

Winning Flavor

McCormick & Company, Inc.
2017 Investor Day
April 4, 2017



Forward-looking statement

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,” “intend,” “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, 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, 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 repurchase 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 our reputation or brand name; loss of brand relevance; increased use of private label or other competitive products; 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; our inability to achieve expected and/or needed cost savings or margin improvements; negative employee relations; the lack of successful acquisition and integration of new businesses; issues affecting our 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 our information technology systems, including the threat of data breaches and cyber attacks; fundamental changes in tax laws; volatility in our effective tax rate; climate change; infringement of our intellectual property rights, and those of customers; litigation, legal and administrative proceedings; 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.

McCormick Brings Passion to Flavor™





Winning
Flavor

Lawrence Kurzius

*Chairman, President &
Chief Executive Officer*



McCormick is a compelling investment

- ✓ Flavor is a growing and advantaged category
- ✓ Aligned with growing consumer interests
- ✓ Execution of strategies to drive exceptional growth, profit and cash



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McCormick executive officers



Lawrence Kurzius
Chairman, President and Chief
Executive Officer



Michael Smith
Executive Vice President and
Chief Financial Officer



Brendan Foley
President, Global Consumer
Business and North America



Malcolm Swift
President, Global Industrial
and International Business



Lisa Manzone
Senior Vice President,
Human Relations



Nneka Rimmer
Senior Vice President, Corporate
Strategy & Development



Jeffery Schwartz
Vice President, General
Counsel & Secretary

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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>

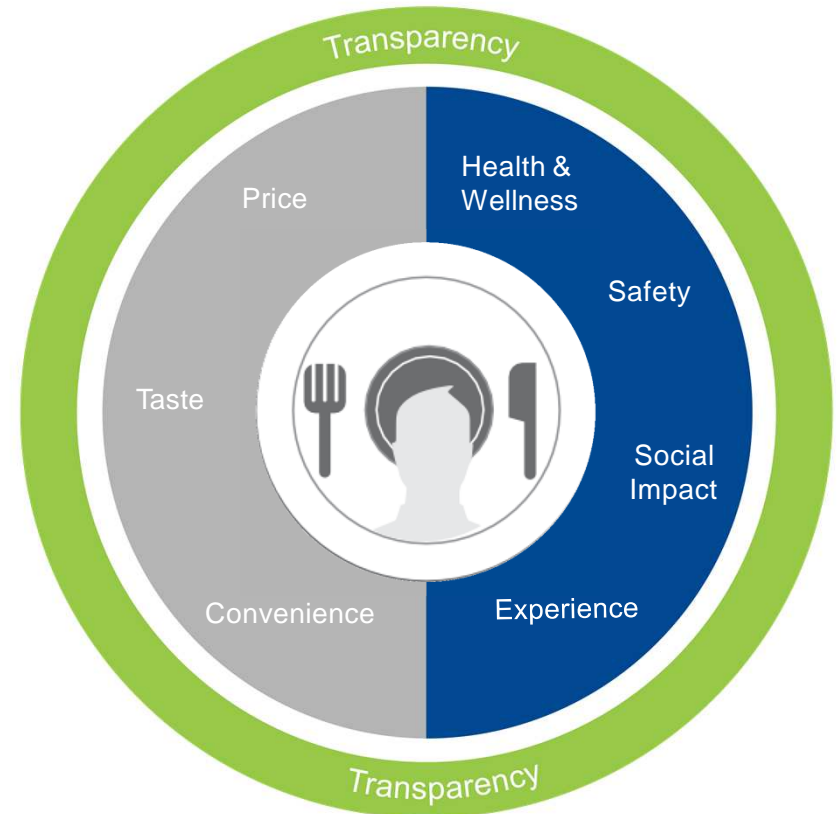
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Period of fundamental change

While taste remains #1,
consumer priorities are
shifting

The consumer value driver plate



Deloitte Food Value Equation Survey 2015

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Period of fundamental change



10% of cost and 90% of flavor

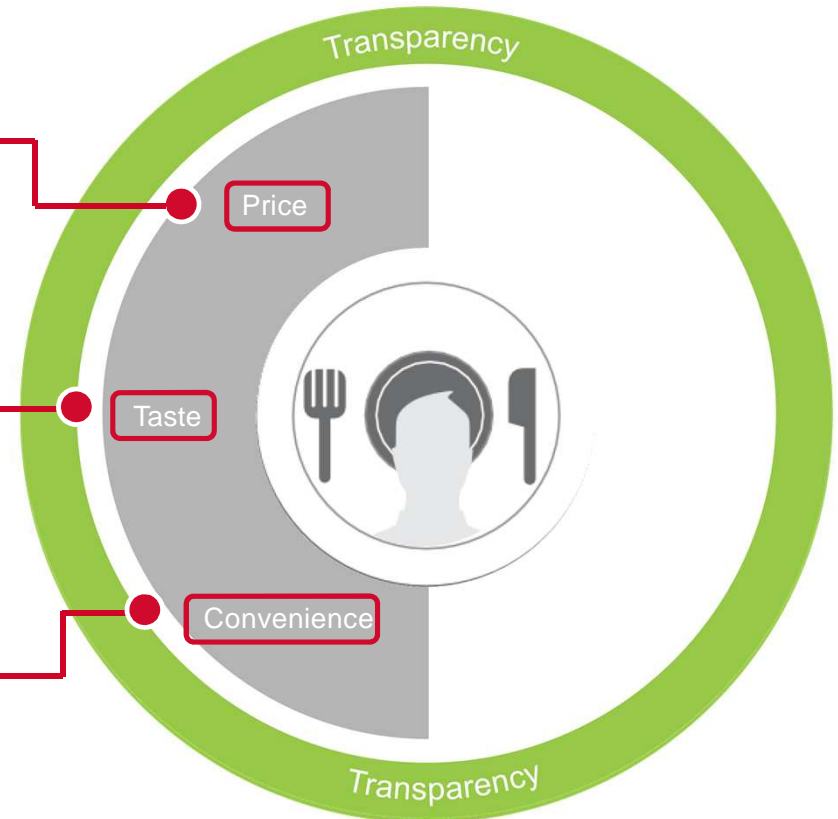
Leading, iconic spice,
herb & regional favorite
flavor brands &
products



Seasoning blends,
recipe mixes, and
condiments



The consumer value driver plate



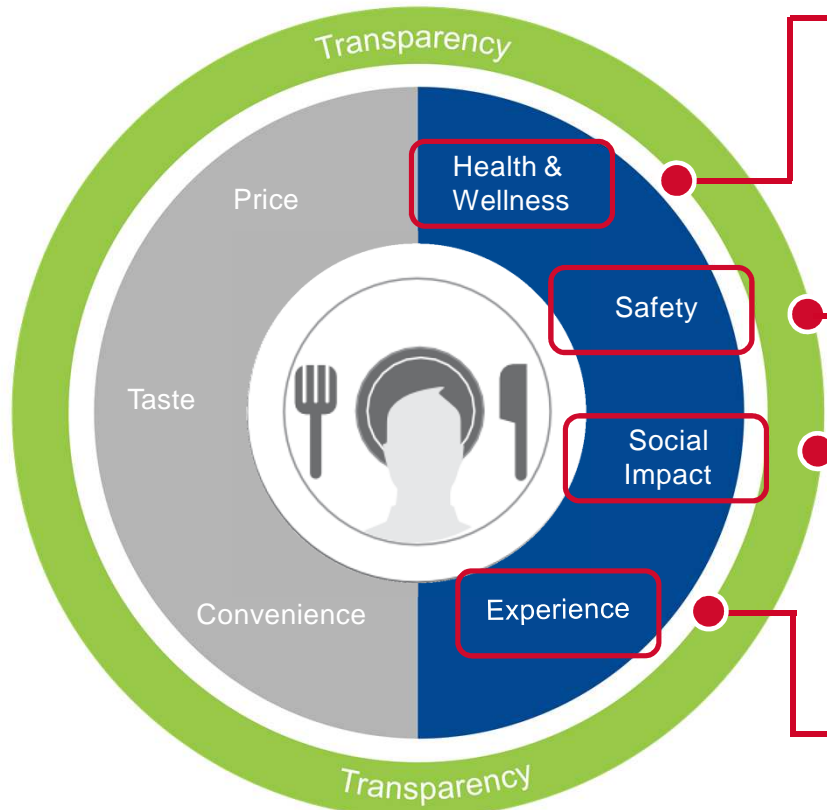
Source: Deloitte Food Value Equation Survey 2015

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Period of fundamental change

The consumer value driver plate



Source: Deloitte Food Value Equation Survey 2015



McCORMICK IS
Inspiring Healthy
Choices



McCORMICK IS THE
Taste You Trust™



McCORMICK IS
Helping farmers



Flavor Forecast 2017
Taste it Forward



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Period of fundamental change

>2/3 of U.S. consumers
PERSONALIZE their meals **BY**
ADDING MORE FLAVORFUL
SPICES AND INGREDIENTS
UP 500 BPS in one year¹!



EUROMONITOR
PROJECTS 5%
AVERAGE ANNUAL
GROWTH RATE for global
spices & seasonings through 2021



SPICES & SEASONINGS OUTPACING unit growth of other food categories²



Spices / seasonings

2.9%

Total center store

-0.6%



Millennials **OVER INDEX**
BY 110 total U.S. households in
unit purchases of spices and herbs

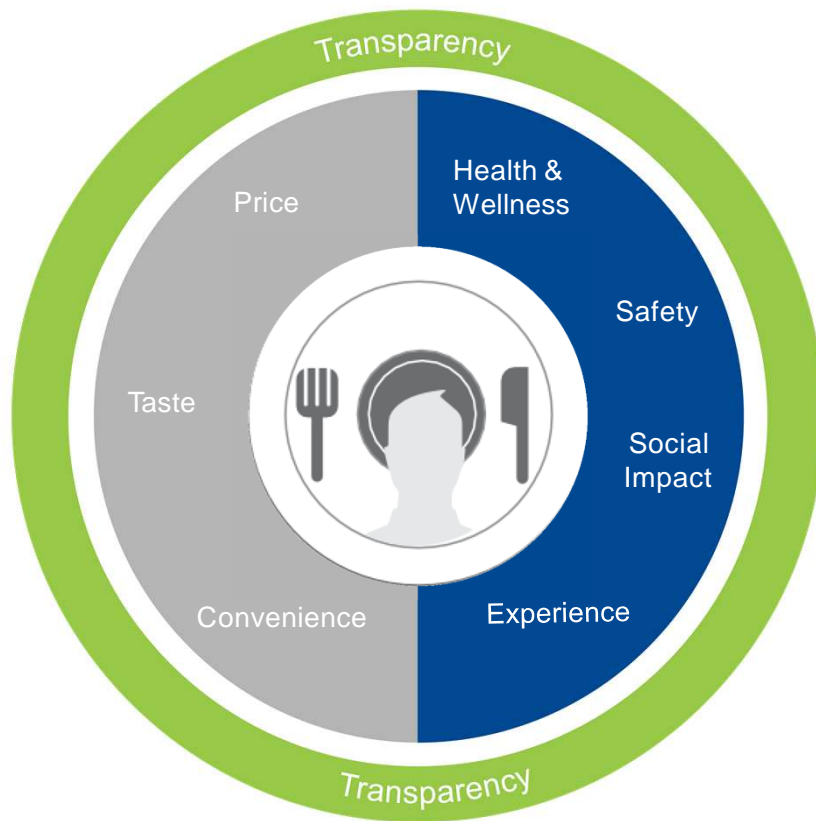
1) % of US general population who 'agree completely' or 'agree somewhat' to "When cooking or preparing a meal, I usually alter recipes by adding more flavorful spices and ingredients. Source: NMI 2016 Health & Wellness Trends in America. 2) Source: IRI POS, Total MULO, latest 52 weeks ending 1/29/17, unit sales % change.

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Period of fundamental change

The consumer value driver plate



Source: Deloitte Food Value Equation Survey 2015

Transparency in sourcing practices



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Video: Vanilla sourcing



Period of fundamental change

McCORMICK IS ACTIVELY WORKING TO



Bolster the **economic viability** of the farming communities we source from



Reduce our **environmental impact** by increasing efficiency and minimizing packaging



Improve the **diversity** of our work force



Contribute to **healthier eating** habits



Corporate Knights ranked McCormick

#14 in 2017 Global 100

**Most Sustainable
Corporations Index**

#1 in consumer staples

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McCormick's business and strategies capitalize on growing trends



**OUR VISION IS TO
BRING THE JOY OF
FLAVOR TO LIFE**

**OUR MISSION IS TO
MAKE EVERY MEAL
AND MOMENT
BETTER**

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McCormick's business and strategies capitalize on growing trends

Growth

Win Share

- Drive **base business**
- Accelerate scalable & differentiated **innovation**
- **Expand** availability & footprint
- Excel in Customer **Intimacy** & Consumer **Insights**

Performance

Superior Results

- Accelerate **fuel for growth**
- Drive **continuous value creation**
- Pursue **functional excellence & collaboration**

People

Win with Talent

- **Develop talent** to match business ambitions
- Enhance **leadership capability**
- Generate **organizational capacity** to fuel business growth



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McCormick's business and strategies capitalize on growing trends



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“Winning flavor” in 2016

2016 Financials

+5.5% sales growth⁽¹⁾⁽³⁾

+9% increase in adjusted operating income and
9% increase in adjusted earnings per share⁽¹⁾⁽³⁾

>\$100M in CCI-led cost savings

↑14% CAGR in cash flow and **\$2B** in cash
returned to shareholders last 5 years

31st consecutive annual dividend increase

↑15% increase in adjusted EVA^{®(2)(3)}

Sales drivers

9% of 2016 sales new products launched
in past 3 years

Top 5 3 years in the top 5 Digital IQ ranking
... out of >100 food and beverage brands

+4 top food and beverage companies added us
to their global supplier list in 2015 and 2016

↑6 value-enhancing acquisitions 2015 and 2016

(1) In constant currency

(2) EVA[®] is a registered trademark of Stern Stewart & Co

(3) For growth in constant currency sales, adjusted operating income and adjusted earnings per share, and for adjusted EVA see reconciliation of GAAP to non-GAAP financial measures in McCormick's 2016 Form 10K and at the end of this presentation

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Outlook for exceptional growth

At least **\$5 billion** in net sales

Break-through
innovation

new platforms



Base business growth

program and channel growth



Value-enhancing acquisitions

accelerated program

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Outlook for exceptional growth

“Winning” at retail

across all channels



On-trend products & technologies

for consumer and customers



Increased focus on technology

in product development



COMPUTATIONAL
CREATIVITY



Increased product quality

new proprietary, natural spice processing technology

Taste you Trust™



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Outlook for exceptional growth

Support function productivity

with greater use of data and automation tools

Global footprint leverage

in operations

McCormick Global Enablement

scalable global organization

~16%

operating income margin

~\$5.00

earnings per share

Over \$2 billion

cash flow 2017 to 2019



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