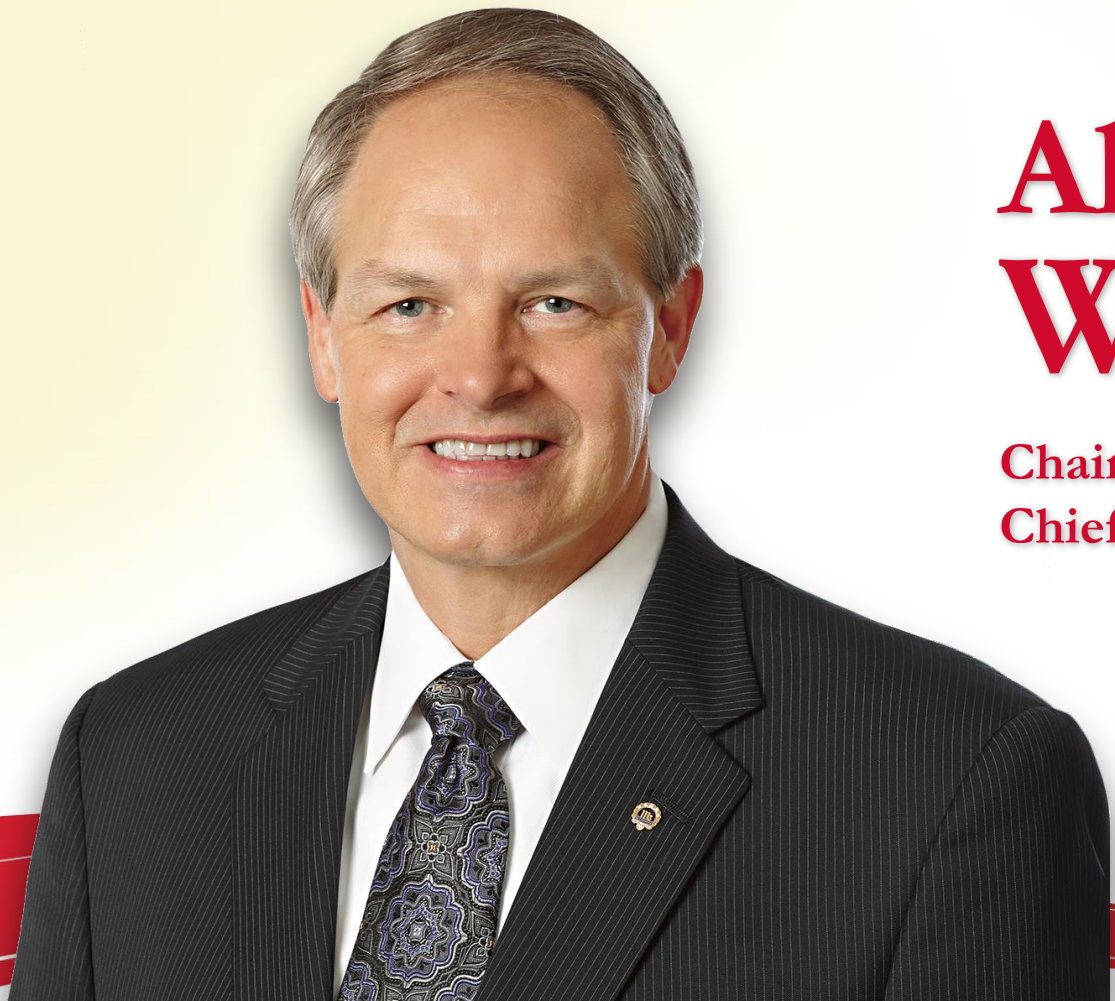




The Flavor of Together

2014 ANNUAL SHAREHOLDERS MEETING





Alan Wilson

Chairman, President &
Chief Executive Officer

McCormick Brings Passion to Flavor™





McCORMICK

125
YEARS

The Flavor
of Together



ZATARAIN'S
CELEBRATING 125 YEARS
★ of coming back for seconds ★
#NOLAFlavor

©2014 Zatarain's



OLD BAY
CRABS
75 years

THE CAN *that* CONNECTS US.

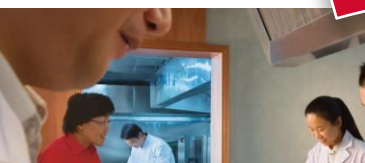
McCormick Brings Passion to Flavor™







Bring the
joy of flavor
to every day!





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.

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John
Bilbrey





J. Michael Fitzpatrick





Freeman Hrabowski





Patricia
Little





Michael
Mangan





Margaret
Preston





Gordon
Stetz





William
Stevens





Jacques
Tapiero





Alan
Wilson



McCORMICK



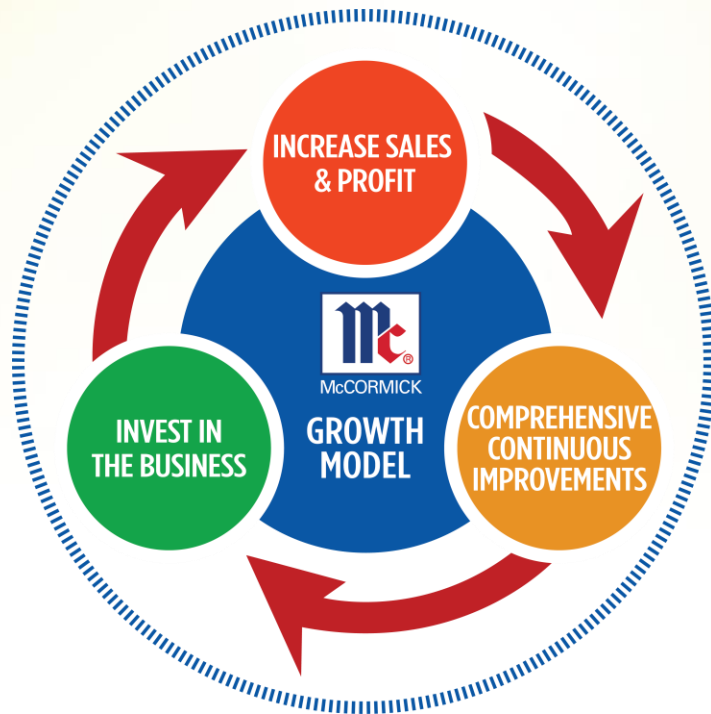
Gordon Stetz

Executive Vice President &
Chief Financial Officer

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Our growth model



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Total annual shareholder return

10 years
ended February 28, 2014



2013 Results: Sales growth

3% ↑

Investing in

- ✓ Acquisitions
- ✓ Innovation
- ✓ Brand marketing

2013 Results: Adjusted operating income*

2% ↑

- + Higher sales
- + \$63M CCI cost savings
- Increase in retirement benefit expense

* Excluding items affecting comparability. See 2013 Form 10K reconciliation of GAAP to non-GAAP financial results.

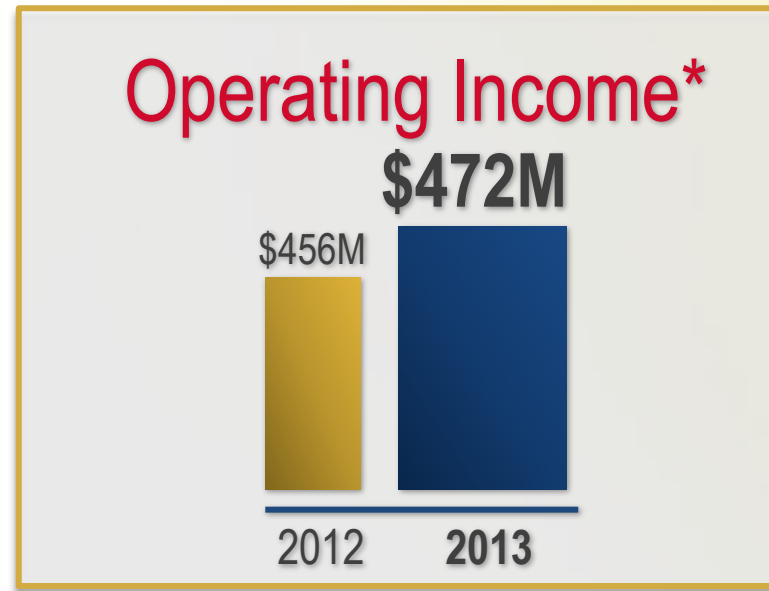
2013 Results: Adjusted operating income*

2% ↑

- + Higher sales
- + \$63M CCI cost savings
- Increase in retirement benefit expense

* Excluding items affecting comparability. See 2013 Form 10K reconciliation of GAAP to non-GAAP financial results.

2013 Results: Consumer Business



* Excluding items affecting comparability.

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2013 Results: Industrial Business



* Excluding items affecting comparability.

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2013 Results: Industrial Business



* Excluding items affecting comparability.

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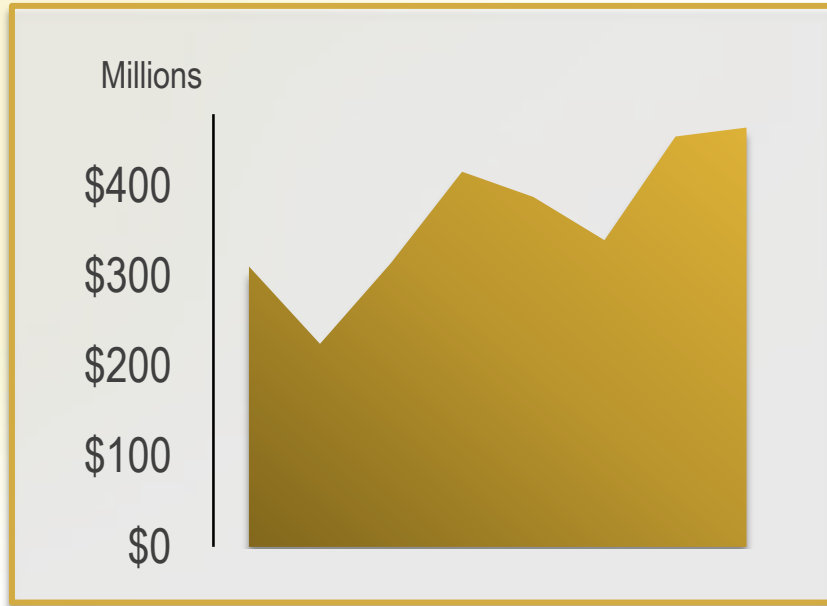
2013 Results: Adjusted earnings per share*



* Excluding items affecting comparability. See 2013 Form 10K reconciliation of GAAP to non-GAAP financial results.



Cash flow from operations: 2003 to 2013



- ✓ Reached \$465 million in 2013
- ✓ 13% average annual increase since 2003

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2013 Results: Uses of cash

- ✓ Returned record \$357 million to shareholders
- ✓ Completed \$400 million share repurchase
- ✓ 28th consecutive annual dividend increase

A photograph of two young girls with blonde hair, smiling and looking down at a glass bowl. The girl on the left is holding a wooden spoon and stirring a thick, light-colored batter. The girl on the right is holding a glass measuring cup and pouring a white liquid into the bowl. They are in a kitchen setting with a stove and a large white container visible in the background. A semi-transparent white box with a gold border is overlaid on the image, containing the text "Outlook 2014".

Outlook 2014

2014 Outlook: Sales

Grow Sales 3-5%*

- 
- ✓ Innovation
 - ✓ Brand marketing
 - ✓ Acquisitions

* In local currency

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2014 Outlook: CCI results



At least \$45 million in
CCI cost savings

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2014 Outlook: Operating income

6 - 8%*↑

* Rate of increase from \$591 million of adjusted operating income in 2013. See 2013 Form 10K reconciliation of GAAP to non-GAAP financial results.



2014 Outlook: Earnings per share

\$3.22 - \$3.29

A man with short brown hair, wearing a blue sweater, is leaning over a wooden table. He is looking at a white plate that contains a baked potato topped with melted cheese and a side of green asparagus. To the left of the plate, there is a metal bowl filled with green beans. In the background, there are several clear glass cups and a blue bottle. The scene is set in a kitchen or dining area with warm lighting.

2014 First Quarter Results

2014 First Quarter Results

Sales

6% ↑

Operating Income

11% ↑

2014 First Quarter Results: Earnings per share

\$0.62



Delivering high performance



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

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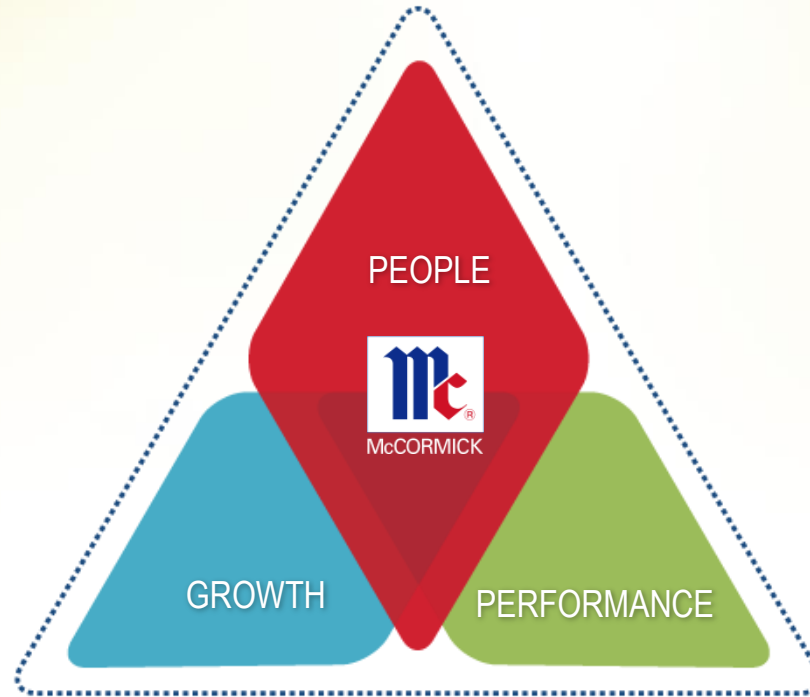
Building momentum



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Strategic imperatives driving our success



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Celebrating 125 years

Then



Now



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Demand for flavor is global & growing...



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Flavor!

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Every day, you are likely to enjoy something flavored by McCormick...



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On trend



Millennials



Boomers





Hot & spicy

A close-up photograph of a white ceramic bowl filled with a clear broth. The soup contains thick, white udon noodles, several large mushrooms (including shiitake and cremini), sliced carrots, and green onions. A lime wedge is perched on the edge of the bowl. A pair of chopsticks is visible, lifting a piece of mushroom. The word "Adventurous" is overlaid in large white text across the center of the bowl.

Adventurous



Emerging markets





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Ducros

100% PREMIUM

On clique d'abord sur j'aime !

Découvrez toutes mes recettes & astuces et partez pour un voyage sensoriel inédit !

EN CADEAU !
1 bon de réduction d'1€ à valoir sur la gamme Premium Ducros !*

Three small glass jars of Ducros spices are shown: 'CURRY TRADITION' (Intense), 'POIVRE LONG D'INDONÉSIE' (Fruité), and 'GINGEMBRE COCIN' (Parfumé). A red seal on the first jar reads 'PRODUIT DE FRANCE' and 'Grand prix Marketing Innovation 2014'.

A small salad is shown in the bottom right corner.

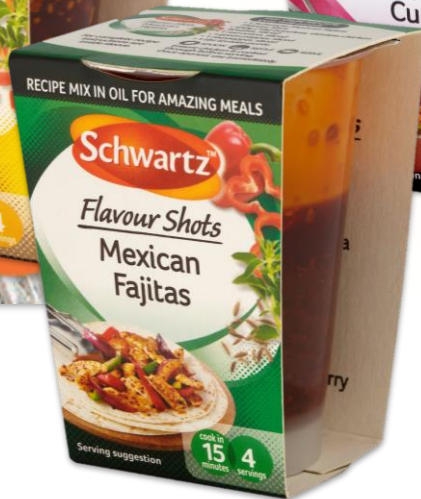
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Grilling



Slow Cookers



Grinders



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New products launched
last 3 years

Innovation 9%

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Innovation



PEPSICO



Mondelēz
International

Kellogg's



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Investing in our brands



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McCormick *Red Ombre Heart Cookie*
From the McCormick Kitchens

True red has arrived, and just in time for your Valentine. Combine extract and food color to create a deep red tint for frosted treats.

1. mix

Vanilla Extract
Red Food Color

Deep Red: 1/2 tsp.
Medium Red: 1/4 tsp.
Pink: 1/8 tsp.

2. frost

Spoon canned white frosting into a microwaveable bowl. Microwave for 20-30 seconds, or until high 20-30 seconds, and stir consistently. Dip top of cookie into frosting and let set until dry.

3. paint

Paint stripes with each color, using brush between each stripe.

BIG GAME BIG FLAVOR **SAVE \$**
ON YOUR NEXT SHOPPING TRIP when you buy \$6 worth of participating products.

ZATARAIN'S
New Orleans Style JAMBALAYA MIX

McCormick **GRILL Mates** **SMOKY**

McCormick **Black Pepper**

McCormick **Lawry's**

IT'S TIME TO GET OUT AND GRILL

For this and more delicious recipes & tips, visit McCormick.com

SAVE \$2 INSTANTLY
when you BUY \$6 worth of participating products.

McCormick **GRILL Mates** **SMOKY**

McCormick **Black Pepper**

McCormick **Lawry's**

McCormick *Use deliciously*

BIG FLAVOR FOR little bakers.

McCormick® Easy Lemon Dairy Cupcakes

Ingredients:
1 1/2 cups milk
1/2 cup oil
1/2 cup sugar
1/2 cup lemon juice
1/2 cup lemon zest
1/2 cup lemon extract
1/2 cup lemon oil
1/2 cup lemon flavoring
1/2 cup lemon extract
1/2 cup lemon oil
1/2 cup lemon flavoring

Directions:
1. Preheat oven to 350°F.
2. In a large bowl, combine all ingredients.
3. Mix well.
4. Pour into 12 muffin cups.
5. Bake for 15-20 minutes.
6. Let cool.
7. Enjoy!

Choosing rich, distinctive McCormick flavors guarantees exceptional results for all your home baking needs. For more great-tasting recipes, visit McCormick.com or Facebook.com/McCormickFlavors.

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McCormick
Live deliciously

CHEESY, CRUNCHY, WARM and brunchy.

McCormick® Cheesy Hash Brown Breakfast Casserole

INGREDIENTS:
6 frozen hash brown patties
4 eggs
2 cups milk
1 cup sour cream
1 cup McCormick® Garlic Powder
1 cup McCormick® Onion Powder
1/2 cup McCormick® Ground Black Pepper
4 slices cheddar, shredded
2 cups 2% milk cheddar
4 green onions, thinly sliced

DIRECTIONS:
PLACE hash brown patties in single layer in 13x9-inch baking dish. Sprinkle with onion powder, garlic powder, and pepper. Bake for 10 minutes. Remove from oven. Let stand 5 minutes. Remove oven. Temperature to 350°F.
BEAT eggs in large bowl with wire whisk. Add milk, sour cream, onion powder, mustard and pepper mix well. Stir in hash browns, 1 1/2 cups of the cheddar and onion. Pour over hash brown patties. Sprinkle with remaining 1/2 cup cheddar.
BAKE 40 to 50 minutes or until center is set and edges are golden brown.
Makes 12 servings.

McCormick®
Garlic Powder
PURE GROUND Black Pepper

Choosing rich, distinctive McCormick flavors guarantees a brunch they're sure to munch. For more great-tasting recipes, visit mccormick.com or facebook.com/mccormickkitchen

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McCormick
Grill Mates
Master the Flame.
Master the Flavor.

TRY THESE DELICIOUS TIPS:

- ★ CLASSIC INSIDE OUT BURGERS:**
Add 1/2 cup shredded cheddar cheese and 1/4 cup ketchup to ground beef mixture.
- ★ SMOKY APPLEWOOD BACON BURGERS:**
Top burgers with American cheese, crisp cooked bacon slices and grilled onions.
- ★ MUSHROOM BLUE BURGERS:**
Add 1/4 cup crumbled blue cheese to ground beef mixture. Top burgers with grilled red onion slices.

McCormick Grill Mates
NEW! **Grill Mates**
SMOKY APPLEWOOD
CLASSIC BURGERS
MUSHROOM

Visit facebook.com/GrillMates and join the GrillMates for more recipes & tips!

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McCormick
Live deliciously

DELICIOUS THINGS COME IN small packages.

McCormick® Easy Mini Cheesecakes

INGREDIENTS:
3 packages (8 oz. each) cream cheese, softened
1/2 cup sugar
2 eggs
1 cup McCormick® Pure Vanilla Extract
1/2 cup McCormick® Pure Almond Extract
1/2 cup vanilla

DIRECTIONS:
BEAT cream cheese and sugar in large bowl with electric mixer on medium speed until light and fluffy. Add eggs and extract. Beat well. Place a waffle in bottom of 12 paper lined muffin cups. Spoon batter into each cup, filling each 3/4 full.
BAKE in preheated 325°F oven for 25 minutes or until edges are lightly browned. Cool in pan on wire rack (Mini Cheesecakes will deflate in center upon cooling).
REFRIGERATE a hours or overnight. Top with desired toppings such as fresh fruit, brown sugar, melted chocolate and confectioners' sugar.
Makes 12 servings.

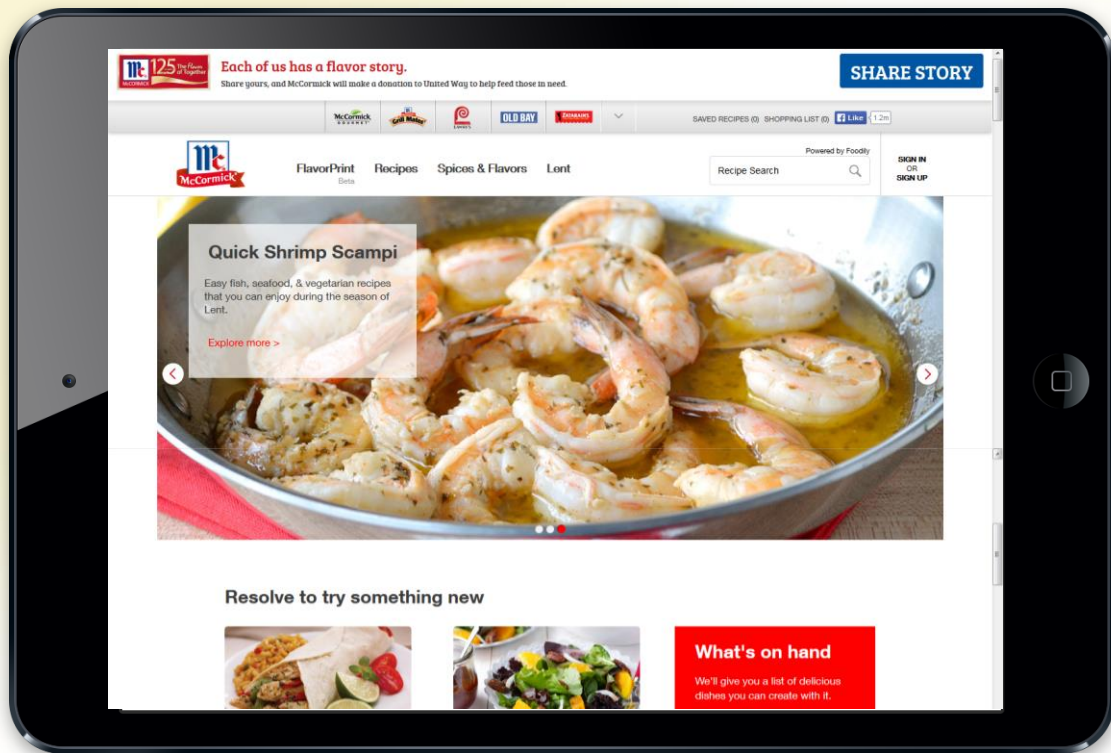
McCormick
PURE Vanilla EXTRACT
PURE Almond EXTRACT

Choosing rich, distinctive McCormick flavors turns bite-sized treats into a big, delicious hit. For more great-tasting recipes, visit mccormick.com or facebook.com/mccormickkitchen

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More than 125 countries
and territories

McCormick Brings Passion to Flavor™





McCormick Brings Passion to Flavor™



Our second largest market and
growing at a double digit rate

McCormick Brings Passion to Flavor™



Nearly
\$1 Billion

McCormick Brings Passion to Flavor™





McCormick Brings Passion to Flavor™





Winning



Unmatched product breadth



McCormick Brings Passion to Flavor™



Nimble



Competitive advantage



125th ANNIVERSARY EDITION



Flavor
Forecast 2014



THE FLAVOR EXPERT

As a global flavor leader, McCormick & Company has a taste for what and how the world eats like no other company in the world. This year, McCormick celebrates our 125th anniversary of connecting people through flavor. We are proud of our heritage of making a real difference in the way people create and experience flavor, from retail outlets to food manufacturers to food service businesses and kitchens throughout the world.

Through our leading brands of spices, herbs, seasoning mixes, condiments and other products, McCormick creates memorable food experiences and inspires healthy choices that help our customers live better and enjoy more. With an unrivaled focus on quality, we source world-class ingredients from 40 nations and deliver those flavors to consumers in more than 100 countries. Since 2000, the McCormick Flavor Forecast has been on the forefront of identifying emerging culinary trends, inspiring a spirit of discovery across the globe. To develop this report, McCormick brings together a dynamic group of global experts—including researchers, trend trackers, marketing experts, chefs, culinary professionals, food technologists and sensory scientists—who serve as a catalyst for driving flavor innovation throughout the food industry.

Every day, no matter where or what you eat, you can enjoy food flavored by McCormick. For more information, visit www.flavorforecast.com or in celebration of our 125th anniversary, share your flavor stories with us at www.flavoroftogether.com.



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COVER PHOTO: MEXICAN SLOW-ROASTED PORK (COCHINITA PIBIL)

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FlavorPrint

Beta

Recipes

Spices & Flavors

Lent

Powered by Foodily

Recipe Search

SIGN IN
OR
SIGN UP**FlavorPrint™**
Created by McCormickFind the flavorful foods you love and
discover the ones you're about to.**Sign Up Now**

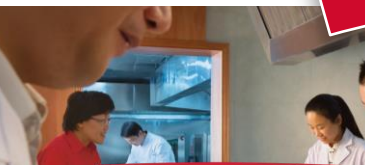
Top

McCormick Brings Passion to Flavor™





Save
your world from
boring food!



Ready talent, fully engaged



McCormick Brings Passion to Flavor™



The Power of People



McCormick Brings Passion to Flavor™



McCORMICK

Sharing Our Passion for Flavor

2013 CORPORATE SOCIAL RESPONSIBILITY REVIEW

Delivering High Performance
Improving Operational Impact and Efficiencies

Goals:

- 25% reduction in global bottle packaging weight using sustainable methods.
- Reduce electricity use by 20%.
- Reduce water use by 20%.
- Reduce solid waste by 50%.
- Reduce greenhouse gases by 10%.



A photograph of three people in a kitchen setting. On the left, a Black man with glasses and a beard, wearing a light blue button-down shirt and a green apron, is smiling broadly. In the center, a young Asian woman with long dark hair, wearing a red button-down shirt and a green apron, is also smiling. On the right, the back of an older man's head and shoulders are visible; he is wearing a white button-down shirt and a red cap. All three are wearing green aprons that feature the McCormick logo. The background shows a kitchen environment with shelves and signs. A large red wavy banner is at the bottom of the image.

Service



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\$500,000

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Kebba Ceesay

Boys Hope and Girls
Hope of Baltimore

McCormick Brings Passion to Flavor™





Angelo Di Zenobia

Cancer Research UK

McCormick Brings Passion to Flavor™





Steve Love

Birmingham Christmas Shelter

McCormick Brings Passion to Flavor™





Betty Sandoval

Kingdom Causes Bellflower

McCormick Brings Passion to Flavor™





Gary Snyder

Aracadia Volunteer Fire Company

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Celebrating 125 years

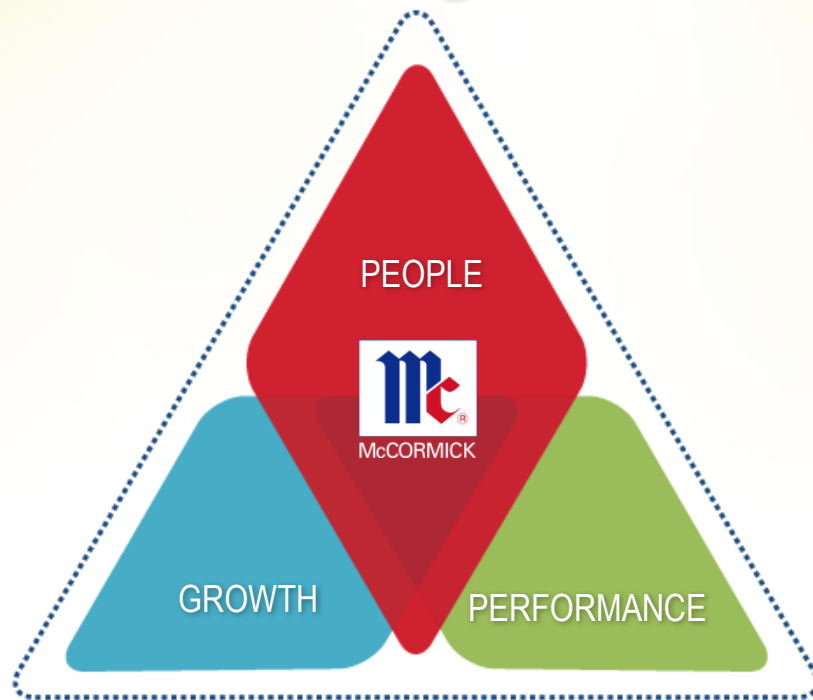
with
1.25M
flavor stories



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Strategic imperatives driving our success



McCormick Brings Passion to Flavor™



Total annual shareholder return



Outperformed the S&P 500

McCormick Brings Passion to Flavor™





Returned a record
\$357 million
to shareholders

McCormick Brings Passion to Flavor™





The Flavor of Together

