



# A LOOK AHEAD

2015 ANNUAL SHAREHOLDERS MEETING



# Alan Wilson

Chairman & Chief Executive Officer

*McCormick Brings Passion to Flavor™*





*McCormick Brings Passion to Flavor™*





# Flavor

*McCormick Brings Passion to Flavor™*







# On Trend

*McCormick Brings Passion to Flavor™*





# Engaged

*McCormick Brings Passion to Flavor™*





McCORMICK




# Forward-looking statement

Certain information contained in this presentation, 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,” “intend,” “believe” and “plan.” These statements may relate to: the expected results of operations of businesses acquired by the company, the expected impact of raw material costs and pricing actions on the company's results of operations and gross margins, the expected productivity and working capital improvements, expectations regarding growth potential in various 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, the ability to issue additional debt or equity securities and expectations regarding purchasing shares of McCormick's 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 factors such as: damage to the company's reputation or brand name; loss of brand relevance; increased private label use; product quality, labeling, or safety concerns; negative publicity about our products; business interruptions due to natural disasters or unexpected events; actions by, and the financial condition of, competitors and customers; the company's ability to achieve expected and/or needed cost savings or margin improvements; the successful acquisition and integration of new businesses; issues affecting the company's supply chain and raw materials, including fluctuations in the cost and availability of raw and packaging materials; government regulation, and changes in legal and regulatory requirements and enforcement practices; global economic and financial conditions generally, including the availability of financing, and interest and inflation rates; the investment return on retirement plan assets, and the costs associated with pension obligations; foreign currency fluctuations; the stability of credit and capital markets; risks associated with the company's information technology systems, the threat of data breaches and cyber attacks; volatility in the effective tax rate; climate change; infringement of intellectual property rights, and those of customers; litigation, legal and administrative proceedings; 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, except as may be required by law.







McCORMICK



# John Bilbrey

*McCormick Brings Passion to Flavor™*





# J. Michael Fitzpatrick

*McCormick Brings Passion to Flavor™*





# Freeman Hrabowski

*McCormick Brings Passion to Flavor™*







# Patricia Little

*McCormick Brings Passion to Flavor™*





# Michael Mangan

*McCormick Brings Passion to Flavor™*





# Margaret Preston

*McCormick Brings Passion to Flavor™*





# Gordon Stetz

*McCormick Brings Passion to Flavor™*





# Jacques Tapiero



*McCormick Brings Passion to Flavor™*





# Alan Wilson

*McCormick Brings Passion to Flavor™*





McCORMICK



# Gordon Stetz

Executive Vice President &  
Chief Financial Officer

*McCormick Brings Passion to Flavor™*







McCORMICK

# 2014 Results: Sales growth

3%↑

- ✓ Acquisition
- ✓ Innovation
- ✓ Brand marketing

*McCormick Brings Passion to Flavor™*



# 2014 Results: Adjusted operating income

3%↑

- ✓ Higher sales
- ✓ \$69M cost savings
- ✓ Material cost inflation
- ✓ Increased brand marketing

Adjusted operating income excludes items affecting comparability. See 2014 Form 10K reconciliation of GAAP to non-GAAP financial results.

*McCormick Brings Passion to Flavor™*



# 2014 Results: Consumer business

Sales

3%↑

Adjusted Operating Income

**\$474M**



2013 2014

Adjusted operating income excludes items affecting comparability. See 2014 Form 10K reconciliation of GAAP to non-GAAP financial results.

*McCormick Brings Passion to Flavor™*





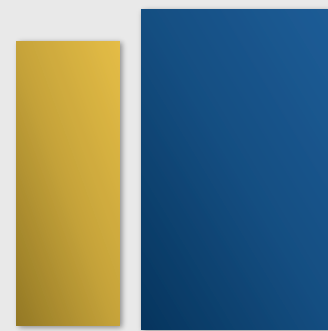
# 2014 Results: Industrial business

Sales

2%↑

Adjusted Operating Income

**\$134M**



2013

2014

Adjusted operating income excludes items affecting comparability. See 2014 Form 10K reconciliation of GAAP to non-GAAP financial results.

*McCormick Brings Passion to Flavor™*



# 2014 Results: Adjusted earnings per share

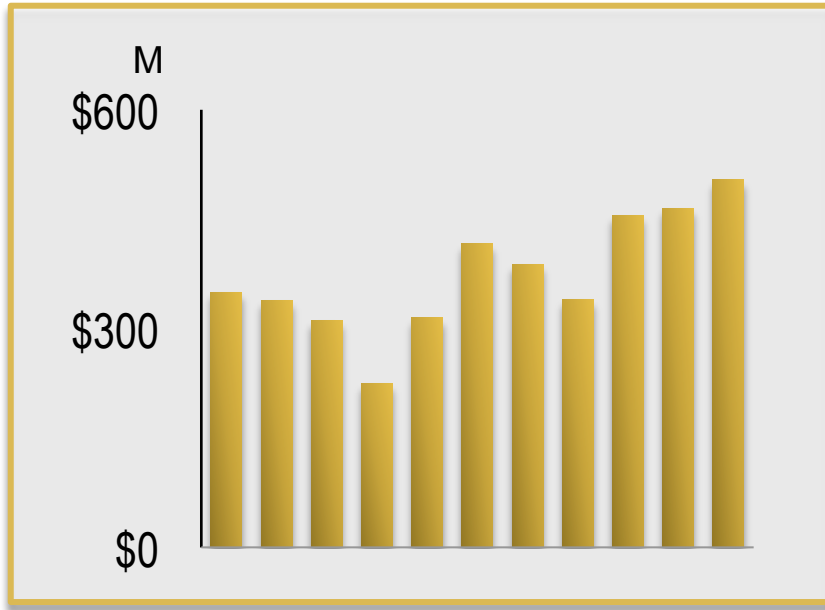


Adjusted earnings per share excludes items affecting comparability.  
See 2014 Form 10K reconciliation of GAAP to non-GAAP  
financial results.

*McCormick Brings Passion to Flavor™*



# Cash flow from operations: 2004 to 2014



- ✓ Generating strong cash flow
- ✓ Reached \$504M in 2014

*McCormick Brings Passion to Flavor™*



# 2014 Results: Uses of cash

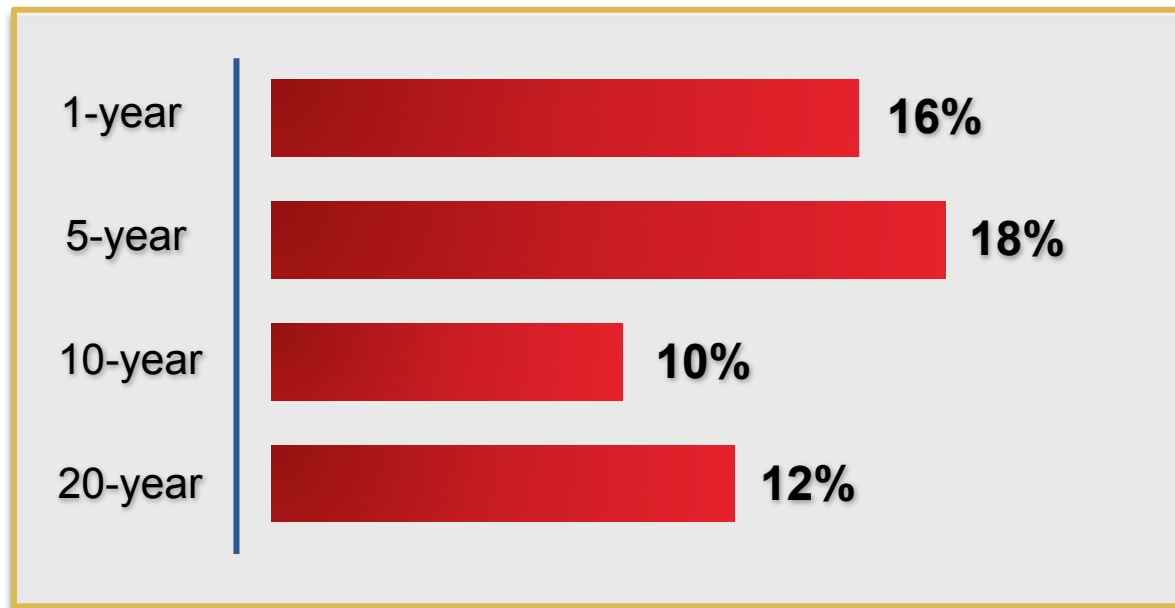
- ✓ Returned record \$437M to shareholders
- ✓ 29<sup>th</sup> consecutive annual dividend increase
- ✓ 90<sup>th</sup> consecutive year of dividends

*McCormick Brings Passion to Flavor™*





# Total annual shareholder return



ended February 28

*McCormick Brings Passion to Flavor*



# Outlook 2015

*McCormick Brings Passion to Flavor™*



# 2015 Outlook: Sales

**Grow Sales 4-6%**  
In constant currency

- 
- ✓ Innovation
  - ✓ Brand marketing
  - ✓ Customer intimacy

*McCormick Brings Passion to Flavor™*



## 2015 Outlook: Cost savings

At least \$85M in  
cost savings

*McCormick Brings Passion to Flavor™*





# 2015 Outlook: Adjusted operating income

6 - 7%↑

In constant currency

6-7% growth rate in constant currency is from adjusted operating income of \$608M in 2014. Projected 2015 adjusted operating income excludes approximately \$30M in special charges. See March 24, 2015 Form 10K reconciliation of GAAP to non-GAAP financial results.



*McCormick Brings Passion to Flavor™*





# 2015 Outlook: Adjusted earnings per share

**\$3.44 - \$3.51**

Projection of adjusted earnings per share excludes an estimated \$0.16 in special charges.  
See March 24, 2015 press release reconciliation of GAAP to non-GAAP information.

*McCormick Brings Passion to Flavor™*





# 2015 First Quarter Results

*McCormick Brings Passion to Flavor™*



# 2015 First Quarter Results

Sales Growth

6%↑

In constant currency

Adjusted Operating Income

\$122M

Net sales growth excludes impact of currency rates.  
Adjusted operating income excludes items affecting comparability. See March 24, 2015 press release reconciliation of GAAP to non-GAAP financial results.

*McCormick Brings Passion to Flavor™*





# 2015 First Quarter Results: Adjusted earnings per share

**\$0.70**

Adjusted earnings per share excludes items affecting comparability. See March 24, 2015 press release reconciliation of GAAP to non-GAAP financial results.



*McCormick Brings Passion to Flavor™*



# Delivering high performance

- ✓ Financially disciplined
- ✓ Managing costs
- ✓ Investing in growth
- ✓ Driving sales and profits
- ✓ Generating strong cash flow
- ✓ Committed to dividend growth



*McCormick Brings Passion to Flavor™*





A close-up photograph of a white ceramic plate filled with a colorful stir-fry. The dish includes white rice, sliced beef, broccoli florets, shredded carrots, and bean sprouts. A glass of water and a fork are visible in the background.

# A Look Ahead

*McCormick Brings Passion to Flavor™*





# Setting our direction for the next 125 years

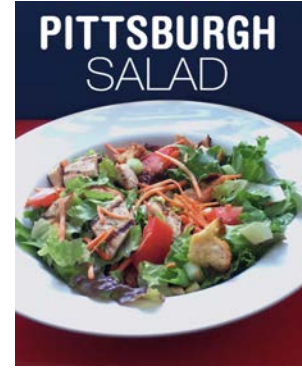


*McCormick Brings Passion to Flavor™*





# 1.25 million global flavor stories collected



*McCormick Brings Passion to Flavor™*



# Dynamic Industry

*McCormick Brings Passion to Flavor™*







Increased interest in wellness

*McCormick Brings Passion to Flavor™*







Authentically ethnic & regional  
favorites from trusted brands

*McCormick Brings Passion to Flavor™*



Emerging market purchasing power

*McCormick Brings Passion to Flavor™*





## Retail Customer: Channel competition & fragmentation



*McCormick Brings Passion to Flavor™*





A photograph of a fast-casual restaurant interior. In the foreground, a man in a dark suit is using a tablet computer at a wooden table, while a woman in a grey cardigan looks on. Other customers are seated at tables in the background, and a server in a black shirt is attending to a table. The restaurant has a warm, rustic feel with wood paneling and large windows.

## Industrial Customer: Rise of fast-casual restaurants

*McCormick Brings Passion to Flavor™*



A woman with dark hair, wearing a red long-sleeved shirt, is smiling and pushing a metal shopping cart. She is reaching up to a high shelf in a grocery store aisle, selecting a product. The shelves are stocked with various packaged goods. In the background, another woman in a pink shirt is also shopping. The scene is brightly lit, typical of a supermarket.

# Demand Drivers

*McCormick Brings Passion to Flavor™*





Millennials

*McCormick Brings Passion to Flavor™*



# Millennials love our brands



*McCormick Brings Passion to Flavor™*





Ethnic



*McCormick Brings Passion to Flavor™*



# Products for ethnic cuisines rich in spices and herbs



*McCormick Brings Passion to Flavor™*





# Authentic ethnic meal solutions



*McCormick Brings Passion to Flavor™*





Social Media



#MasterOfFlames

Those other grillers can't hold a flame.  
Show us a photo or video of your mastery and  
you might just win a Big Green Egg  
Smoker and a slew of other **sizzlin' prizes**.



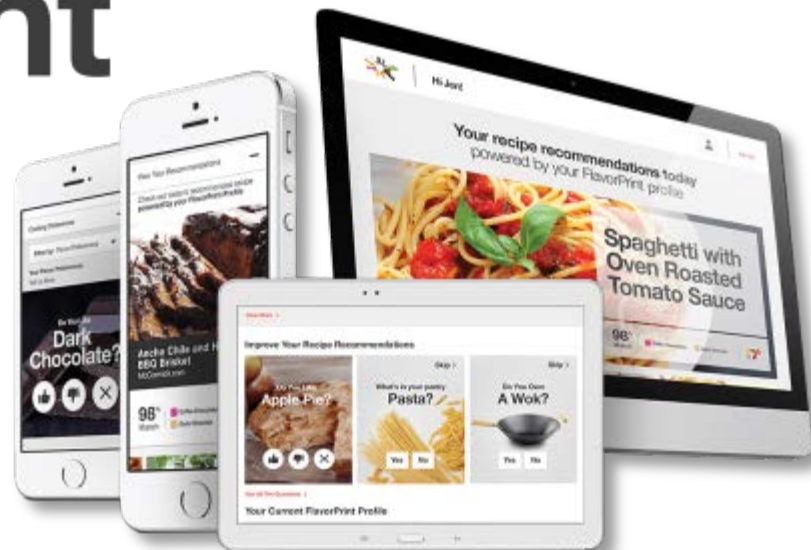
McCormick Brings Passion to Flavor™

# Industry-leading digital programs



# FlavorPrint®

Created by McCormick



*McCormick Brings Passion to Flavor™*








Wellness

*McCormick Brings Passion to Flavor™*




# Driving demand with healthy flavor messaging

**BIG ON FLAVOR  
NOT SALT**



Ginger-Spiced Sweet Potato Potatoes

Go to [SpicesforHealth.com](http://SpicesforHealth.com) for this recipe plus more ideas to make delicious meals with less salt and fat.




**BIG ON FLAVOR  
NOT SALT AND FAT**



Citrus Herb Chicken with Asparagus

Go to [McCormick.com/Healthy](http://McCormick.com/Healthy) for this recipe plus more ideas to make delicious meals with less salt and fat.



**SAVE 75¢**  
off any ONE (1) McCormick® Perfect Pinch Seasoning Blend



Visit [mccormick.com](http://mccormick.com) for great tasting Perfect Pinch® recipes.

**MAKE HEALTHY MEALS  
TASTE AMAZING.**  
Available in 28 seasonings blends, including a salt free.



ONE 1/2 C. LEMON CHICKEN  
Yields 4 Servings



ONE 1/2 C. LEMON CHICKEN SALAD  
Yields 4 Servings



ONE 1/2 C. LEMON CHICKEN  
Yields 4 Servings

*McCormick Brings Passion to Flavor™*



# Advancing spice and herb knowledge and dialogue







Emerging markets

*McCormick Brings Passion to Flavor™*



# \$20B emerging market potential



McCormick Brings Passion to Flavor™





60% of sales from #1 category brands



McCormick Brings Passion to Flavor™



# Increased share in recipe mix market



*McCormick Brings Passion to Flavor™*





# Invested \$227M in our brands in 2014



*McCormick Brings Passion to Flavor™*



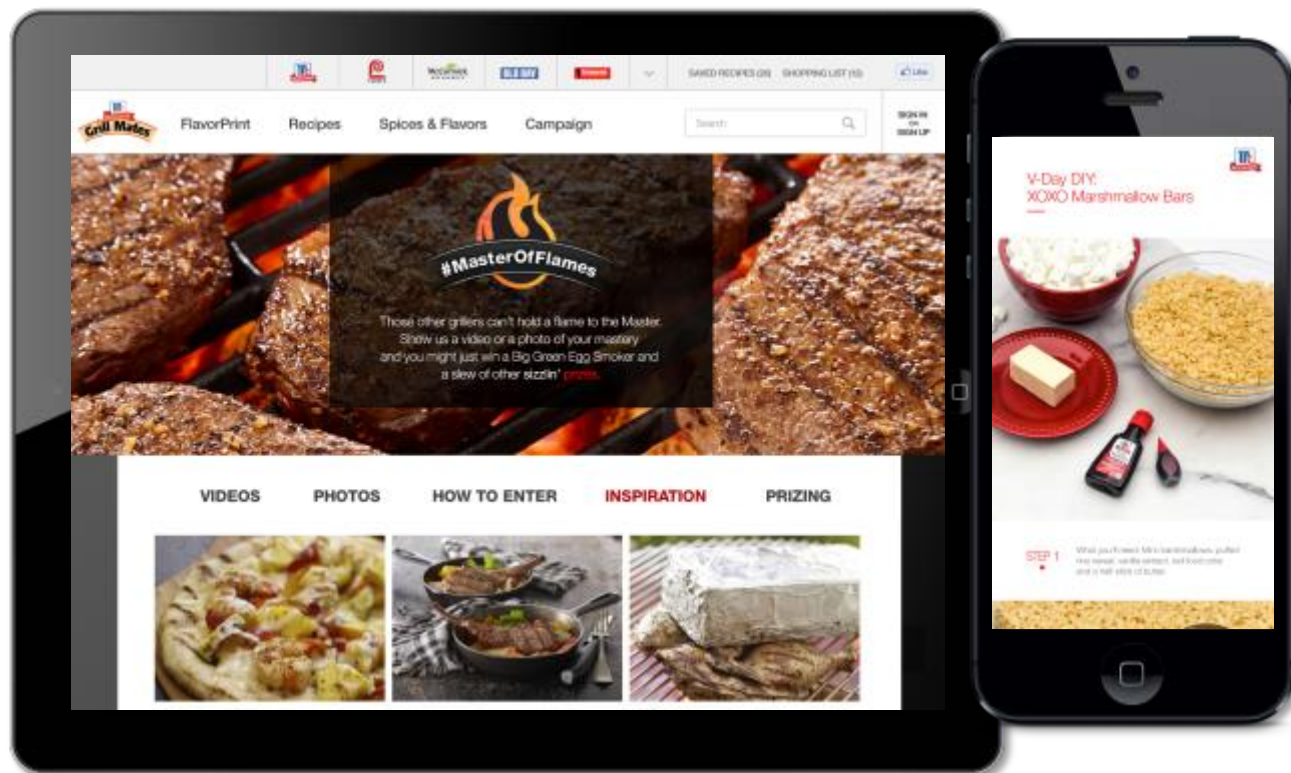
# Fresh, superior, delicious, healthy and homemade!



*McCormick Brings Passion to Flavor™*



# Digital marketing delivering high return

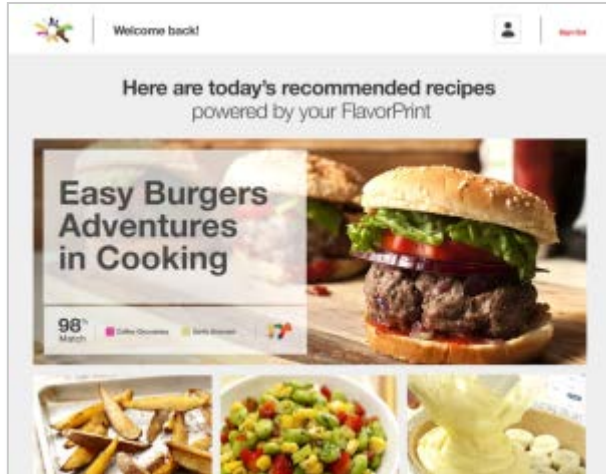


*McCormick Brings Passion to Flavor™*





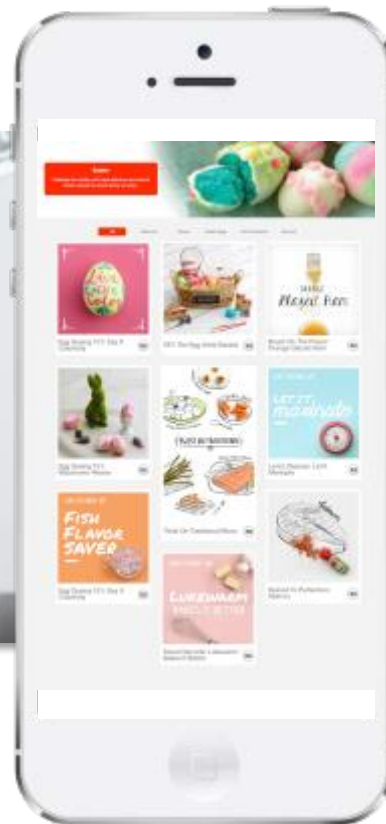
# Campaigns that foster direct consumer connections



*McCormick Brings Passion to Flavor™*



# Winning millennials



*McCormick Brings Passion to Flavor™*



# Innovation

*McCormick Brings Passion to Flavor™*





# Gluten-free



*McCormick Brings Passion to Flavor™*



# Convenient solutions



*McCormick Brings Passion to Flavor™*



# U.S. Gourmet line relaunch



*McCormick Brings Passion to Flavor™*





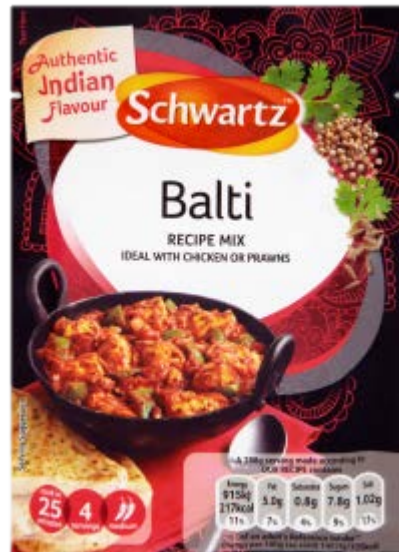
# China: Squeeze-pouch ketchup



*McCormick Brings Passion to Flavor™*



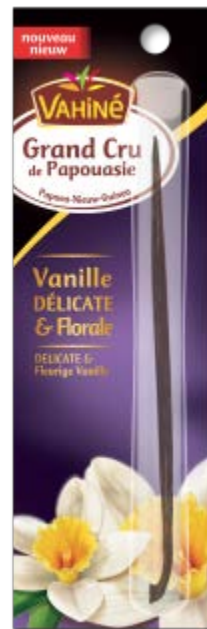
# U.K.: Indian seasoning blends



McCormick Brings Passion to Flavor™



# France: Dessert solutions



McCormick Brings Passion to Flavor™





# Global Footprint

*McCormick Brings Passion to Flavor™*



WAPC



厨师乐®

*McCormick Brings Passion to Flavor™*



# Drogheria and Alimentari



*McCormick Brings Passion to Flavor™*





# Long and successful acquisition track-record



*McCormick Brings Passion to Flavor™*





# Customer Intimacy

*McCormick Brings Passion to Flavor™*







9 of top 10 food companies  
9 of top 10 restaurant leaders

*McCormick Brings Passion to Flavor™*





Custom  
*Flavor*



Solutions™



*McCormick Brings Passion to Flavor™*



A man and a woman are sitting at a table in a cafe, both holding white coffee cups and looking towards the camera. The woman is on the left, wearing a white turtleneck sweater. The man is on the right, wearing a black leather jacket over a red shirt. The background is blurred, showing warm lights and shelves of coffee beans.

Industrial: EMEA  
Quick-service growth

*McCormick Brings Passion to Flavor™*



# Performance



*McCormick Brings Passion to Flavor™*





# The elements of our success



*McCormick Brings Passion to Flavor™*





Save your world from boring food

*McCormick Brings Passion to Flavor™*



## Engaged employees



*McCormick Brings Passion to Flavor™*







## Diversity and Inclusion

*McCormick Brings Passion to Flavor™*





# Corporate Social Responsibility

*McCormick Brings Passion to Flavor™*





**Newsweek**



**GREEN RANKINGS**

*McCormick Brings Passion to Flavor™*





## Community Service



*McCormick Brings Passion to Flavor™*





McCORMICK



# Lawrence Kurzius

President & Chief Operating Officer

*McCormick Brings Passion to Flavor™*







# Malcolm Swift

President, EMEA and Asia Pacific  
President Global Industrial

*McCormick Brings Passion to Flavor™*



# The elements of our success



*McCormick Brings Passion to Flavor™*





*McCormick Brings Passion to Flavor™*







\$500,000

*McCormick Brings Passion to Flavor™*





# Lucia Giammattei

Techo El Salvador

*McCormick Brings Passion to Flavor™*





# Len King

The Samaritan Woman  
Maryland

*McCormick Brings Passion to Flavor™*







# The Volunteer Group from McCormick Poland

Federation of Polish Food Banks

*McCormick Brings Passion to Flavor™*





# Christine Waltz

For the Love a Veteran, Inc.  
Maryland

*McCormick Brings Passion to Flavor™*





# Steve Warrington

Bridge of Hope York County  
Pennsylvania

*McCormick Brings Passion to Flavor™*







*McCormick Brings Passion to Flavor™*





McCORMICK



# A LOOK AHEAD

2015 ANNUAL SHAREHOLDERS MEETING