



McCormick & Company, Inc.
**Third quarter 2009 financial
results and business outlook**
September 24, 2009

The following slides accompany a Sept. 24, 2009 presentation to investment analysts. This information should be read in conjunction with the press release issued Sept. 24, 2009.



Forward-looking information

Certain information contained in this release, including expected trends in net sales and earnings performance, are “forward-looking statements” within the meaning of Section 21E of the Securities Exchange Act of 1934.

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, 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 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.



3Q 2009 Financial Results




Gordon Stetz

Executive Vice President & CFO



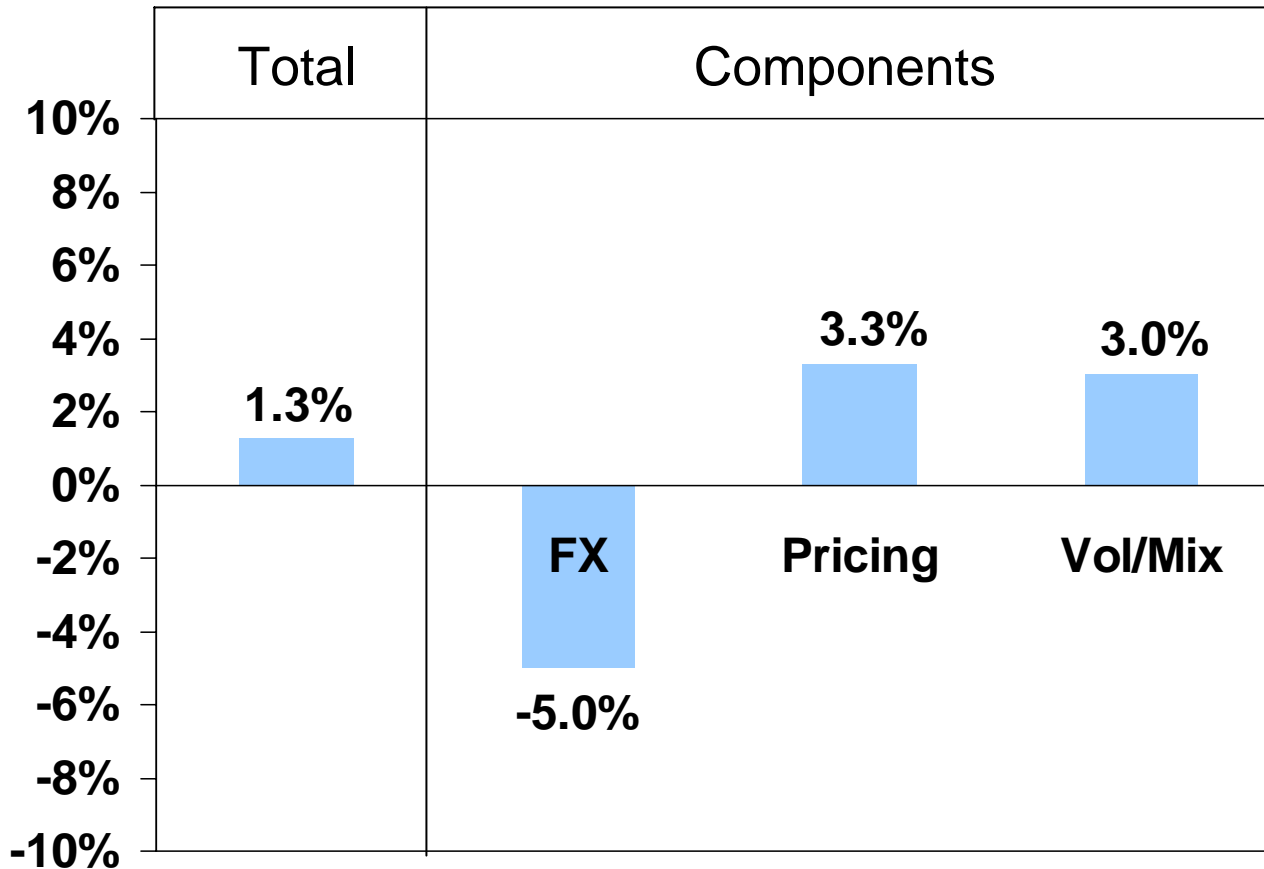
Adjusted EPS rose 14.0%

Third quarter ended	<u>8/31/09</u>	<u>8/31/08</u>
Earnings per share	\$.57	\$.52
Restructuring charges and unusual items	<u>-</u>	<u>(.02)</u>
Adjusted earnings per share	<u>\$.57</u>	<u>\$.50</u>
Increase		14.0% 

Consumer business operating income	18.5%
Industrial business operating income	33.8%

Segment operating income, excluding restructuring charges

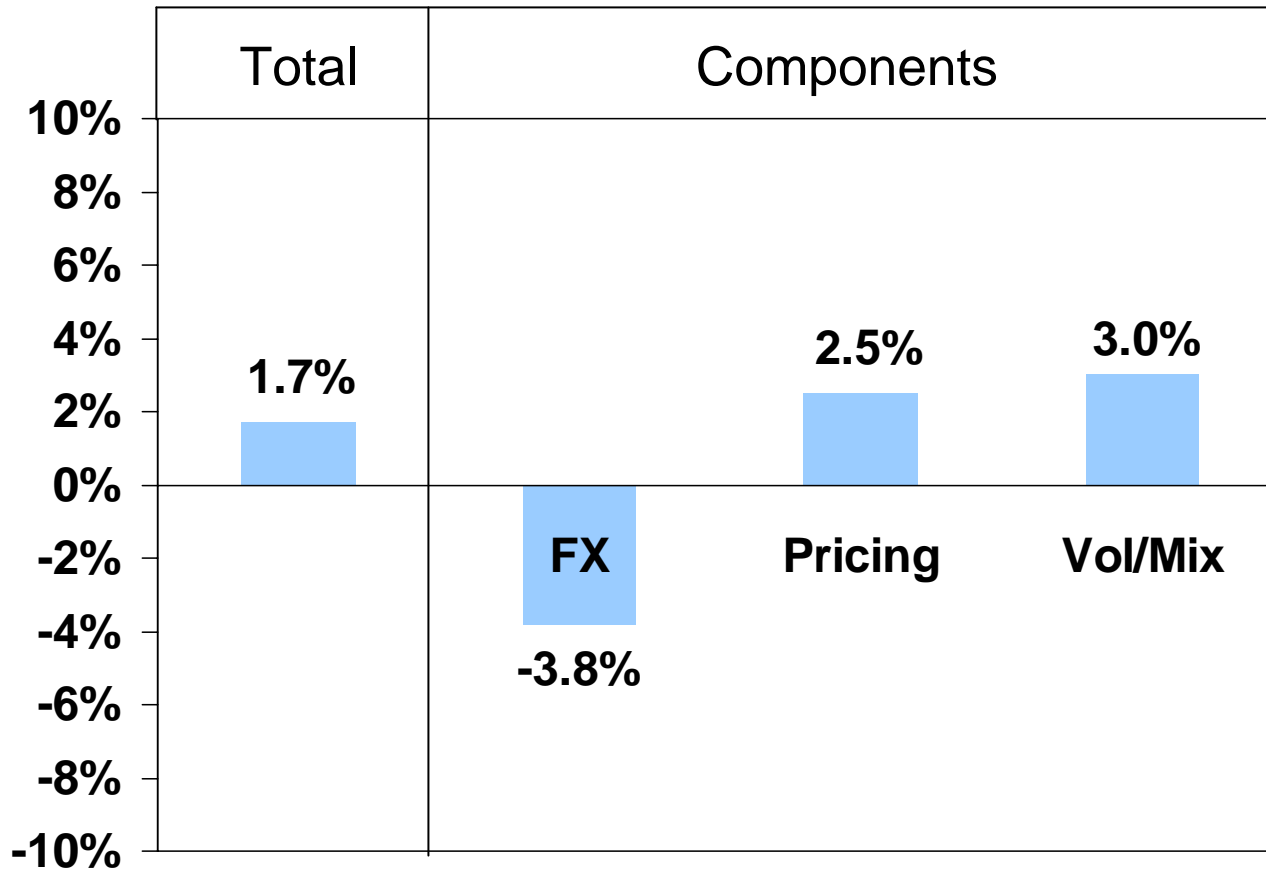
Grew sales in local currency by 6.3%



Acquisitions added 3.5% to volume and product mix

Total Company 3Q 2009 net sales growth

Grew sales in local currency by 5.5% - Consumer business



Acquisitions added 5.4% to volume and product mix

Consumer business 3Q 2009 net sales growth

Consumer business - Americas



Consumer business - Americas

3Q 2009 net sales growth

Total increase 7.8%

Currency impact (1.0%)

Increase - local currency 8.8%

Price 2.9%

Volume/Product mix 5.9%

- Acquisitions added 7.9% to volume and product mix



- Consumer takeaway up more than 5% year-to-date in U.S.



- Double-digit growth for grilling products



- Increased dry seasoning mix sales

Consumer business - EMEA

Consumer business - EMEA

3Q 2009 net sales growth

Total decrease (12.6%)

Currency impact (10.0%)

Decrease- local currency (2.6%)

Price 1.3%

Volume/Product mix (3.9%)

- Challenging economy continues to affect U.K. sales

- Strong business in France with incremental marketing planned



Consumer business – Asia/Pacific



Consumer business – Asia/Pac

3Q 2009 net sales growth

Total decrease (3.9%)

Currency impact (8.5%)

Increase - local currency 4.6%

Price 2.3%

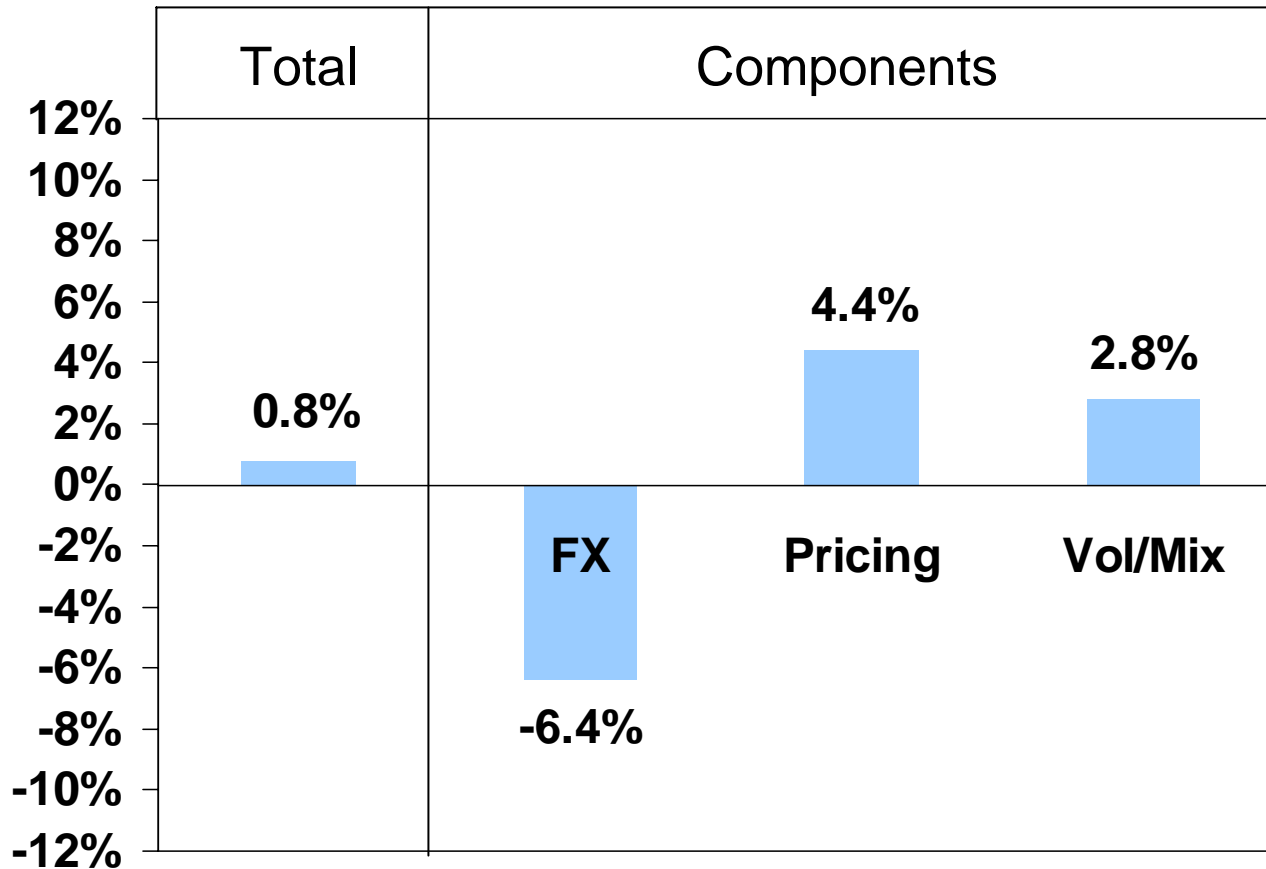
Volume/Product mix 2.3%

- Launch of new products
- In China, expanded into 10 additional cities and gaining 1,500 more street market locations





Grew sales in local currency by 7.2% - Industrial business



Acquisitions added
1.0% to volume
and product mix

Industrial business 3Q 2009 net sales growth

Industrial business - Americas



Industrial business - Americas	
<i>3Q 2009 net sales growth</i>	
Total increase	4.2%
Currency impact	<u>(3.1%)</u>
Increase - local currency	7.3%
Price	3.2%
Volume/Product mix	4.1%

- Acquisitions added 1.4% to volume and product mix
- Sales of new seasoning products to quick service restaurants

Industrial business - EMEA



Industrial business - EMEA

3Q 2009 net sales growth

Total decrease (10.0%)

Currency impact (17.6%)

Increase- local currency 7.6%

Price 10.8%

Volume/Product mix (3.2%)

- Pricing actions to pass through higher costs
- Increase in sales to quick service restaurants

Industrial business – Asia/Pacific



Industrial business – Asia/Pac	
<i>3Q 2009 net sales growth</i>	
Total increase	.8%
Currency impact	<u>(5.3%)</u>
Increase- local currency	6.1%
Price	-
Volume/Product mix	6.1%

- Strong sales to quick service restaurants in China, Australia and other Asia/Pacific region markets



Gross profit margin up 80 bp

Third quarter ended	<u>8/31/09</u>	<u>8/31/08</u>
Gross profit margin	40.3%	39.5%

Driving improvement -

- More favorable business mix, including Lawry's
- CCI (Comprehensive Continuous Improvement)
- Restructuring program
- Discretionary cost controls





Increased operating income

(In millions)

Third quarter ended	<u>8/31/09</u>	<u>8/31/08</u>	
Operating income	\$116.6	\$ 92.9	
Restructuring charges	<u>.9</u>	<u>3.5</u>	
Adj. operating income	<u>\$117.5</u>	<u>\$ 96.4</u>	+21.9%

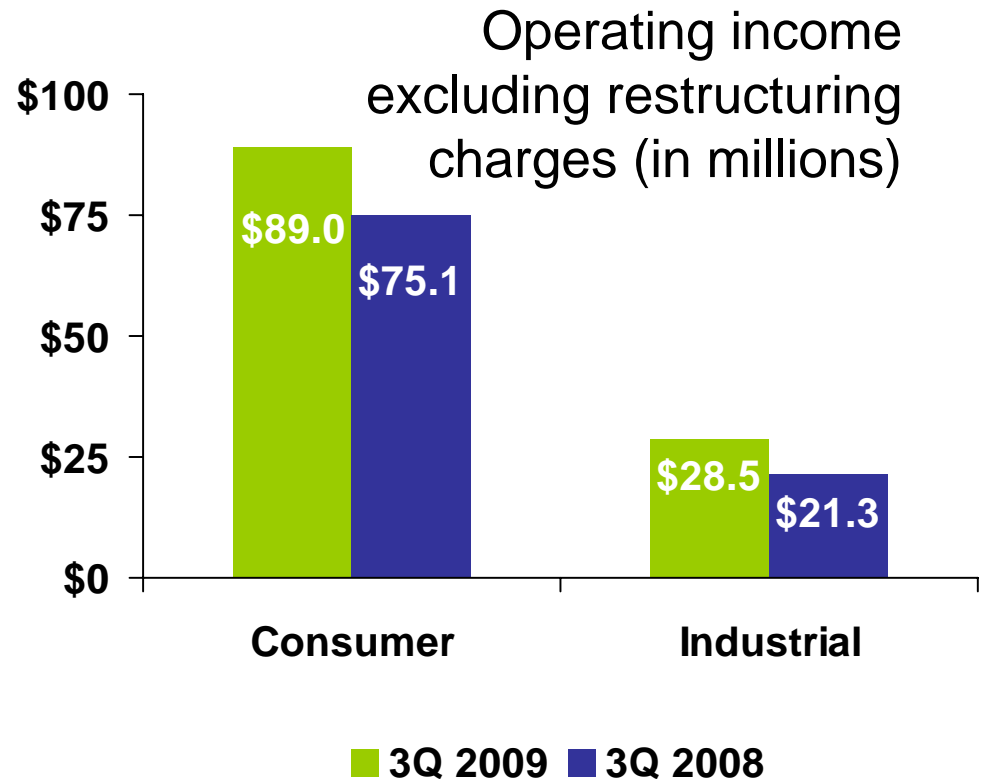
Selling, general & administrative expense -

- CCI, cost controls
- Scale from Lawry's
- Lower distribution and benefit costs vs year ago period
- Marketing support up 8%



Operating income growth for consumer and industrial segments

- Consumer business operating income rose 18.5%
- Industrial business operating income rose 33.8%





Factors behind higher EPS

Third quarter ended	<u>8/31/09</u>	<u>8/31/08</u>
Earnings per share	\$.57	\$.52
Restructuring charges and unusual items	<u>-</u>	<u>(.02)</u>
Adjusted earnings per share	\$.57	\$.50
Increase		.07
Higher operating income		.11
Unconsolidated operations		(.02)
Tax rate favorable in 3Q 2008		(.01)
Lower interest income		(.01)



Balance sheet and cash flow

Managing business for cash with McCormick Profit

- Cash flow from operations was \$195.1 million in first three quarters; up \$79.8 million versus year-ago period
- Expect to be at higher end of 2009 goal to reduce cash conversion cycle by 3 to 5 days
- Incremental pension contributions of \$35 million now in place for 2009
- Pension expense favorable in 2009, but will increase in 2010; EPS impact of 5¢ to 7¢ based on current conditions
- Significant paydown of debt with reduction of approximately \$200 million from year ago

Business Update and Financial Outlook



Alan Wilson
President & CEO



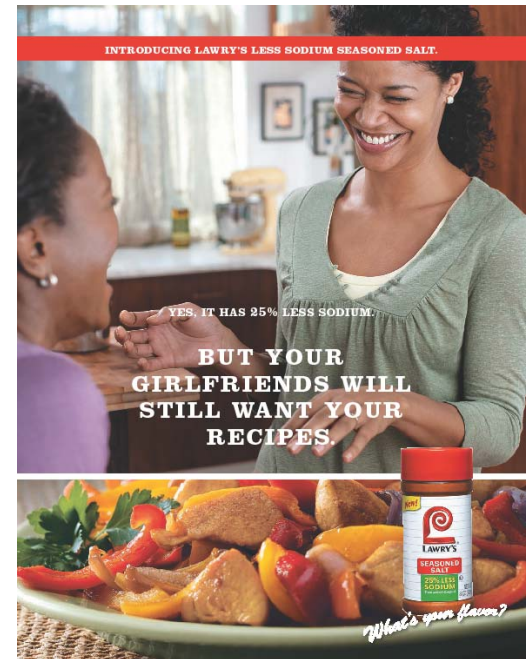
Business strengths

- Completed integration of Lawry's
- Successful launch of new products
- Effective marketing campaign

What's your flavor?



Television



Print

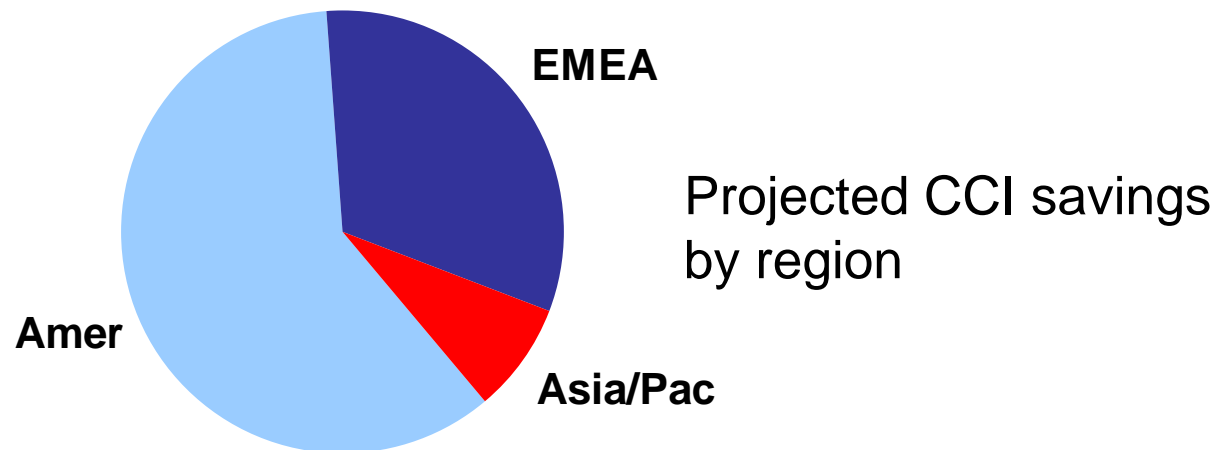


Business strengths

Reducing costs by \$35 million with ...

- ❖ Comprehensive Continuous Improvements (CCI)
- ❖ Restructuring program

... to fuel investment in the business

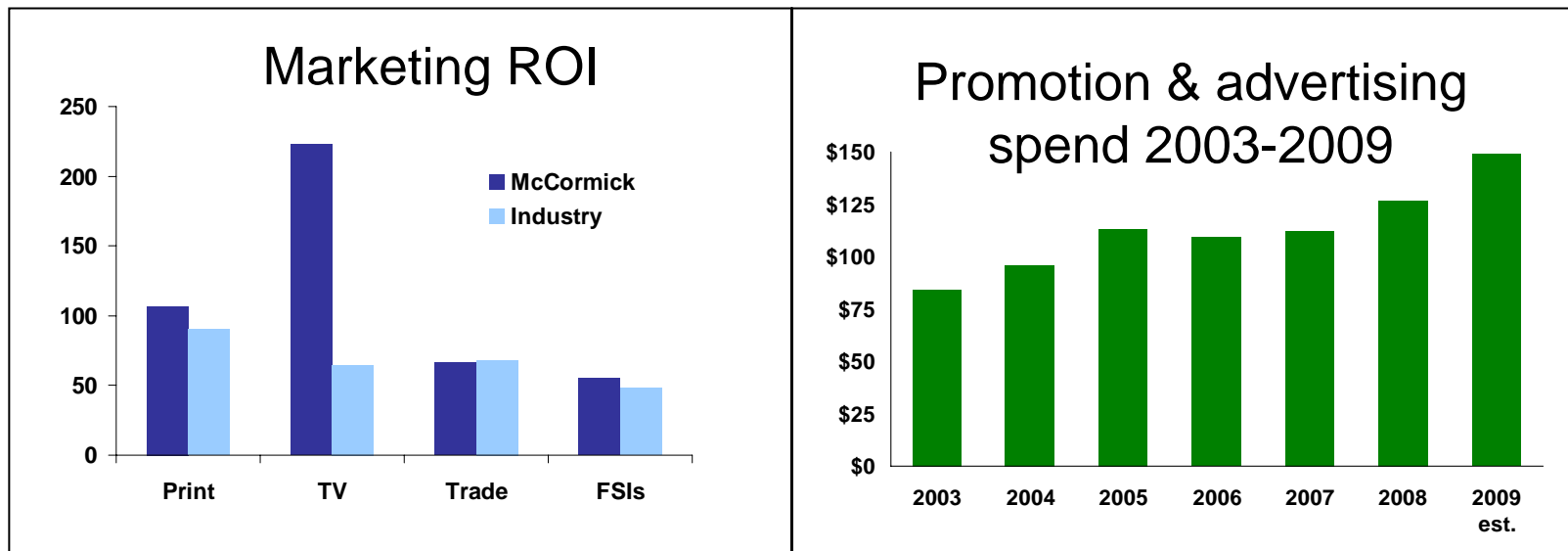




Business strengths

Increasing brand marketing

- ❖ Higher ROI than industry averages
- ❖ At least \$20 million incremental in 2009
- ❖ Up more than 50% since 2003





Business strengths

Increasing brand marketing

- ❖ Lawry's addition
- ❖ Largest holiday campaign
- ❖ New product support



Holiday TV & Print



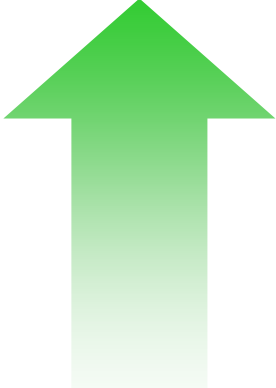
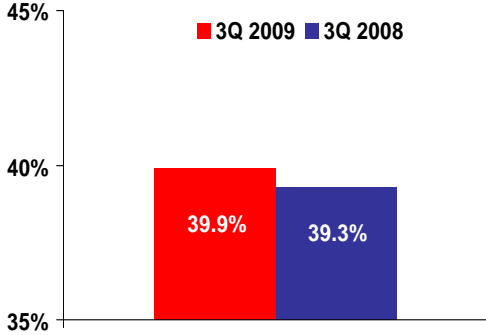
Introducing our first holiday flavor forecast!



Fall spices for health campaign



Through 3Q 2009, generating solid year-to-date financial results

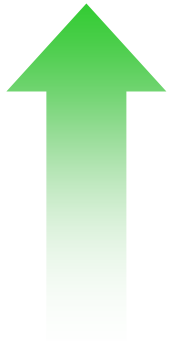
YTD Net sales	YTD Gross profit	YTD EPS*								
 <p>7% increase in local currency</p>	<p>Up 60 bp</p>  <table><tr><td>3Q 2009</td><td>39.9%</td></tr><tr><td>3Q 2008</td><td>39.3%</td></tr></table>	3Q 2009	39.9%	3Q 2008	39.3%	<p>+ 10%</p> <table><tr><td>2009</td><td>\$1.43</td></tr><tr><td>2008</td><td>\$1.30</td></tr></table>	2009	\$1.43	2008	\$1.30
3Q 2009	39.9%									
3Q 2008	39.3%									
2009	\$1.43									
2008	\$1.30									

* On comparable basis, excluding restructuring charges and unusual items



2009 Financial outlook

Guidance



2 to 3% sales growth

Reduce costs \$35 million

At least 50 bp gross profit margin

\$20+ million incremental marketing support



2009 Financial outlook

Projected earnings per share



Narrowed GAAP range to \$2.26 to \$2.28

Restructuring charges \$0.05

Adjusted EPS \$2.31 to \$2.33

8 to 9% growth rate on comparable basis*

* Adjusted EPS for 2008 excludes the impact of restructuring charges and unusual items.



2010 preview

- Focus on growth
- Pension expense headwind
- Further step-up in brand marketing under review
- Strong new product line-up

Perfect Pinch™



Recipe Inspirations™

Pâtisserie Vahiné®



Honey jams



Summary

- Excellent results through third quarter and positioned for strong holiday period
- Employees have addressed challenges and been diligent in managing costs and cash
- Demonstrated ability to identify and develop opportunities for growth ... new products, effective marketing and business expansion

TAKING GREAT FLAVOR TO NEW HEIGHTS



McCormick & Company, Inc.

GAAP to non-GAAP Reconciliation



The Company has provided below a reconciliation of non-GAAP earnings per share results for fiscal year 2008 which exclude restructuring charges, as well as unusual items which were comprised of amounts related to the Lawry's acquisition, including the gain on the sale of Season-All, and a non-cash impairment charge to reduce the value of the Silvo brand.

2008 Earnings per share – diluted	\$1.94
Impact of restructuring charges	.09
Impact of impairment charge	.15
Net gain related to Lawry's acquisition	<u>(.04)</u>
Adjusted earnings per share – diluted	<u>\$2.14</u>

Reconciliations of non-GAAP financial information for the third quarter of 2009 are included in the September 24, 2009 press release.