



McCormick & Company, Inc.

Barclays Global Consumer Staples Conference

Lawrence Kurzios, President & CEO | Michael Smith, Executive VP & CFO

September 8, 2016

McCormick Brings Passion to Flavor™

McCormick's Executive Leadership Team



Lawrence Kurzius
President and Chief Executive
Officer



Lisa Manzone
Senior Vice President
Human Relations



Malcolm Swift
President, Global Industrial
and International Business



Gordon Stetz
Executive Vice President



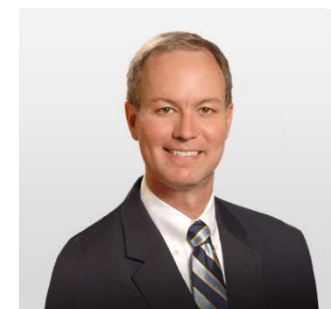
Brendan Foley
President Global Consumer
Business and North America



Jeffery Schwartz
Vice President, General
Council & Secretary



Nneka Rimmer
Senior Vice President Corporate
Strategy & Development



Michael Smith
Executive Vice President
and Chief Financial Officer

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Forward-looking information

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,” “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 different 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, our ability to issue additional debt or equity securities and our expectations regarding purchasing shares of our common stock under the existing authorization.

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, the threat of data breaches and cyber attacks; 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 the company’s 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. Unless otherwise indicated herein, information provided in these materials represents our consolidated business activities consistent with the standards of US GAAP and does not represent any of the activities of any one particular legal entity that is part of the consolidated enterprise.

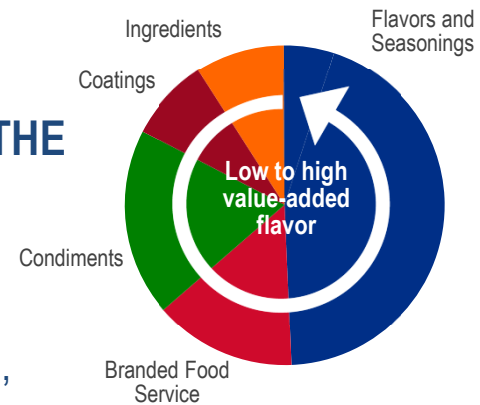
Global leader in flavor

#1 Taste #1 across our global businesses



OUR INDUSTRIAL BUSINESS HAS ONE OF BROADEST RANGES OF FLAVOR SOLUTIONS IN THE INDUSTRY AND SERVES BROADEST RANGE OF CUSTOMERS

Shift toward more value-added, higher margin products



>140

Our Consumer brands are in more than 140 countries and territories

LEADING, ICONIC SPICE, HERB & REGIONAL FAVORITE CONSUMER BRANDS THAT ALL STAND FOR FLAVOR

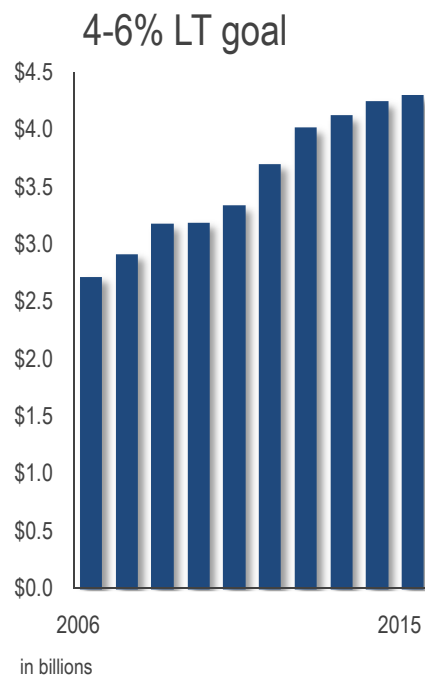


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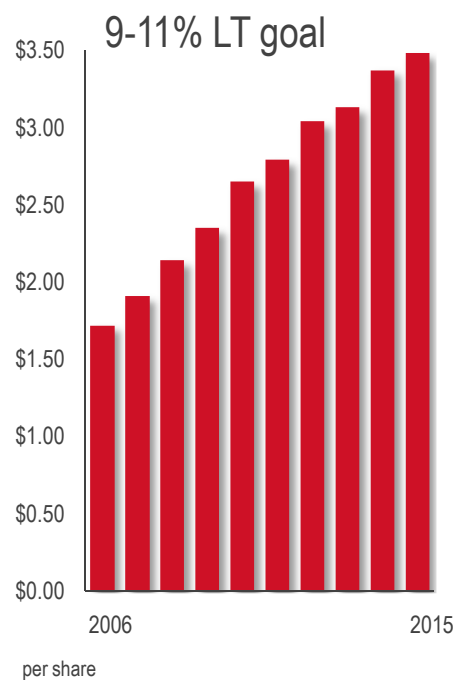


Business driving top-tier performance

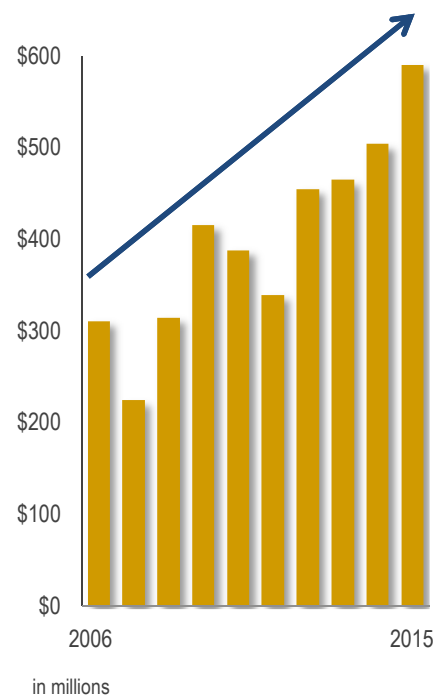
Net sales



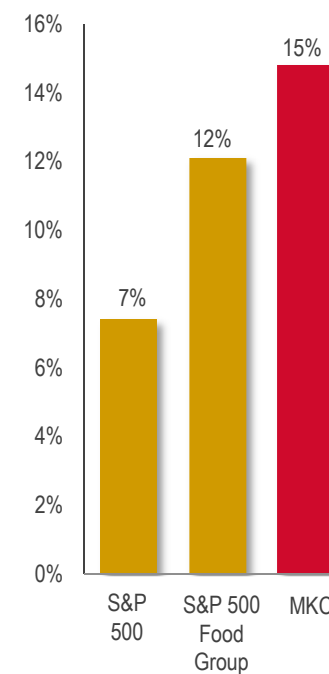
Adjusted EPS ⁽¹⁾



Cash flow



10-yr Total Annual Shareholder Return



(1) For adjusted EPS see reconciliation of GAAP to non-GAAP financial measures in McCormick's 2015 Form 10K.

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Business driving top-tier performance

Long-term financial objectives

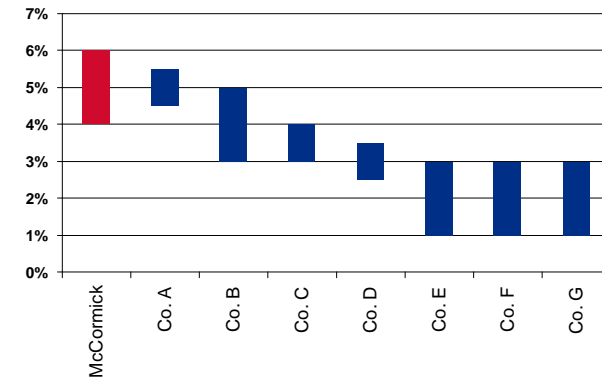
Sales growth 4-6%

Operating income 7-9%

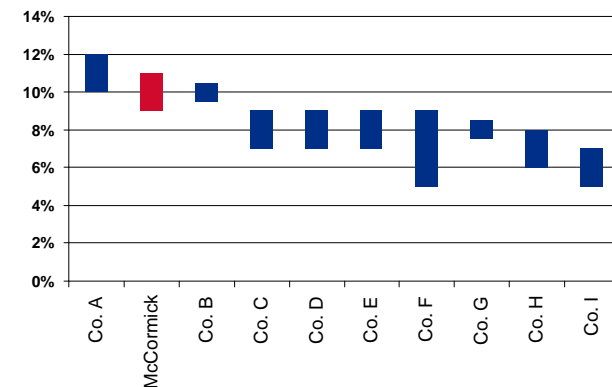
Earnings per share 9-11%

Total shareholder return 11-13%

Long-term 4-6% sales growth goal
at the top end of peers



Long-term 9 – 11 % EPS growth
goal at the top end of peers



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Robust on-trend category growth

Global growth of spices and seasonings

	Last 5 years	Next 5 years
Total	6%	5%
Developed	4%	4%
Emerging	10%	8%

Source: Euromonitor International CAGR 2010-2015 results and 2015-2020 projections

Category aligned with future direction of today's consumers:

- ✓ Health & wellness
- ✓ Eating fresh
- ✓ Simple ingredients
- ✓ Quality

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Robust on-trend category growth

The Taste you Trust

Top spice & herb quality assurance

Working with farmers on sustainable growing practices

Traceability



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Growth: Driving base business

VIDEO: McCormick sourcing of red pepper



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Robust on-trend category growth

The Taste you Trust

Top spice & herb quality assurance

Working with farmers on sustainable growing practices

Traceability



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Robust on-trend category growth

Millennial trends and beliefs are in our favor

BELIEFS & APPROACH

Want to make ordinary dishes extraordinary

Spice blends considered super heroes

Strong interest in ethnic cuisine and restaurant-quality meals at home

63% say “ENJOY COOKING”



McCORMICK BRAND

McCormick holds **48.3%** share of Millennial H&S purchases

~80% view McCormick brand spices as **BEST OR ONE OF BEST**

CATEGORY

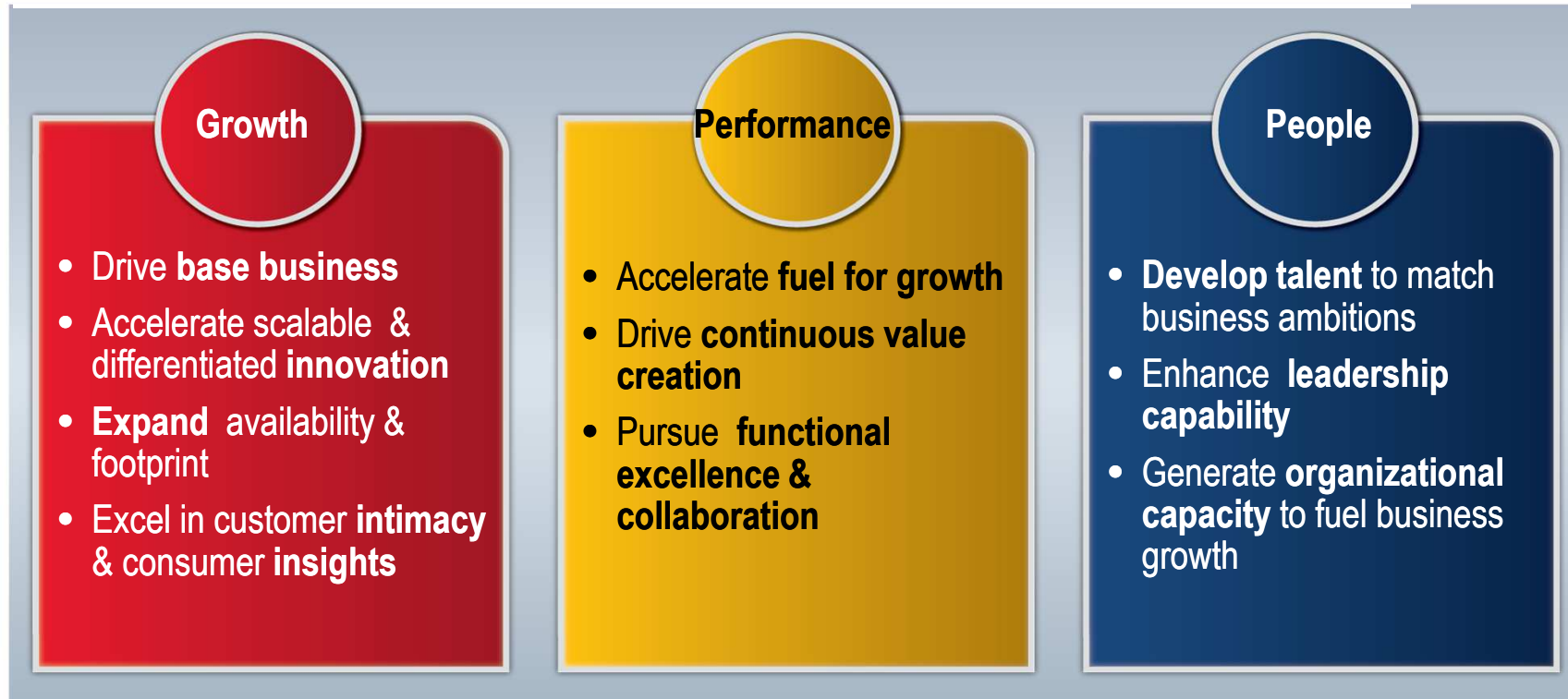
Millennial buyers index at **102** IN THE SPICES & EXTRACTS CATEGORY

Source: McCormick Millennial ethnographics; Nielsen NA Industry Report Feb 2014; IRI Panel Data August 2014; “American Millennials: Deciphering the Enigma Generation”

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McCormick's strategic roadmap



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McCormick's strategic roadmap

Growth

→ Drive base business

- Accelerate scalable & differentiated innovation
- Expand availability & footprint
- Excel in customer intimacy & consumer insights

Algorithm for long-term sales growth

Long-term goal 4 – 6 %



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Growth: Driving base business

2014

**“Core renovation”
Gluten-free
Recipe
Mixes**



2015

**Gourmet
relaunch**



**Non-GMO
Vanilla**



2016

**Gourmet
Organic**



**Non-GMO
labeling**



2017

**Organic
recipe
mixes**



**Organic
Kitchen
Basics**



**Clean-label
Zatarain's**



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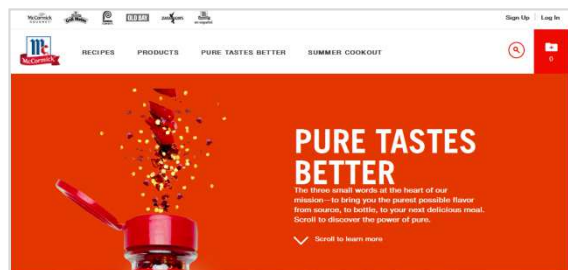
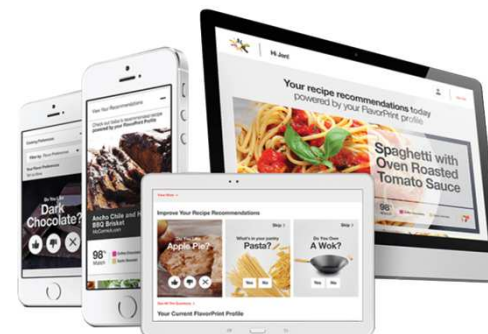
Growth: Driving base business

Brand Marketing up **44%** 2015 vs 2010



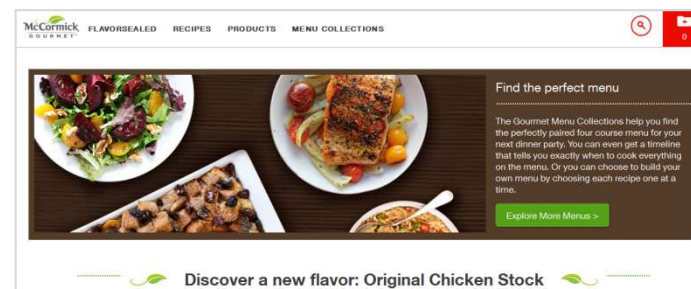
U.S. working media up **12%** with 20% reduction in non-working

Digital marketing **~40%** of advertising



Source: Millward Brown.

Millenials **1/3** of mccormick.com traffic



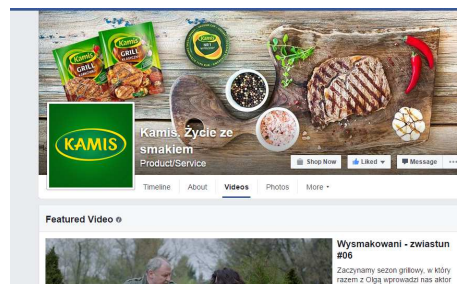
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Growth: Driving base business

In EMEA

New websites delivering **15%**
increase in visits and **50%**
increase in time on site



ROI in top 15% of all
digital campaigns in region



On-line campaign
delivered **36**
million impressions
in China

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Growth: Driving base business

2016 holiday plans

U.S. marketing campaign –
television, digital, in-store displays



Seasonal spices - roasted
cinnamon, gingerbread spice,
roasted garlic powder



Winning U.K. ad -
“Christmas is for
cinnamon”



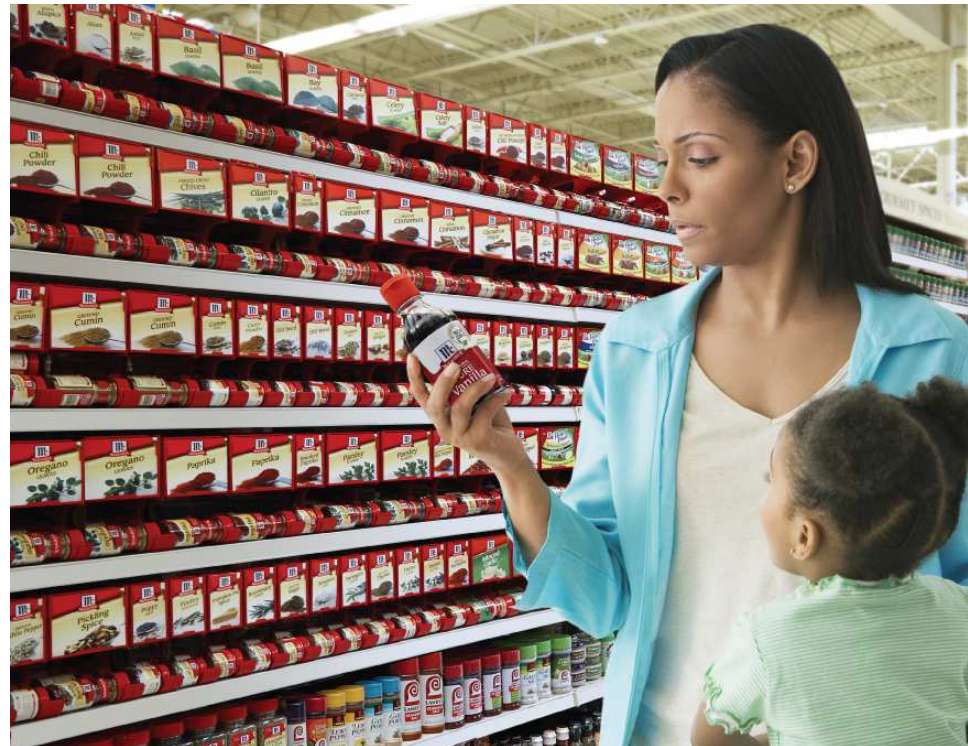
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Growth: Driving base business

Gained 120 bp share
of spice and seasoning category
with U.S. retail price partners

U.S. retail sales approaching
strong 6% category
growth



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Growth: Driving base business

U.S. e-commerce shopping baskets with McCormick products **20%** larger

YTD McCormick e-commerce channel sales up **26%** in U.S., **22%** in France and **12%** in U.K.

In China, e-commerce driving **~20%** of McCormick consumer sales growth; e-commerce sales up **150%** YTD



Source: MyWebGrocer 2015; Willard Bishop March 2015

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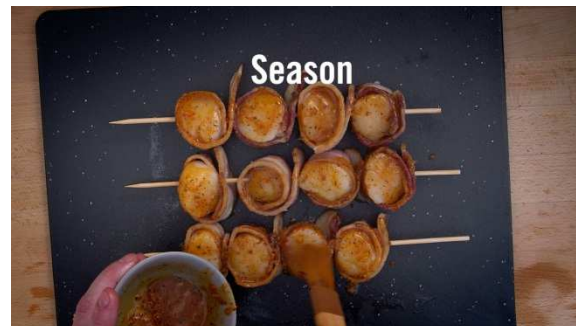
Growth: Driving base business

VIDEOS:

Spring loves Schwartz



Grill Mates "how-to"



Herb grinders in France



Growth: Driving base business

Globally, sell to 9 of the top 10 food and beverage companies and each of the top 10 foodservice and restaurant chains

ONE OF THE
BROADEST
RANGES OF
FLAVOR
SOLUTIONS IN THE
INDUSTRY,

Shift toward more
value-added products



CUSTOMER INTIMACY

Named Global Flavor Supplier
by 3 top food & beverage
customers

>80%

New product brief win
rate with top U.S.
industrial customer

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Growth: Innovation

Industrial business



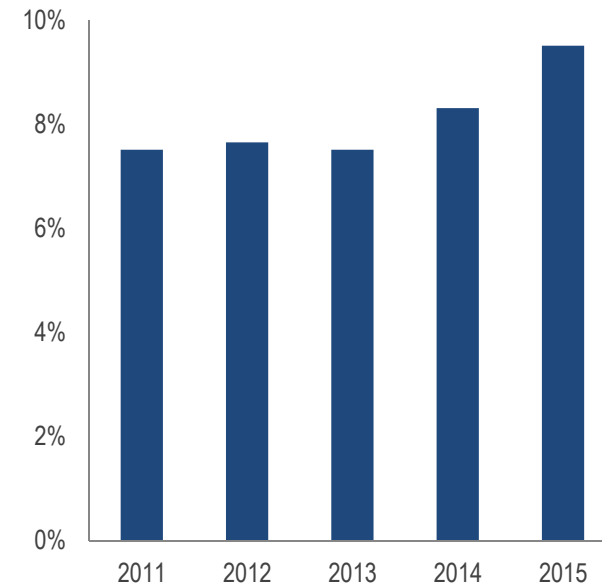
40%

Of 2015 briefs had health & wellness attribute



Through innovation,
improving mix of business

Industrial adjusted operating
income margin



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Growth: Innovation

New herb grinders awarded GMA's 2016 CPG Innovation and Creativity Award



Herb Grinders

Liquid pouch technology expansion



Skillet Sauces



Grill Mates



Thai chili sauce

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Growth: Innovation

Robust line-up of 2H 2016 innovation in U.S.



Organic recipe mixes



New gourmet items

Lime extract and
"Color from Nature"
food colors



Lawry's Casero blends



Flavored Black Pepper

Kitchen Basics
organic stock
and bone broth



Recipe mix
line extensions

Growth: Innovation

New products in international markets for 2H 2016

Americas



Canada: Limited edition recipe mixes

Canada: Produce Partners



Central America: cooking sauces

EMEA



Multiple markets: World Cuisine

Multiple markets: Herb grinders



France: Vahiné dessert items

Asia/Pacific



China: recipe mix extension



Australia: Aeroplane dessert items

Growth: Expand Availability and Footprint



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Growth: Expand Availability and Footprint

Global leader in chilled convenient packaged herbs



Annual sales ~\$53M; **double-digit sales growth** expected next several years

- Increase household penetration
- Expand distribution in current and new markets
- Leverage marketing expertise

Purchase price of \$118M at approximately **12x EBITDA** multiple



Lightly dried herbs and spices



Stir-in pastes and seasonings

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Growth: Expand Availability and Footprint

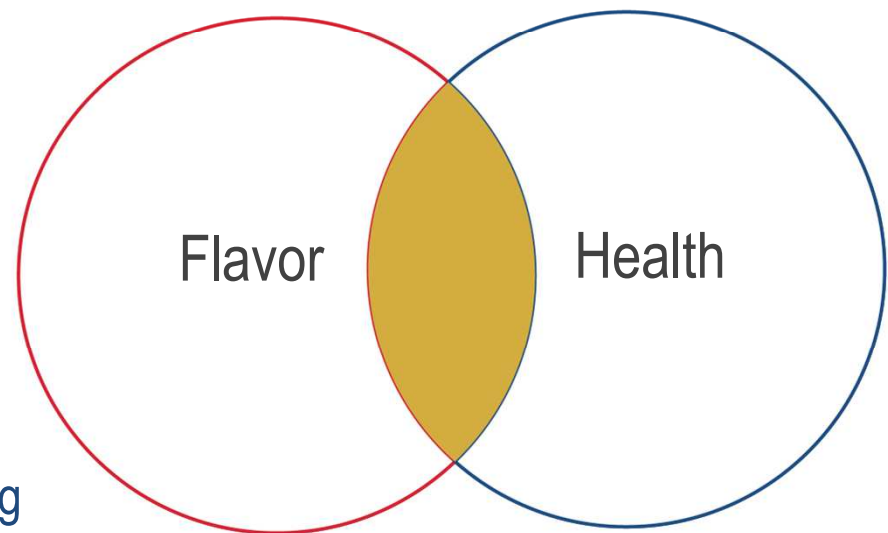
Robust global acquisition pipeline

Businesses and brands where flavor & health intersect

Value-added, higher margin industrial businesses

Larger opportunities + bolt-on businesses

Build scale in current developed and emerging markets



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Growth: Expand Availability and Footprint

#1 brand in Russia, up from #3 five years ago



Built new facility for industrial segment in
Dubai in 2016



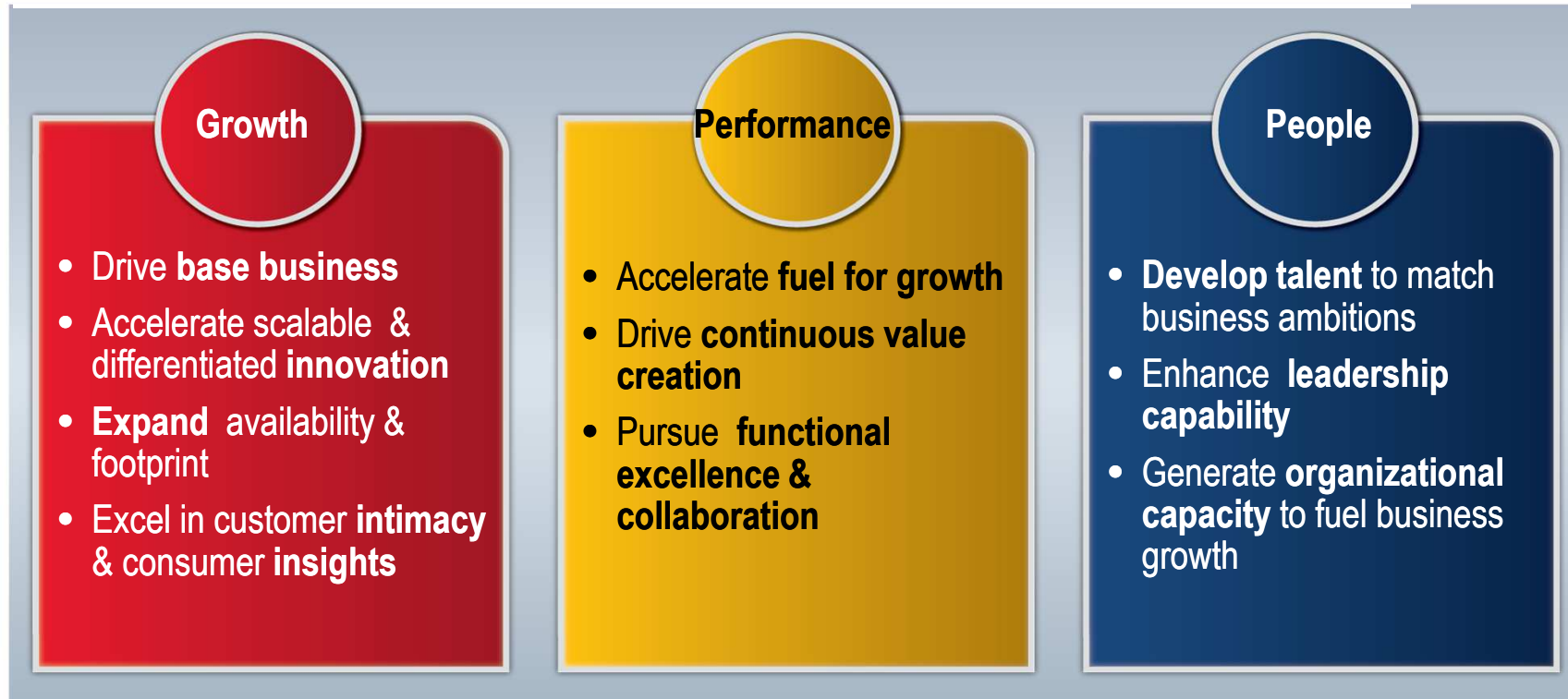
Driving growth in China with
expanded distribution



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McCormick's strategic roadmap



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Growth: Expand Availability and Footprint

VIDEO: Gourmet Garden marketing



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Performance: Accelerate fuel for growth



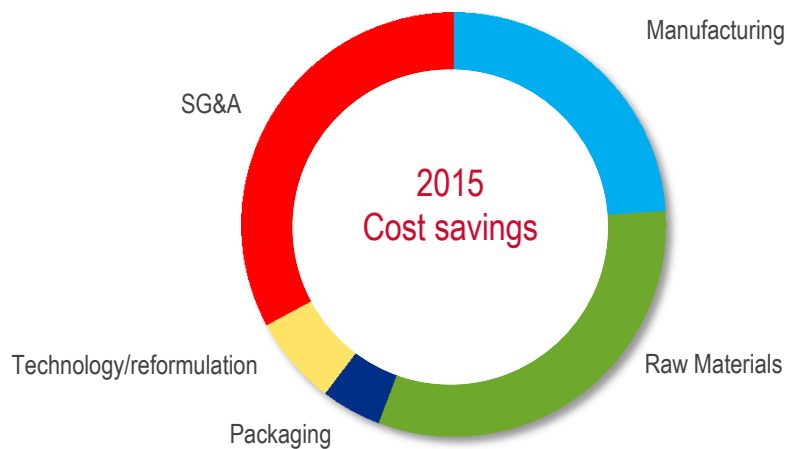
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Performance: Accelerate fuel for growth

CCI - Comprehensive Continuous Improvement - *Our fuel for growth*

Nearly \$450 million since inception



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Performance: Accelerate fuel for growth

New 4-year \$400 million target

~2% of sales

~3.5% of cost of goods sold

At upper end of peer food companies

Vendor consolidation

High-speed equipment and automation

Process reliability

Shared services

Route to market

System technology

Sustainability



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Performance: Drive Continuous Value Creation

Long-term financial objectives

Sales growth 4-6%

Operating income 7-9%

Earnings per share 9-11%

Total shareholder return 11-13%

} Implies average of
40 bp operating
income margin
improvement
annually

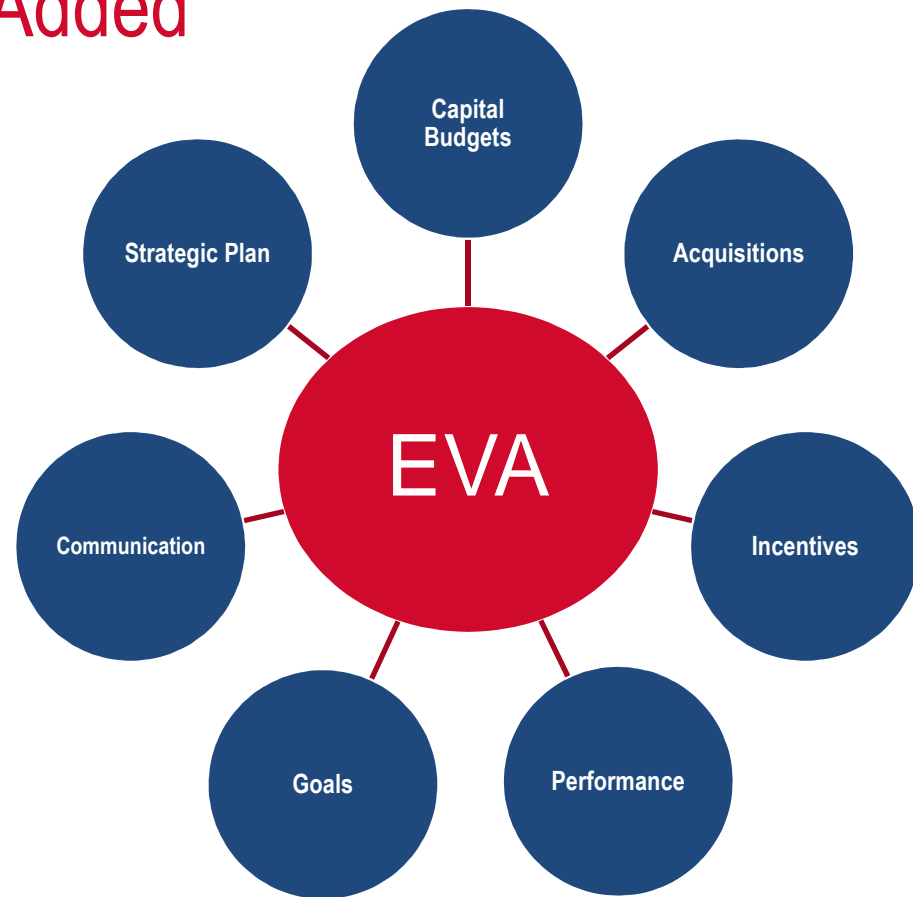
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Performance: Drive continuous value creation

EVA[®] – Economic Value Added

Introduced in mid-1990's at McCormick
Used to achieve efficient use of cash
Re-emphasizing concept across organization



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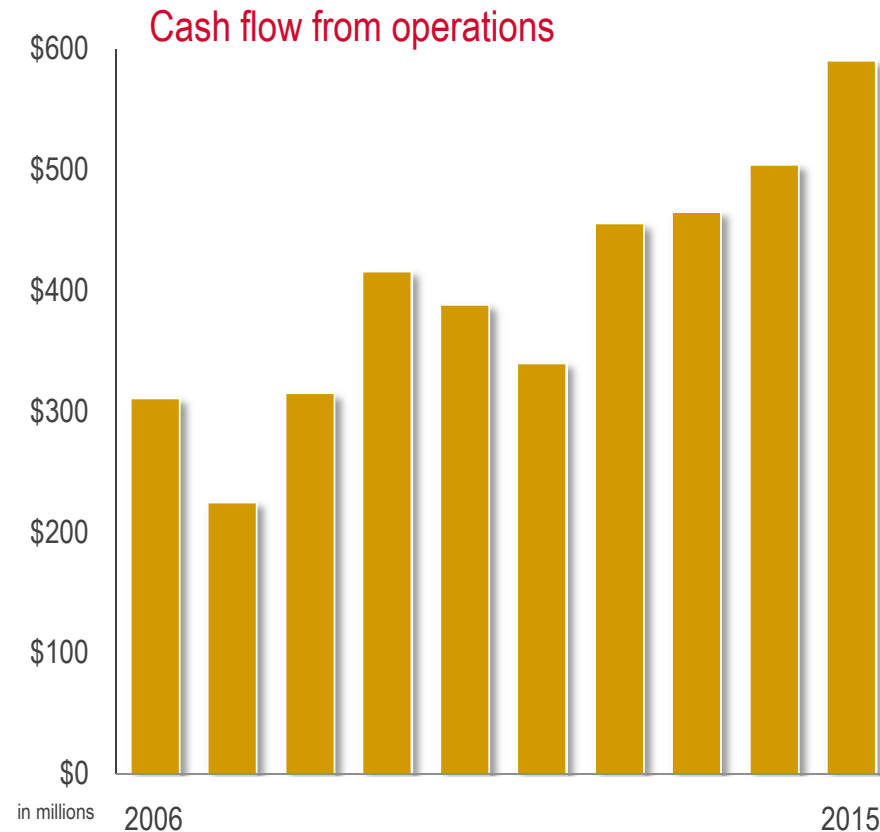
Performance: Drive continuous value creation

Cash generation

Increase in cash flow 2005-2015

Sourcing of herbs and spices leads to some year-to-year volatility and higher cash conversion cycle

Programs underway to lower cash conversion cycle

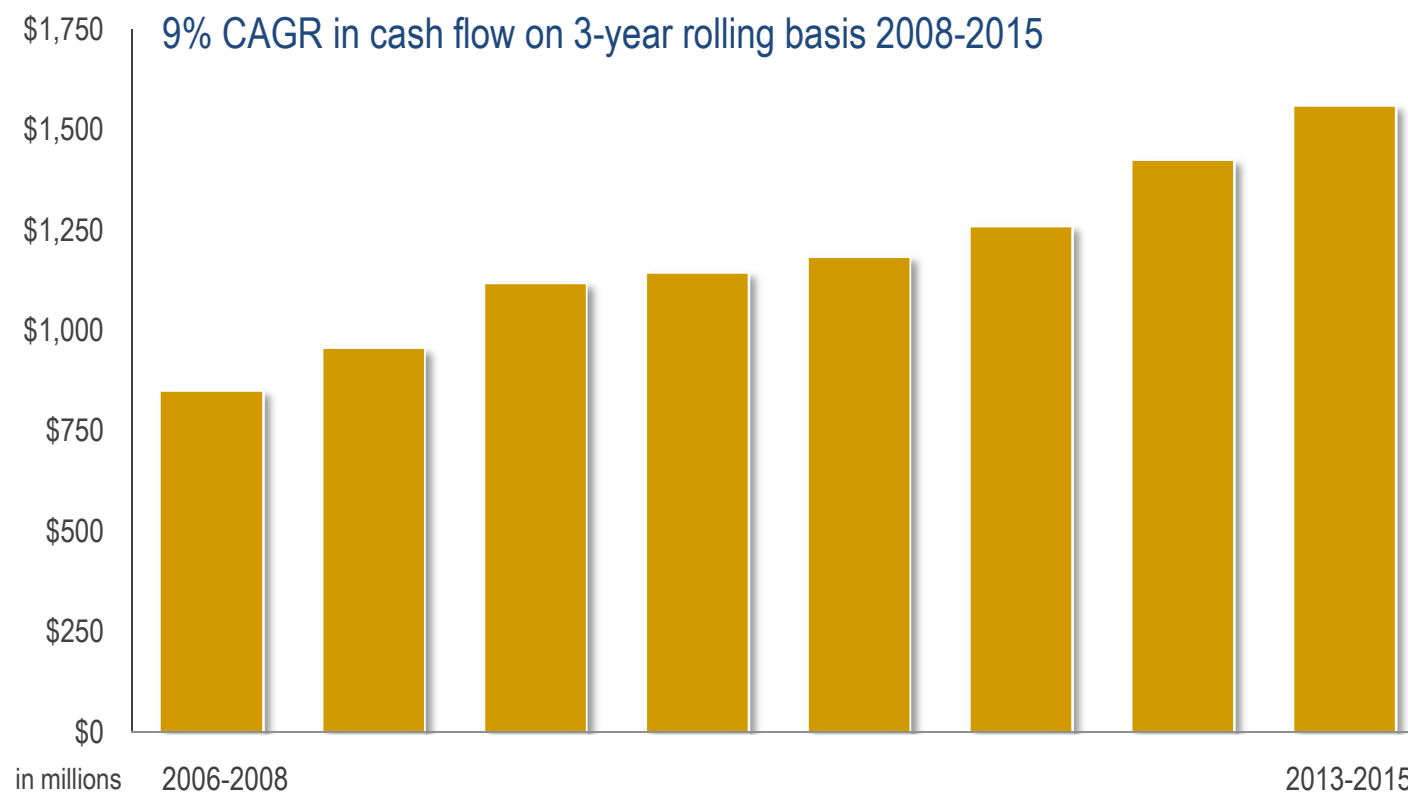


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Performance: Drive continuous value creation

Cash generation

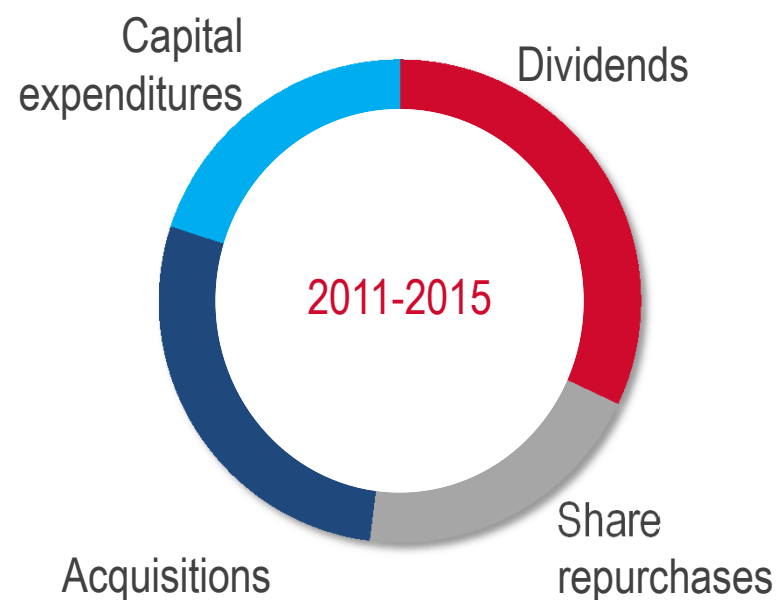


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Performance: Drive continuous value creation

Balanced Use of Cash



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Performance: Drive continuous value creation

Balanced Use of Cash



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Performance: Drive continuous value creation

Balanced Use of Cash



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Performance: Functional excellence & collaboration

The McCormick Shared Services Journey

Began the journey with NA Finance operations in mid-2000's

Established EMEA Shared Service center in Poland in 2014 ... led with Finance

Expanded to include EMEA functional center for HR, customer service and technical

Drives both efficiency and effectiveness



Proven Value ~ Unlimited Potential



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Performance

Long-term financial objectives

Sales growth 4-6%

Operating income 7-9%

Earnings per share 9-11%

Total shareholder return 11-13%

2016 Outlook

High end 4-6% ⁽¹⁾ ✓

9-11% ⁽²⁾ ✓

High end 9-11% ⁽²⁾ ✓

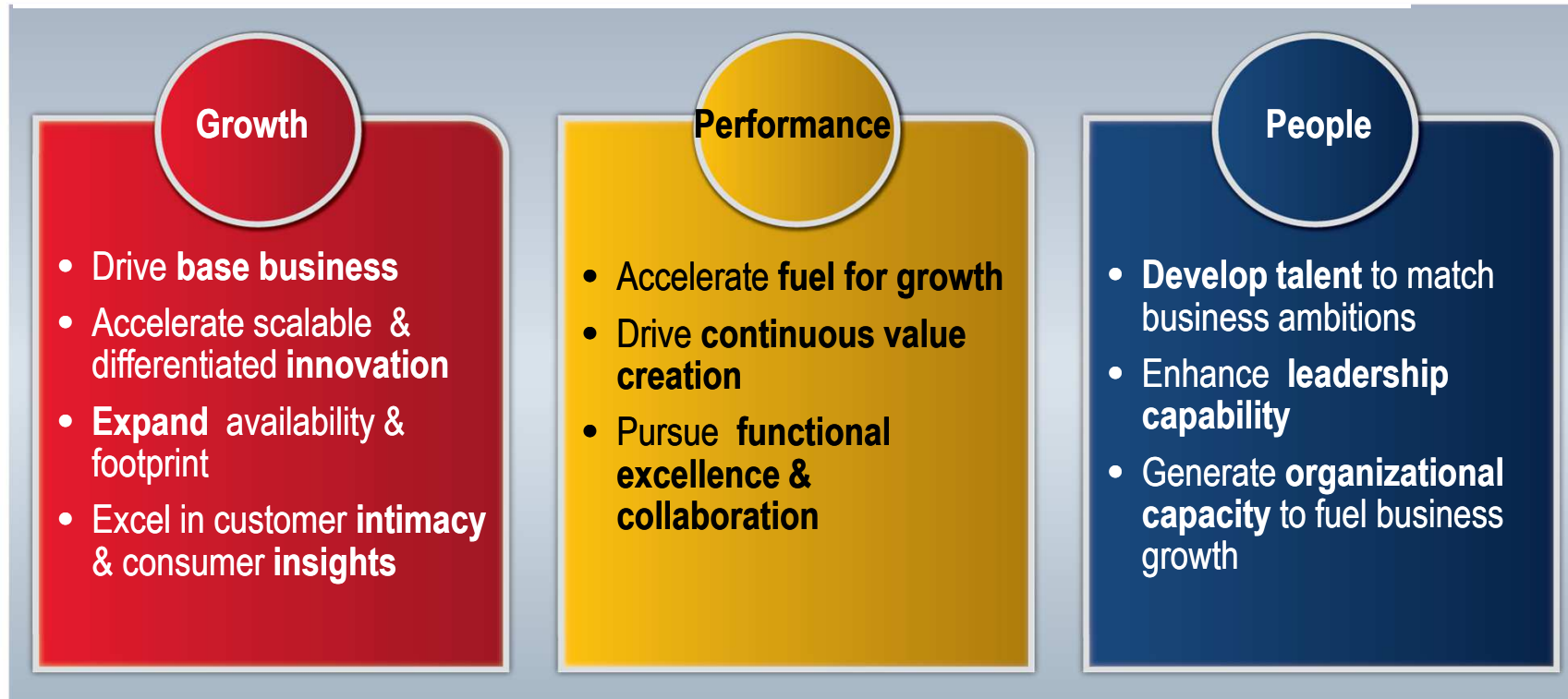
(1) In constant currency

(2) In constant currency. Projected 2016 adjusted operating income and adjusted EPS compared to 2015 adjusted operating income and adjusted EPS. See GAAP to Non-GAAP reconciliations in McCormick's 2015 Form 10K.

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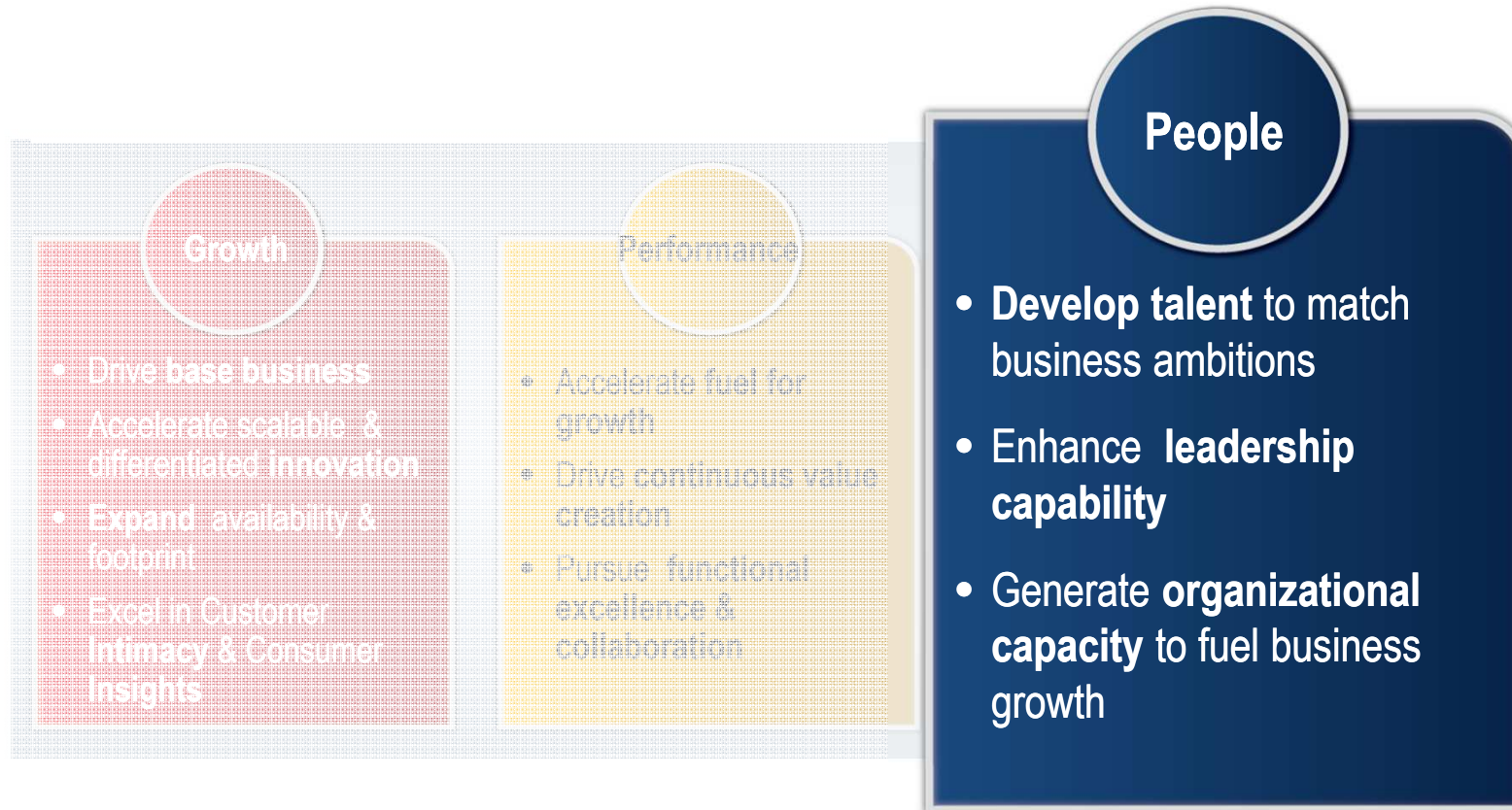
McCormick's strategic roadmap



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McCormick's strategic roadmap



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McCormick's key messages

Business **aligned with consumer demand**
for flavor, healthy eating, purity

Building business with **effective growth strategies**

Fueling investment with CCI program

Driving shareholder return with focus on **growth, performance, people**



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McCormick & Company, Inc.

Historical Financial Summary

The financial information contained in this summary should be read in conjunction with the Company's audited financial statements contained in its annual reports.

<i>(millions except per share and ratio data)</i>	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
For the Year											
Net sales	\$ 4,296.3	\$ 4,243.2	\$ 4,123.4	\$ 4,014.2	\$ 3,697.6	\$ 3,336.8	\$ 3,192.1	\$ 3,176.6	\$ 2,916.2	\$ 2,716.4	\$ 2,592.0
Percent increase	1.3%	2.9%	2.7%	8.6%	10.8%	4.5%	0.5%	8.9%	7.4%	4.8%	2.6%
Operating income	548.4	603.0	550.5	578.3	540.3	509.8	466.9	376.5	354.2	269.6	343.5
Income from unconsolidated operations	36.7	29.4	23.2	21.5	25.4	25.5	16.3	18.6	20.7	17.1	15.9
Net income	401.6	437.9	389.0	407.8	374.2	370.2	299.8	255.8	230.1	202.2	214.9
Per Common Share											
Earnings per share - basic	\$ 3.14	\$ 3.37	\$ 2.94	\$ 3.07	\$ 2.82	\$ 2.79	\$ 2.29	\$ 1.98	\$ 1.78	\$ 1.53	\$ 1.60
Earnings per share - diluted	3.11	3.34	2.91	3.04	2.79	2.75	2.27	1.94	1.73	1.50	1.56
Common dividends declared	1.63	1.51	1.39	1.27	1.15	1.06	0.98	0.90	0.82	0.74	0.66
Closing price, non-voting shares - end of year	85.92	74.33	69.00	64.56	48.70	44.01	35.68	29.77	38.21	38.72	31.22
Book value per share	13.25	14.10	14.85	12.83	12.17	11.00	10.19	8.17	8.57	7.20	6.25
At Year-End											
Total assets	\$ 4,507.8	\$ 4,414.3	\$ 4,449.7	\$ 4,165.4	\$ 4,087.8	\$ 3,419.7	\$ 3,387.8	\$ 3,220.3	\$ 2,787.5	\$ 2,568.0	\$ 2,272.7
Current debt	343.0	270.8	214.1	392.6	222.4	100.4	116.1	354.0	149.6	81.4	106.1
Long-term debt	1,052.7	1,014.1	1,019.0	779.2	1,029.7	779.9	875.0	885.2	573.5	569.6	463.9
Shareholders' equity	1,686.9	1,809.4	1,947.7	1,700.2	1,618.5	1,462.7	1,343.5	1,062.8	1,095.0	936.9	829.1
Other Financial Measures											
Percentage of net sales											
Gross profit	40.4%	40.8%	40.4%	40.3%	41.2%	42.5%	41.6%	40.6%	40.9%	41.0%	40.0%
Operating income	12.8%	14.2%	13.4%	14.4%	14.6%	15.3%	14.6%	11.9%	12.1%	9.9%	13.3%
Capital expenditures	\$ 128.4	\$ 132.7	\$ 99.9	\$ 110.3	\$ 96.7	\$ 89.0	\$ 82.4	\$ 85.8	\$ 78.5	\$ 84.8	\$ 66.8
Depreciation and amortization	105.9	102.7	106.0	102.8	98.3	95.1	94.3	85.6	82.6	84.3	74.6
Common share repurchases	145.8	244.3	177.4	132.2	89.3	82.5	—	11.0	157.0	155.9	185.6
Average shares outstanding											
Basic	128.0	129.9	132.1	132.7	132.7	132.9	130.8	129.0	129.3	131.8	134.5
Diluted	129.2	131.0	133.6	134.3	134.3	134.7	132.3	131.8	132.7	135.0	138.1

McCormick & Company, Inc.

Notes to Historical Financial Summary

The historical financial summary includes the impact of certain items that affect the comparability of financial results year to year. In 2015, 2014 and 2013, we recorded special charges related to the completion of a reorganization in EMEA and streamlining actions in the U.S. and Australian businesses. Also in 2015, we recognized an impairment related to our Kohinoor consumer business in India. In 2013, we also recognized a loss on voluntary pension settlement in the U.S. In 2010, we had the benefit of the reversal of a significant tax accrual for a closed tax year. This tax accrual was recorded in a prior period based on uncertainties about the tax aspects of transactions related to the reorganization of our European operations and divestment of certain of our joint ventures. From 2006 to 2009, restructuring charges were recorded. Also, in 2008 an impairment charge of \$29.0 million was recorded to reduce the value of the Silvo brand. Related to the acquisition of Lawry's in 2008, the Company recorded a net gain of \$7.9 million.

The net impact of these items is reflected in the following table:

<i>(millions except per share data)</i>	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Operating income	\$ (65.5)	\$ (5.2)	\$ (40.3)	–	–	–	\$ (16.2)	\$ (45.6)	\$ (34.0)	\$ (84.1)	\$ (11.2)
Net income	(47.9)	(3.7)	(29.2)	–	–	\$ 13.9	(10.9)	(26.2)	(24.2)	(30.3)	(7.5)
Earnings per share - diluted	(0.37)	(0.03)	(0.22)	–	–	0.10	(0.08)	(0.20)	(0.18)	(0.22)	(0.05)

The reconciliation below shows earnings per share excluding the items in the above table:

Non-GAAP reconciliation (per share data)

Earnings per share - diluted	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Continuing operations	\$ 3.11	\$ 3.34	\$ 2.91	\$ 3.04	\$ 2.79	\$ 2.75	\$ 2.27	\$ 1.94	\$ 1.73	\$ 1.50	\$ 1.56
Items affecting comparability	(0.37)	(0.03)	(0.22)	–	–	0.10	(0.08)	(0.20)	(0.18)	(0.22)	(0.05)
Adjusted earnings per share from continuing operations - diluted	\$ 3.48	\$ 3.37	\$ 3.13	\$ 3.04	\$ 2.79	\$ 2.65	\$ 2.35	\$ 2.14	\$ 1.91	\$ 1.72	\$ 1.61