-year 8% CAGR**

Flavor **5-year CAGR 5%**



Strong financial results

2016 net sales \$1.7 billion

11% 5-year growth

Adjusted operating income up

48% since 2011



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Global and well positioned for success

McCormick
Industrial
operates
globally with
strong regional
infrastructure



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Global and well positioned for success

12% of our business is in Asia and provides tremendous opportunity

By 2030 Asia will account for 59% of consumer spending or **\$33 trillion**

This is **3X** the consumer spending of Europe and **6X** that of North America



Source: BBC News; Mintel

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Global and well positioned for success

Our “Food 1st” approach, combined with our sensory & technology strength provides real value for our customers

Culinary-based, chef approach



Sensory & technology strength



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Global and well positioned for success

Key consumer trends are just as relevant for our industrial segment

Demand for transparency

Customers want to know **how**
& **where** their ingredients
are grown and made



Consumers seek purity &
authenticity in **ingredients**
consistent with “**clean eating**”



Trust



Flavor

No. 1 attribute driving purchase



Better for you

Helping our customers
reduce sodium,
sugar & fat



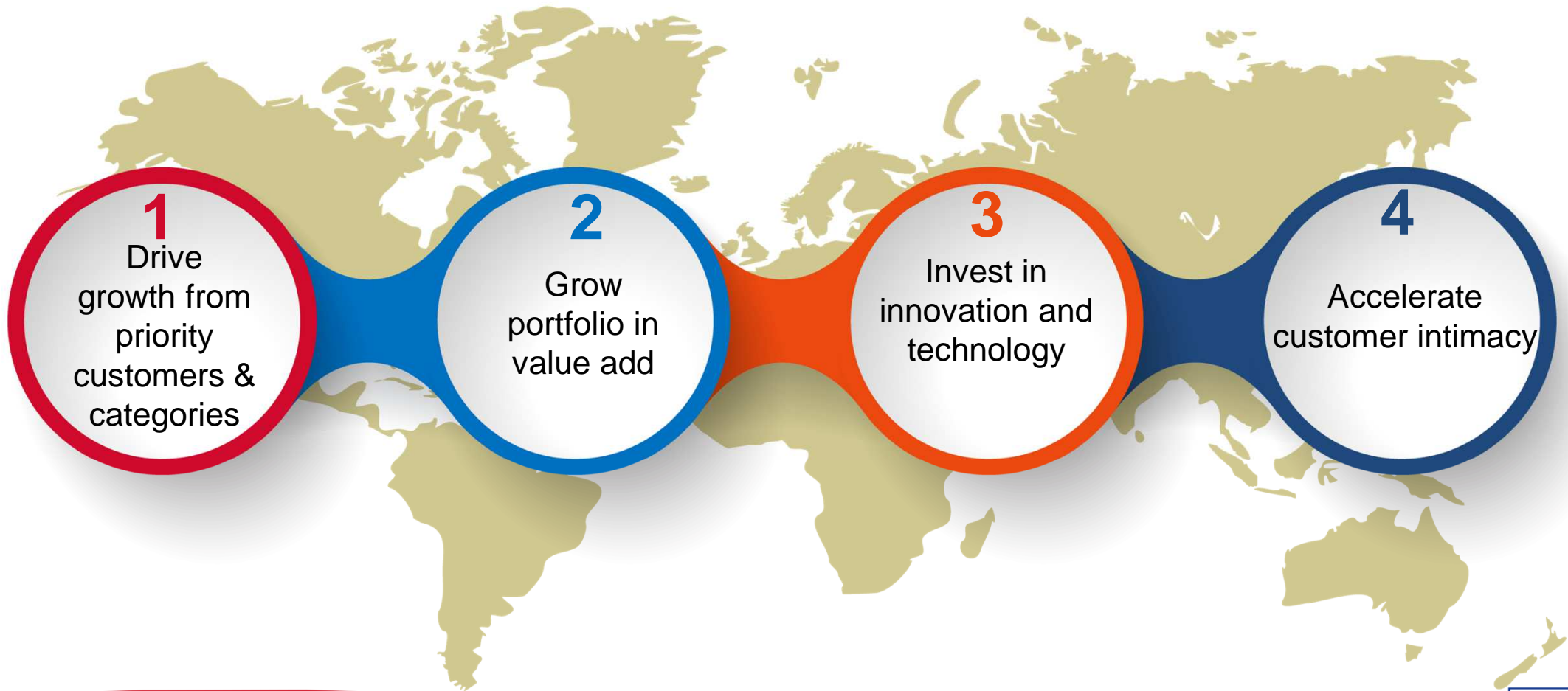
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Video: Industrial Segment



Building momentum for significant growth



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Expanding customers, channels, categories & geographies

1
Drive
growth from
priority customers
& categories

Growing customers

On-trend offering
New **technologies**
Increased **flexibility**
Accelerated **speed** to market



Expanding in attractive markets



Expanding **local**
customer base
Growing with **global**
customers
Expanding **scale** and
infrastructure

Broadening categories

Beverage
Snacks
Main Meals
Bakery
Dairy



Penetrating emerging channels

Regional Distributors
Direct to Operator
E-commerce



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Driving branded foodservice: now and for the future

1
Drive
growth from
priority customers
& categories

Winning portfolio	Americas	APZ	EMEA
<ul style="list-style-type: none"> ■ Broad portfolio to meet the varied demands of today's foodservice operators ■ Leading back-of-house solutions paired with iconic brands for front-of-house appeal ■ Accelerated use of our custom capabilities with high volume food service operators 	   	  	  

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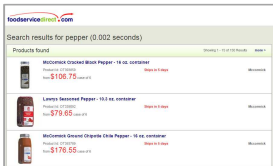


Driving branded foodservice: now and for the future

1
Drive
growth from
priority customers
& categories

Expanding with customers

- Fully penetrate broadline distribution
- Accelerate emerging channels – Cash & Carry and e-commerce
- Investment in fast growing contract management and supermarket foodservice



Connecting with and inspiring operators

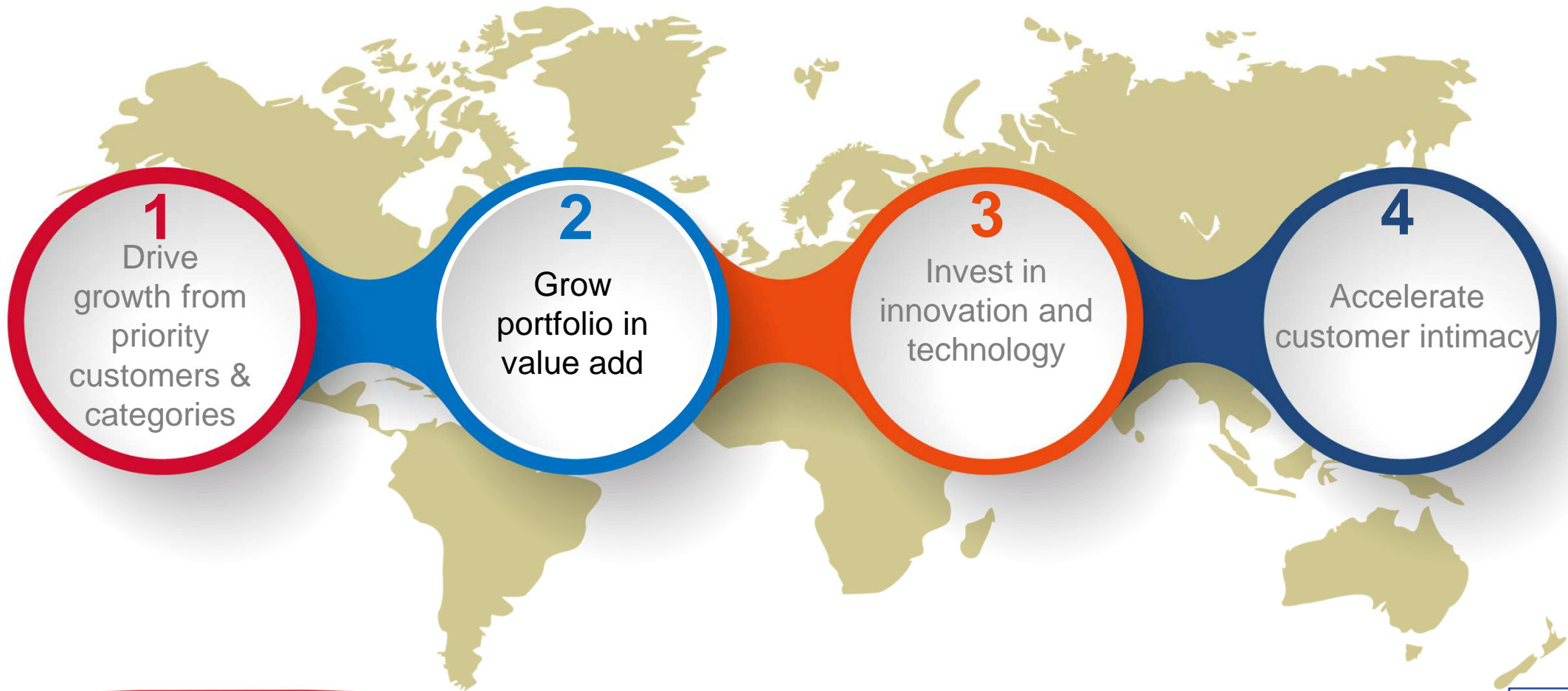
- Further build and positively charge brand preferences
- Channel-specific innovation tailored to operational requirements
- New platforms to engage with operators including test of direct-to-operator business



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Building momentum for significant growth



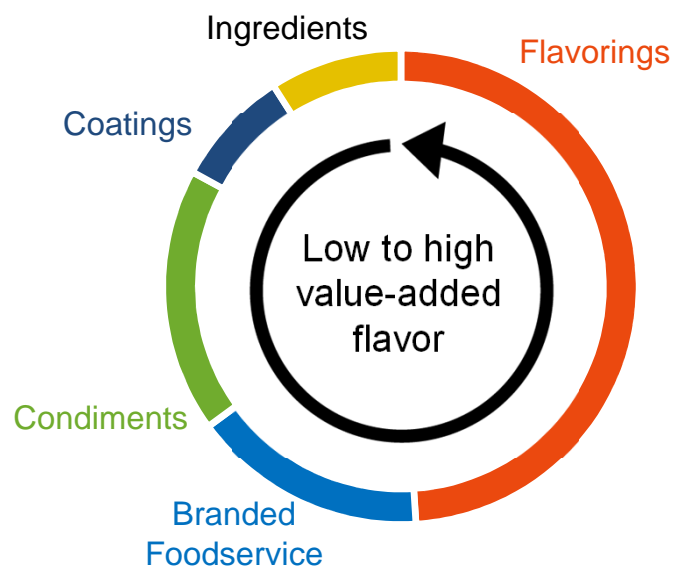
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Migrating portfolio to value add categories



Organic growth & acquisitions driving additional scale in higher margin categories



GIOTTI
Your *Natural* Flavor House



BRAND
AROMATICS

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Growing focus on higher margin categories



Adding value to base business

Clear customer targeting

Leverage intellectual property and formula transfer across our global footprint

Commercial capability



Unique advantaged supply chain

- Vertically integrated
- Natural
- Traceable
- Sustainable
- Better for you

Unique raw materials

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Adding value with Brand Aromatics

Achieving double-digit sales growth

2
Grow
portfolio in
value add

Overview

Founded in 1997
Operation in New Jersey
USDA manufacturing plant



BRAND
AROMATICS

Capabilities – Technology & people

Natural savory flavors, marinades,
broth and stock concentrates
Organic and non-GMO
Expanded technical talent



Attractive customer channels

Provides customer expansion
Expands offerings to current customer base
Provides proprietary ingredients to Kitchen Basics



Targeted flavor categories

Value added flavor
segments: soups,
condiments, protein, snacks



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Giotti: a value enhancing acquisition

Expect mid- to high-single digit sales growth next several years



Overview

Founded in 1928
Headquarters in Italy
3 manufacturing plants



Capabilities – Technology & people

Natural flavour extracts, organics,
aromatic herbal extracts, juice
concentrates

Team of professionals – flavorists,
regulatory & application



Attractive customer channels

Chocolate, cereals and food
Dairy segments
Beverages



Targeted flavor categories

Value added flavor segments:
Beverage, sweet, savoury and
dairy categories



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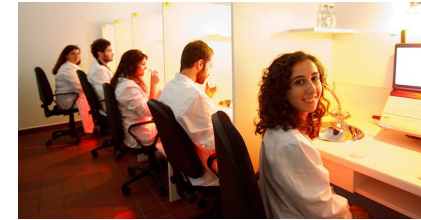
Giotti delivers 3 areas of competitive advantage

GIOTTI
Your *Natural* Flavor House

2
Grow
portfolio in
value add

Technology

- Adds EMEA flavor capability
- Adds new expertise in high-growth health and nutrition segment



Customers

- Aligned with EMEA customer beverage mandate
- Savory segment expands product range & customer base for cross-selling
- Deepens existing customer relationships and add new customers



Growth

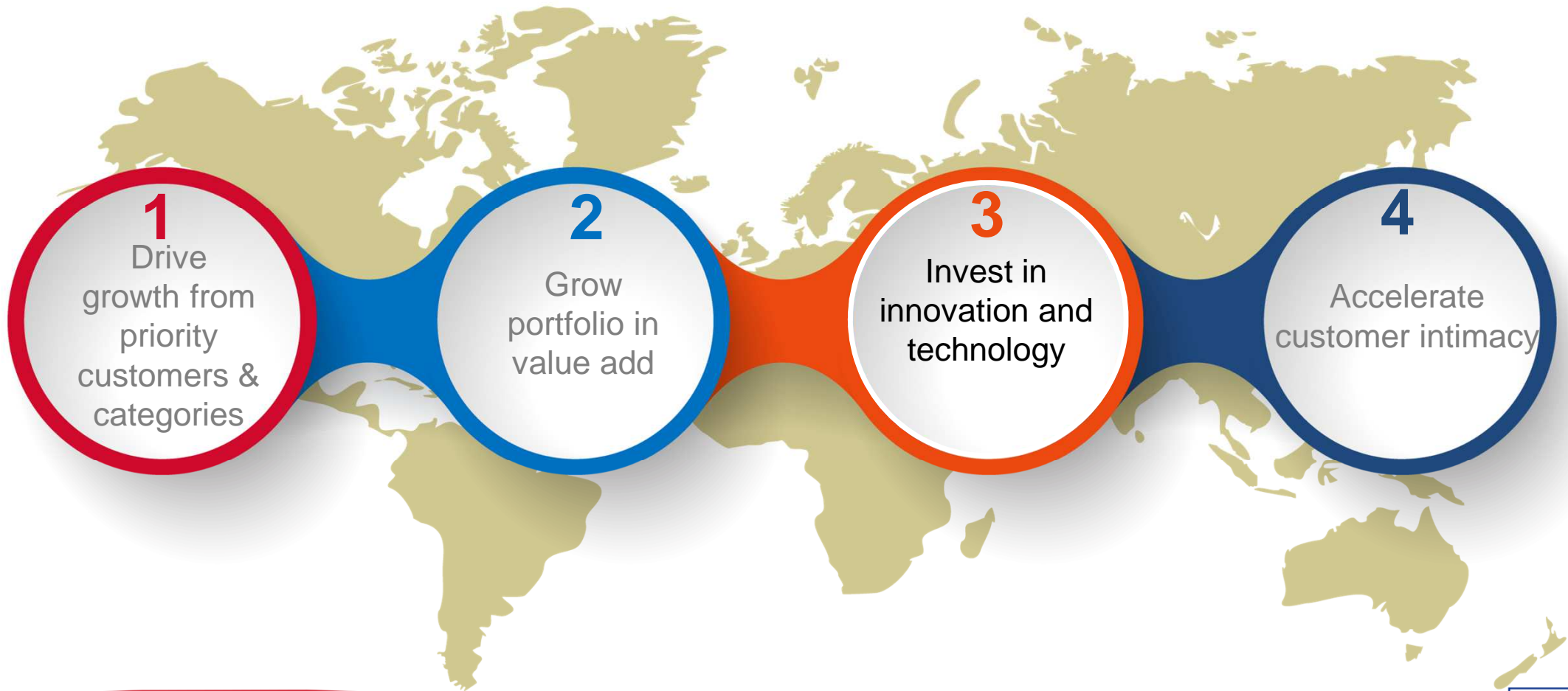
- Expands our platform in EMEA and offers global export opportunity
- Strong margins
- Will accelerate sales growth for EMEA



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Building momentum for significant growth



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Customers and consumers demand more technologically advanced offerings to deliver functional benefits



Functional benefits including sodium, sugar and fat reduction

Masking Flavor



Enhancing Flavor



Enhancing Mouthfeel



Superior
Flavor
Character

Superior
Flavor
Intensity

Superior
Flavor
Retention

Superior
Flavor
Release

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Investing in superior technology



Flavor Delivery

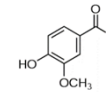
Proprietary technology

- To deliver flavor
- Flavor modulation
- Flavor release



Clean, All Natural Flavor

Clean Flavor:
A step beyond
natural



Artificial
Flavor



Natural
Flavor



Clean
Flavor

Organic Supply Chain

Expanding our technical tool box to include organic ingredients and flavour certification to support consumer demand



Computational Creativity

Proprietary development application to recommend best formula solutions



COMPUTATIONAL
CREATIVITY

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Targeted investments in growth infrastructure



New Shanghai facility

One of largest food R&D centers in China

- 2700 metres sq.

Createlt® centre, full **spectrum labs**, sensory evaluation centre

Full **pilot plant** capability

Expansion capacity



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Targeted investments in growth infrastructure



New Singapore facility

Regional **R&D** & office hub

R&D focused **Biopolis** complex

Almost **1000 metres squared** in prime location

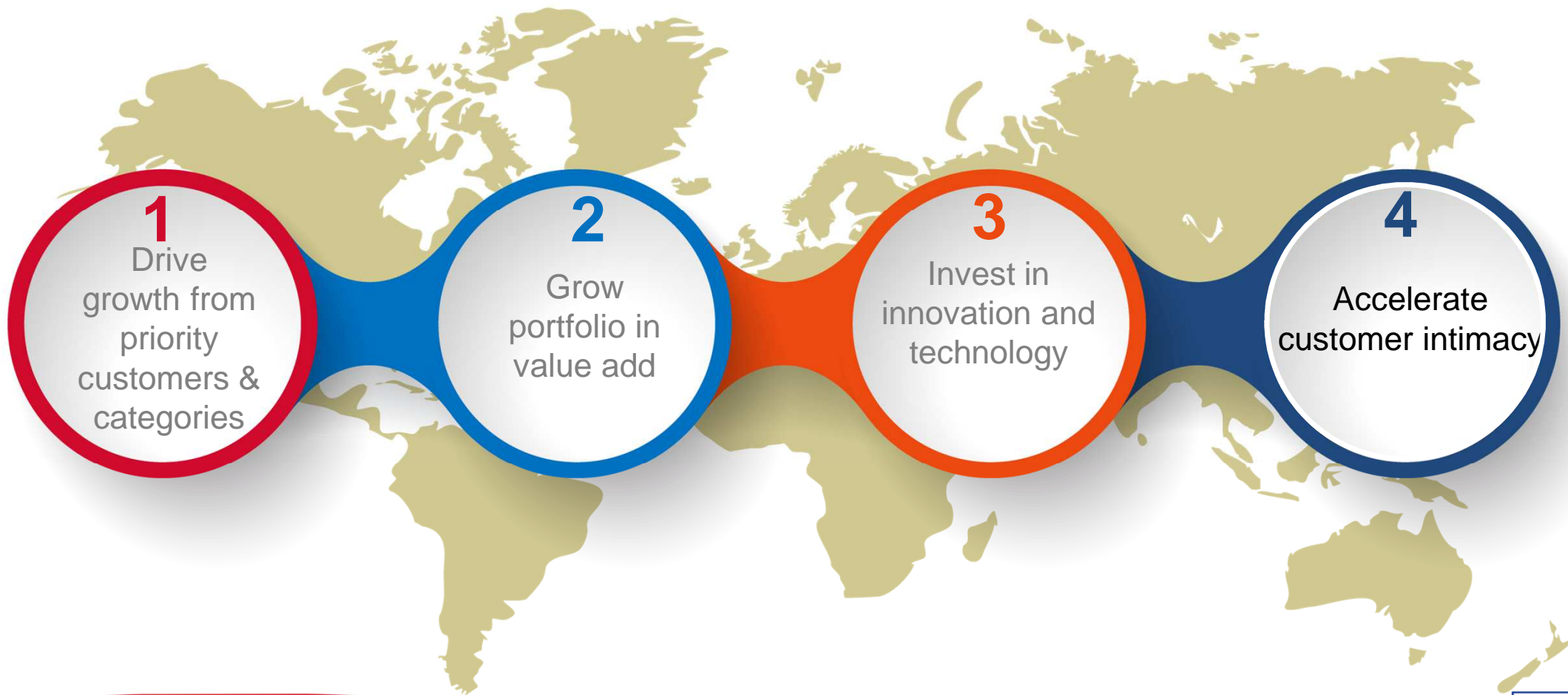
Createlt[®] centre, full **spectrum labs, sensory evaluation centre**



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Building momentum for significant growth



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Leading in processes, insights and technology



Collaborative ideation



Flavor trends



Proprietary **McCormick Flavor Forecast™** identifies top trends and ingredients shaping the future of flavor

McCormick experts – including chefs, trend trackers, researchers and food technologist

Valuable **differentiating asset** with customers

A world class tool in developing **consumer preferred** products for our customers

Leading in processes, insights & technology



With this ground-breaking work, we are harnessing big data and advanced analytics to revolutionize product development

McCormick Brings Passion to Flavor™



Aspire to be the indispensable partner with all our customers



Excel at customer collaboration that produces consumer-preferred products



“Best in class in terms of insight and pro-active development of concepts; and application of new concepts to diverse categories including bakery, snacks & cereals” – customer quote

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Key takeaways - Industrial Segment

- ✓ Global leader
- ✓ Attractive segment
- ✓ Executing on a clear strategy
- ✓ Offering “food 1st” competitive differentiation



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Video: Industrial Customer new products



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Industrial Segment

Questions & Answers



Lawrence Kurzius
Chairman, President and Chief
Executive Officer



Malcolm Swift
President, Global Industrial
and International Business



Brendan Foley
President Global Consumer
Business and North America



Megan Ford
President US Industrial Group