



McCormick & Company, Inc.
Fourth quarter and fiscal year
2009 financial results and
business outlook
January 28, 2010

The following slides accompany a January 28, 2010 presentation to investment analysts. This information should be read in conjunction with the press release issued January 28, 2010.

Reconciliations of non-GAAP financial information for the fourth quarter of 2009 are included in the January 28, 2010 press release.



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.

2009 fourth quarter and fiscal year review



Alan Wilson

Chairman, President & CEO



2009 Fourth quarter highlights

- Grew earnings per share 8%*
- Increased sales by 2%; Consumer business sales up 4%
- Gross profit margin up 190 bps from cost savings and favorable business mix
- Largest holiday marketing program to date
- Drove operating income* up 12% for Consumer business and 6% for Industrial business
- Strong cash flow from operations

* On comparable basis excluding the impact of restructuring charges and unusual items.



2009 Fiscal year highlights

- Increased EPS 10% to \$2.35, a 4th consecutive year of double-digit growth*
- Record \$416 million in cash flow from operations vs previous high of \$342 million
- Gross profit margin up 100 bps vs 50 bps objective
- Achieved \$42 million of cost reductions, 40% ahead of initial goal
- Another 5-day reduction in cash conversion cycle, leading to total reduction of 10% since 2007

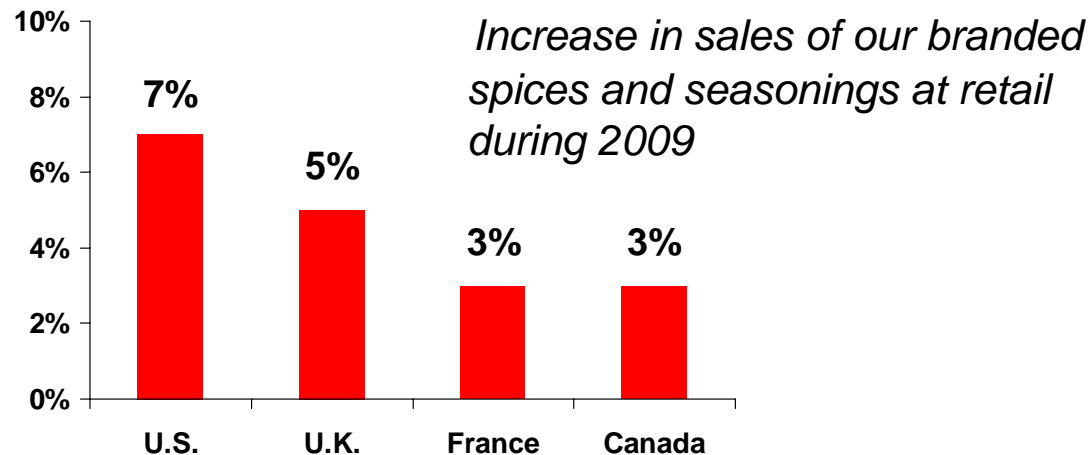
* On comparable basis excluding the impact of restructuring charges and unusual items.



2009 Fiscal year highlights

Sales rose 5% in local currency

- Incremental impact of Lawry's
- Headwinds to base business growth in 2009:
 - Certain retailers emphasized private label; however, we grew consumer purchases of our brands at retail



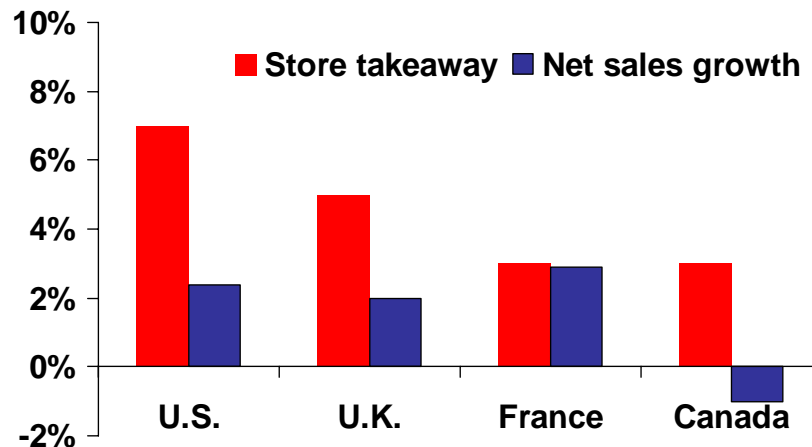
Retail scanner sales dollar increase for McCormick's branded spices and seasonings for recent 52 weeks periods based on IRI, Nielsen scanner data.



2009 Fiscal year highlights

Sales rose 5% in local currency

- Incremental impact of Lawry's
- Headwinds to base business growth in 2009:
 - Retailer inventory reductions impacted our net sales growth



Increase in retail sales of our branded spice and seasonings outpaced our net sales growth

Retail scanner sales dollar increase for McCormick's spices and seasonings for recent 52 weeks based on IRI scanner data vs increase in branded net sales.



2009 Fiscal year highlights

Sales rose 5% in local currency

- Incremental impact of Lawry's
- Headwinds to base business growth in 2009:
 - Certain retailers emphasized private label; however, we grew consumer purchases of our brands at retail
 - Retailer inventory reductions impacted our net sales growth
 - Weaker sales to foodservice distributors; impact of U.K. distributor bankruptcy
 - Slowdown in pace of product innovation by food manufacturers

2009 Key initiatives

Seamless integration of Lawry's

- New marketing campaign underway
- Unit sales up 8% in fourth quarter
- One of most successful acquisitions to date





2009 Key initiatives

Added \$20 million of brand marketing support, a 15% increase

- Marketing up 50% in past 5 yrs
- Worked with retailers to optimize product mix, pricing and promotion for brand and private label
- Emphasized brand value with coupons and promotions

\$3 per serving. Tastes like a million bucks.
For more low-cost, high-flavor meal ideas, visit mccormick.com/value

McCormick

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McCormick
Live Deliciously™

Red Velvet Cupcakes

Your Holiday Feast...

And Holiday Sweets!

for more recipes and tips, visit mccormick.com

Red Velvet Cupcakes with Vanilla Cream Cheese Frosting

SAVE 50¢
off any ONE (1) McCormick Spice or Extract

SAVE 50¢
off any TWO (2) McCormick Gravy

2009 Key initiatives

Added \$20 million of brand marketing support, a 15% increase

- Marketing up 50% in past 5 yrs
- Worked with retailers to optimize product mix, pricing and promotion for brand and private label
- Emphasized brand value with coupons and promotions
- On-line advertising, website relaunch



- >200 million U.S. site visits
- Hit rates for Schwartz site surged 100% toward year-end

2009 Key initiatives

Advertising behind consumer favorites ...



Grill Mates

Slow cooker seasonings



Popcorn seasoning



Seasoning mixes

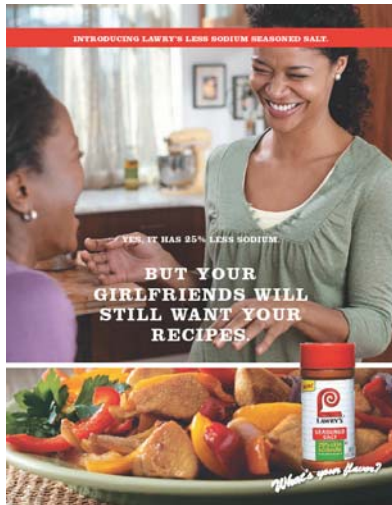
Spices & herbs



2009 Key initiatives

... and new items!

Low salt
Lawry's



Honey jams

Pâtisserie
Vahiné

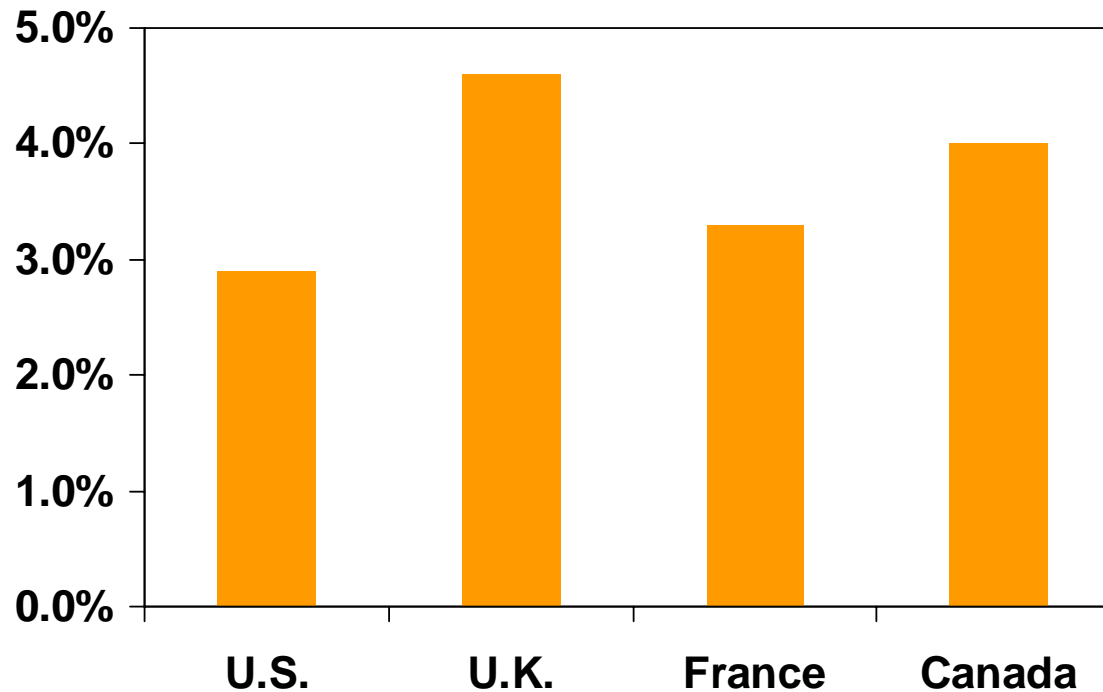
Flavorful seasonings





2009 Key initiatives

Brand marketing and product innovation drove category growth



Retail scanner sales unit increase for spices and seasonings category for recent 52 week periods based on IRI, Nielsen.



2009 Key initiatives

Doubled the number of major cities in China where consumers can purchase our brands



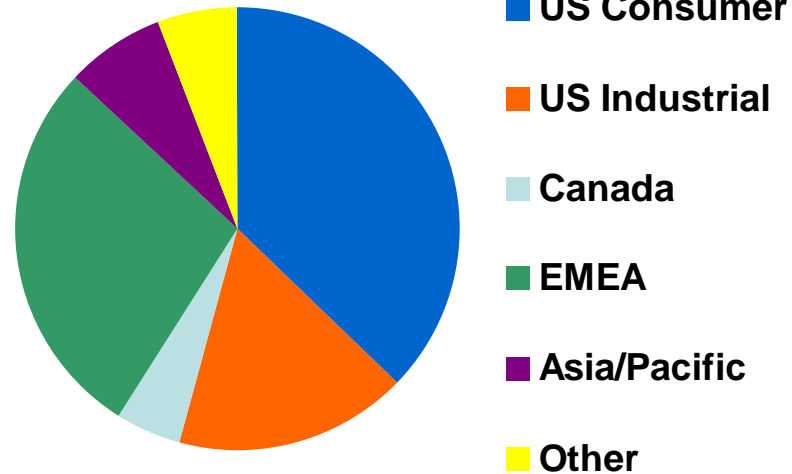


2009 Key initiatives

Achieved \$42 million in 2009 cost savings

- Completion of restructuring program begun in 2005
 - 26% reduction in number of facilities
 - 66% increase in sales per facility

- CCI-led savings extended across all parts of business



2009 Key initiatives

Achievements in sustainability

➤ Since 2005 reduced greenhouse gases 24%, water usage 19%, electricity usage 14%

- Progress in largest U.K. facility earned ISO 14001 certification and “Sustainable Manufacturer of the Year”



- New recycling unit in Atlanta plant contributed to 43% solid waste reduction for facility



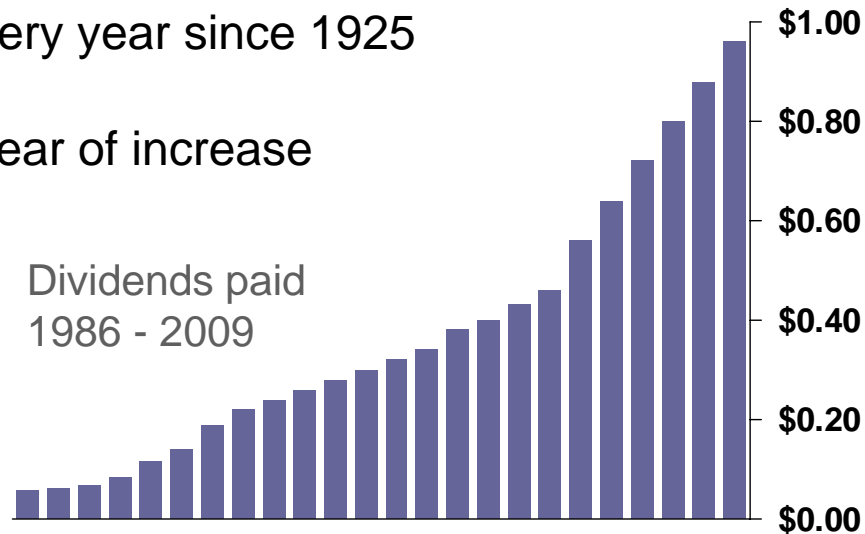
2009 Key initiatives

Growth in joint ventures

- In local currency, McCormick de Mexico sales rose 19%

8% increase in quarterly dividend

- Dividends paid every year since 1925
- 24th consecutive year of increase



2009 Key initiatives

Employees behind our success

- Talent and engagement of employees
- FORTUNE “100 Best Companies to Work For” list in 2010





4Q 2009 Financial Results



Gordon Stetz

Executive Vice President & CFO



Adjusted EPS rose 8.3%

Fourth quarter ended	<u>11/30/09</u>	<u>11/30/08</u>
Earnings per share	\$.87	\$.62
Restructuring charges and unusual items	<u>.04</u>	<u>.22</u>
Adjusted earnings per share	\$ <u>.91</u>	\$ <u>.84</u>
Increase		8.3%

Consumer business operating income +12.0%

Industrial business operating income +6.0%

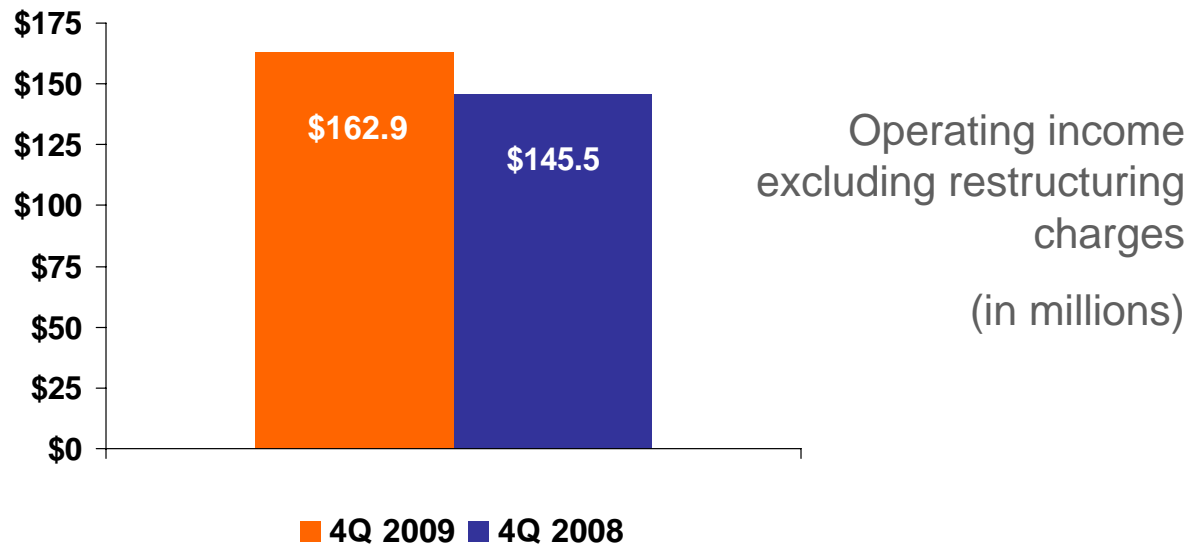
Segment operating income, excludes restructuring charges and unusual items

Operating income growth - Consumer business



Increased Consumer business operating income \$17 million

- Includes \$5 million increase in brand marketing support
- Increase driven by higher sales, CCI, favorable business mix



Sales results - Consumer business



- Fourth quarter impact from -
Pricing Volume/mix Currency

Consumer business	4.3%	2.8%	.5%	1.0%
Americas	4.8%	3.3%	1.3%	.2%



Dry seasoning
mix units +5%

Lawry's units +8%



Grill Mates
units +16%

McCormick brand spice
& herb units +5%



Sales results - Consumer business



- Fourth quarter impact from -
Pricing Volume/mix Currency

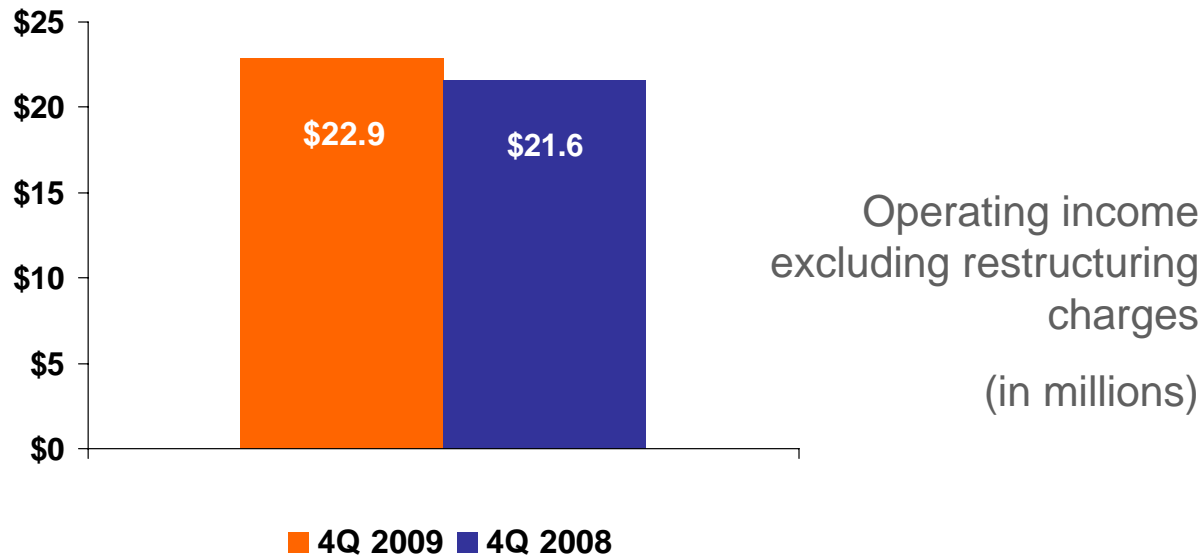
Consumer business	4.3%	2.8%	.5%	1.0%
Americas	4.8%	3.3%	1.3%	.2%
EMEA	.8%	2.2%	(4.0%)	2.6%
Asia/Pacific region	14.7%	(1.0%)	8.0%	7.7%

Operating income growth - Industrial business



Increased Industrial business operating income 6%

- Increase driven by CCI, accretive new products



Sales results - Industrial business



- Fourth quarter impact from -
Pricing Volume/mix Currency

Industrial business	(2.3%)	2.1%	(3.5%)	(.9%)
Americas	(3.6%)	1.5%	(4.0%)	(1.1%)
EMEA	2.3%	5.7%	(.1%)	(3.3%)
Asia/Pacific region	(2.1%)	(.4%)	(5.9%)	4.2%

Sales results - Both segments



- Fourth quarter impact from –
Pricing Volume/mix Currency

Consumer business	4.3%	2.8%	.5%	1.0%
Industrial business	(2.3%)	2.1%	(3.5%)	(.9%)
Total business	1.9%	2.6%	(1.0%)	.3%

Gross profit margin up 190 bp

Fourth quarter ended	<u>11/30/09</u>	<u>11/30/08</u>
Gross profit margin	45.6%	43.7%

Driving improvement -

- More favorable business mix
- Cost savings from CCI
- Restructuring program
- Discretionary cost controls



Selling, general & admin expenses rose 30 bps



Fourth quarter ended	<u>11/30/09</u>	<u>11/30/08</u>
SG&A as % net sales	25.8%	25.5%

- Higher brand marketing support added 60 bps
- CCI-led cost savings lowered SG&A
- Favorable impact of lower distribution costs and retirement expenses



Operating income up 11%

Fourth quarter ended	<u>11/30/09</u>	<u>11/30/08</u>
Operating income	\$178.0	\$125.7
Restructuring charges and unusual items	<u>7.8</u>	<u>41.4</u>
Adjusted earnings per share	<u>\$185.8</u>	<u>\$167.1</u>
Increase		11.2%



Earnings per share up 8%

Fourth quarter ended	<u>11/30/09</u>	<u>11/30/08</u>
Earnings per share	\$.87	\$.62
Restructuring charges and unusual items	<u>.04</u>	<u>.22</u>
Adjusted earnings per share	\$.91	\$.84
Increase of 8%		.07
Higher operating income		.10
Income from unconsolidated oper.		.02
Lower net interest expense		.01
Increased tax rate		(.06)



Balance sheet and cash flow

Growing profit and cash with *McCormick Profit*

- Cash flow from operations reached \$416 million, up \$101 million from 2008
- Cash conversion cycle down to 80 days
- Contributed \$72 million to pensions in 2009, a \$53 million increase from 2008
 - approximately \$45 million of contributions planned in 2010
 - across all plans, pension expense in 2010 to lower EPS 7¢ versus 2009
- Reduced debt \$252 million

Business Update and Financial Outlook



Alan Wilson
President & CEO



Growth prospects in 2010

Clear platforms for growth

- Set direction for product innovation
- Guide our marketing support
 - Health & wellness
 - Convenience
 - Authentic ethnic
 - Value



Growth prospects in 2010

New product line-up in U.S.

➤ Perfect Pinch

- Makes it easy for consumers to explore new flavors and create inspired meals. Includes salt-free blends among 18 varieties



➤ Recipe Inspirations

- Premeasured spices and herbs and a collectible recipe card. Six varieties are a twist on the familiar





Growth prospects in 2010

New product line-up in U.S.

Lawry's marinades



McCormick and Lawry's dry seasoning mixes



McCormick de Mexico teas



Growth prospects in 2010

New product line-up in international markets

Schwartz Perfect Shake



Vahiné cake mixes



Slow cooker seasonings for rice

Schwartz Flavourful





Growth prospects in 2010

Marketing plans

- Superior ROI on brand support
- Higher spending drove incremental sales in U.S. tests
- Planning \$20 million increase in 2010, up 14% from 2009

50% increase
in media spend

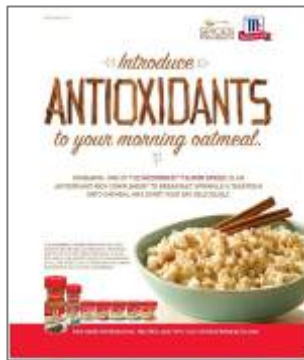
*Advertising for -
Holiday
Grill Mates
Grinder
Slow cooker*

**Double-digit
sales increase**



Growth prospects in 2010

Marketing behind core items



Antioxidant benefit of super spices



“100% natural” Vahiné

2010 Flavor forecast – first ever grilling edition!



Ethnic flavors of Zatarain's, Thai Kitchen



Convenient dry seasoning mixes





Growth prospects in 2010

Marketing behind new products – TV, print, in-store and more

Perfect Pinch



McCormick Live deliciously™

We measure.
You create!

New McCormick Recipe Inspirations™
Rosemary Roasted
Chicken with Potatoes
& Peas

- Pre-measured spices ✓
- Recipe card ✓
- Delicious meal ✓

Introducing McCormick® Recipe Inspirations™, with recipe card and pre-measured spices included.

For more great-tasting recipes, visit mccormick.com or call 1-800-MEAL-TIPS

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Recipe Inspirations

Growth prospects in 2010

Fueling growth with CCI

- Goal to reduce costs \$35 to \$40 million





2010 Guidance

- CCI cost savings \$35 to \$40 million
- Increase marketing support \$20 million
- Gross profit margin up at least 50 bps
- Grow sales 4 to 6%, including 2% from currency benefit based on today's exchange rates
- EPS of \$2.49 to \$2.54, up 6 to 8%, including 3% headwind from higher pension expense

Summary

- A passion for flavor is the foundation of our success
- Our complete range of products are a good value to consumers and important to our customers
- Great marketing plans and new product line-up for 2010
- Talent, skill and enthusiasm of McCormick employees around the world driving growth

