

McCormick & Company, Inc.

Barclay's Consumer Staples
Conference

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September 5, 2017



Forward-looking Information

Certain information contained in this presentation and our remarks, 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, including the acquisition of RB Foods, the expected impact of raw material costs and pricing actions on the company's results of operations and gross margins, the expected impact of productivity improvements, including those associated with comprehensive continuous improvement and McCormick global enablement, the expected working capital improvements, expectations regarding growth potential in various geographies and markets, including the impact from customer, channel, category, and e-commerce expansion, 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 anticipated sufficiency of future cash flows to enable the payments of interest and repayment of short- and long-term debt as well as quarterly dividends and the ability to issue additional debt or equity securities and expectations regarding purchasing shares of McCormick's common stock under the existing repurchase 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 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 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, including the acquisition of RB Foods; difficulties or delays in the successful transition of RB Foods from the information technology systems of the seller to those of McCormick as well as risks associated with the integration and transition of the operations, systems and personnel of the RB Foods, within the term of the six-month post-closing transition services agreement between McCormick and the seller; 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; fundamental changes in tax laws; volatility in our 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.

Non-GAAP Financial Measures

Certain disclosures in this presentation and our remarks represent non-GAAP financial measures which are prepared as a complement to our financial measures prepared in accordance with United States generally accepted accounting principles ("GAAP"). We define "Adjusted EBITDA" as net income before interest, income taxes, depreciation and amortization, and as further adjusted for cash and non-cash acquisition-related expenses (which may include the effect of the fair value adjustment of acquired inventory on cost of goods sold); and certain gains or losses (which may include third party fees and expenses, and integration costs). The Company's estimate of the combined revenue and Adjusted EBITDA of McCormick and RB Foods is based only on projected financial information as of the date hereof. The Company believes that Adjusted EBITDA is useful to investors in evaluating the Company's operating performance and liquidity because (i) it is a widely used to measure a company's operating performance without regard to items such as depreciation and amortization, which can vary depending upon accounting methods and the book value of assets, (ii) it presents a meaningful measure of corporate performance exclusive of the Company's capital structure and is the method by which we evaluate acquisitions, and (iii) it is a widely accepted financial indicator of a company's ability to service its debt.

These non-GAAP financial measures may be considered in addition to results prepared in accordance with GAAP, but should not be considered a substitute for, or superior to, GAAP results. In addition, these non-GAAP financial measures may not be comparable to similarly titled measures of other companies because other companies may not calculate them in the same manner that we do. We intend to continue to provide these non-GAAP financial measures as part of our future earnings discussions and, therefore, the inclusion of these non-GAAP financial measures will provide consistency in our financial reporting. We have not provided a reconciliation of these non-GAAP financial measures to the related GAAP financial measures as these non-GAAP measures are solely associated with forward-looking information and such reconciliations would require unreasonable efforts at this time to forecast and quantify certain amounts that are necessary for such reconciliation including adjustment that could be made for matters including, but not limited to, cash and non-cash acquisition related expenses, gains and losses, both as previously described, and other charges reflected in the Company's reconciliation of historic amounts, the amounts of which, based on historical experience could be significant.

McCormick's Momentum for Exceptional Growth



Flavor is a growing and advantaged category



Aligned with growing consumer interests

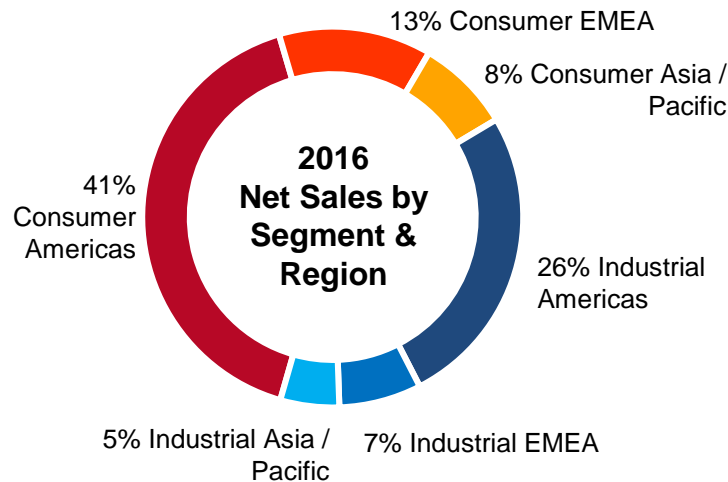


Executing strategies to drive exceptional growth, profit and cash



McCormick has a Diverse and Balanced Flavor Portfolio

Consumer and Industrial Segments in every region



Joint Ventures contribute 7% – 9% of net income



Making every meal and moment better



**Breakfast
Lunch
Dinner
Snacks
Beverage**



McCormick has a Diverse and Balanced Flavor Portfolio

Broad customer base



Consumer

Industrial

Traditional Grocery
Supercenter & Club
Hard Discounters
E-commerce
Convenience
Specialty & Ethnic

Manufacturers
Quick Service Restaurants
Casual Dining Restaurants
Retail Foodservice
Broadline & Regional Distributors
Cash & Carry
E-commerce

Applications for every category, segment and trend

Natural, non-GMO, organic, H&W, fresh and quality ingredients



Sweet, savoury, spicy, dairy and fruit flavors

Broad range of categories and formats

Spices & herbs, recipe mixes, extracts, condiments, salad dressings, toppings, homemade desserts, sauces, marinades, stocks, broths, bouillons, rice mixes, breadings



Winning with Flavor: Global Consumer & Industrial Segments

CONSUMER

LEADING, ICONIC SPICE, HERB & OTHER FLAVOR BRANDS



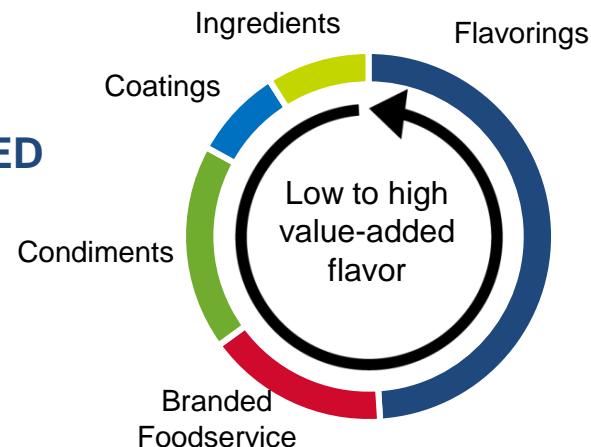
~150 Brands in more than 150 countries and territories

Products at **every price point** — from premium gourmet to value-priced

Optimizing sales and profit for customers with category management capabilities

INDUSTRIAL

Shift to MORE VALUE-ADDED PRODUCTS



Partner with the **TOP 10** packaged food & beverage companies and **9 OF TOP 10** food service restaurant chains

Helping customers reduce sodium, sugar and fat to deliver on trend to **healthier eating**

McCormick is Well Positioned to Address Both Traditional and Evolving Consumer Values

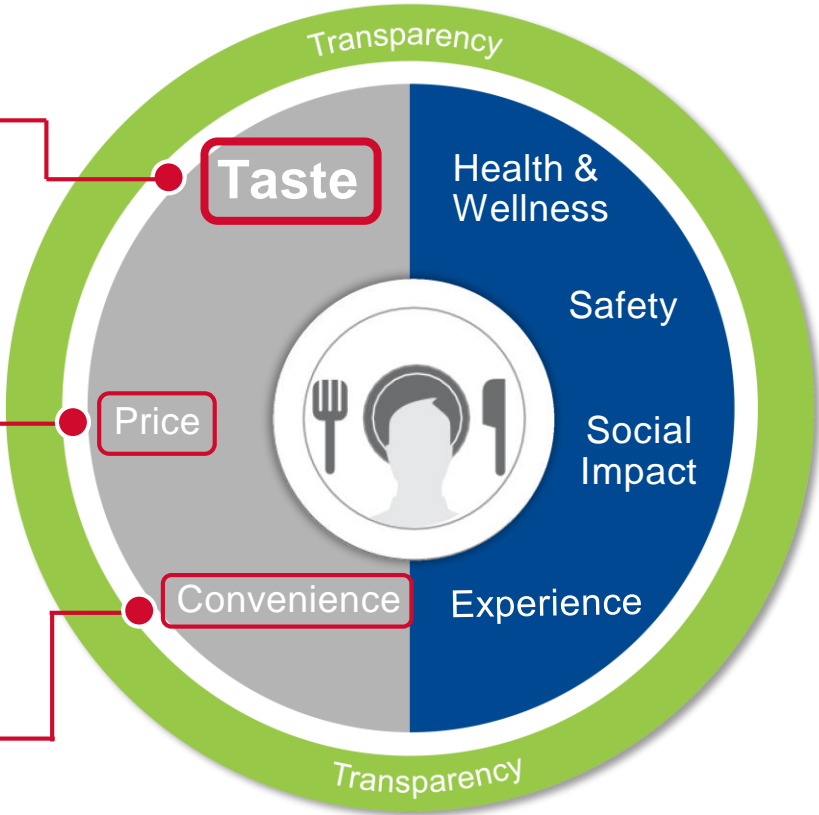
The Consumer Value Driver Plate

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



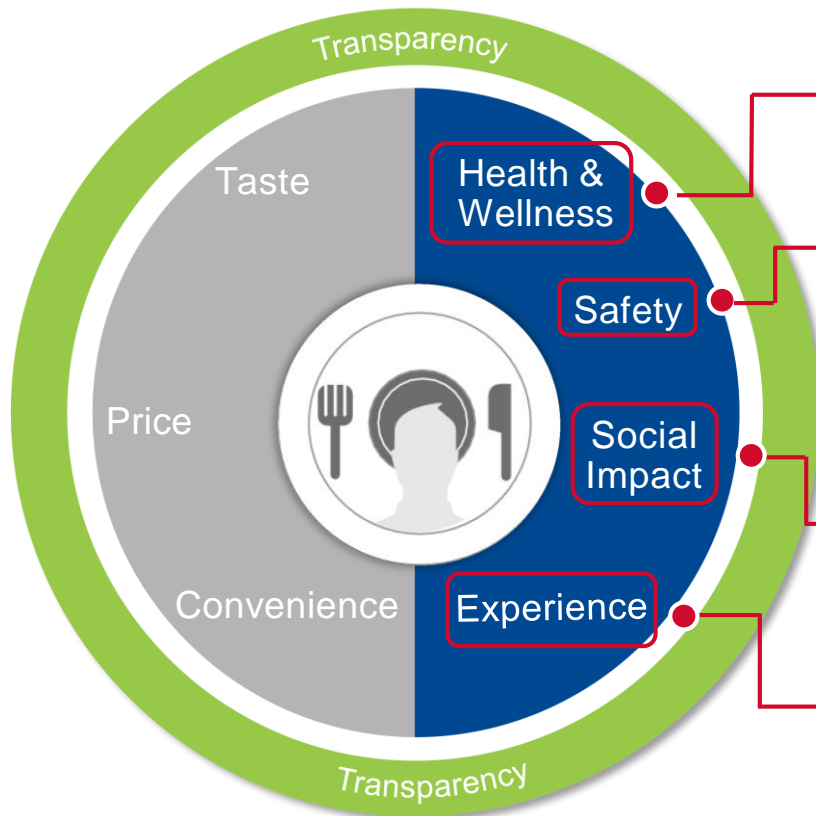
10% of cost and 90% of flavor

Wide array of seasoning blends, recipe mixes, and condiments

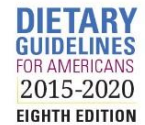


McCormick is Well Positioned to Address Both Traditional and Evolving Consumer Values

The Consumer Value Driver Plate



McCORMICK IS
Inspiring Healthy Choices



McCORMICK IS THE
Taste You Trust™



McCORMICK IS
Helping farmers



McCORMICK IS
Enabling exploration



Millennials are Driving Change and are a Tailwind for McCormick

Beliefs & Approach

78% say they **love** to cook

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

Over **60%** of meals **prepared at home**



McCormick Brand

Millennials **1/3** of McCormick.com traffic

McCormick holds **leading share** of Millennial spice and herb purchases

~80% view McCormick brand spices as **best or one of best**

Sources: McCormick Millennial ethnographics; Lightspeed/Mintel: excerpt from Cooking Enthusiasts - US, November 2016. IRI POS, Total MULO, latest 52 weeks ending 5/29/17, unit sales % change.



Global Demand for Flavor Continues to Grow

>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



49% of Millennials **COOK**
3X OR MORE A WEEK²

SPICES & SEASONINGS
OUTPACING unit growth of
other food categories³

Spices / seasonings	2.6%	
Total center store	-0.1%	

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) McCormick Millennial ethnographics; Lightspeed/Mintel: excerpt from Cooking Enthusiasts - US, November 2016. 3) Source: IRI POS, Total MULO, latest 52 weeks ending 5/29/17, unit sales % change.



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

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

Five Principles



PASSION FOR FLAVOR



POWER OF PEOPLE



TASTE YOU TRUST



DRIVEN TO INNOVATE



PURPOSE LED PERFORMANCE

Principles

McCormick's Business & Strategies Capitalize on Trends



***Our Vision is to Bring the Joy of Flavor to Life
Our Mission is to Make Every Meal and Moment Better***



McCormick Principles

Passion for Flavor | Power of People | Taste You Trust | Driven to Innovate | Purpose-led Performance



Growth Strategy

Growth

Win Share

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

Long-term goal 4 – 6 %*

Algorithm for long-term sales growth



Base Business

New Products

Acquisitions

* In constant currency

Growing the Consumer Base Business through Renovation

Anticipating customer demands & reinforcing transparency

Organic



Non-GMO labeling



BPA-free packaging



Catering to tastes across all of our International markets

New on-trend flavors including ethnic cuisines

Flavor Forecast inspired



Growing the Consumer Base Business with High Growth Opportunities

Experimenting with Flavor & Reinforcing Value

Improve value and assortment

“Super Deal” large size format to trade up heavy users

2017 in-market test of Gourmet Organic minis and small sachets



ground cumin		
what you crave	what you need	what you make
INDIAN	ground cinnamon ground cumin ground turmeric	Chicken Jalfrezi Chicken Tikka Masala Butter Chicken
MOROCCAN	ground cinnamon ground cumin ground turmeric	Moroccan Chickpea Stew Spiced Chicken Tagine Pan Seared Moroccan Fish with Spiced Couscous
MEXICAN	chipotle chili pepper ground cumin oregano leaves	Pork Tacos al Pastor Chipotle Enchiladas Rancheras Baked Beef Chimichangas
CARIBBEAN	ground allspice ground cumin thyme leaves	Cuban Mojo Chicken Tacos Jerk Chicken with Roasted Plantains Cuban Beef Brisket Tacos

Winning with U.S. Hispanic consumers

Expand offering and distribution

Lawry's brand Indexes strong with Hispanic consumers

Growing share and outpacing large Hispanic competitor in penetration growth*



Growing the Consumer Base Business Across Flavor Categories

Condiments, Sauces and Marinades

Expanding our brands

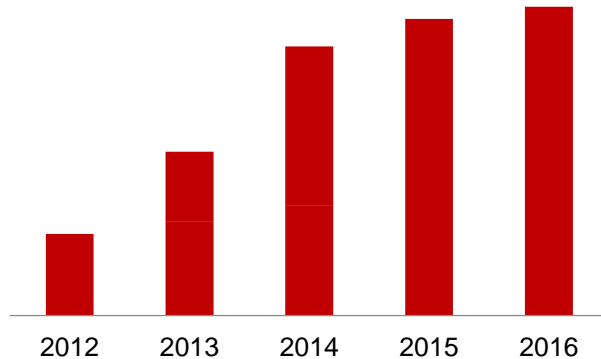


Advancing to a leading position



Growing the Consumer Base Business in China

39% 5-year China Consumer Sales CAGR



Significant Increase in capacity



World Flavor Sauce

Driving growth through world flavor sauce launch



Daqiao Condiments

Expanding our premium Daqiao condiments offering



Growing the Consumer Base by Accelerating E-commerce Capabilities

Enhancing product content to grow online 'share of shelf'

Dedicating resources in each region ... positioned for growth



Planning for future innovation, packaging and expanding customer base

Activating global best practices and partnerships

Establishing sponsorships and programs with key retailers



Growing the Consumer Base Business through Brand Marketing

Increased Focus on Digital

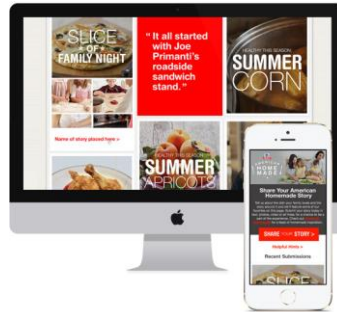
Increasing global marketing spend

Increased brand marketing by **35%**



Shifting media investment to digital

46% of Global spending
62% of U.S. spending

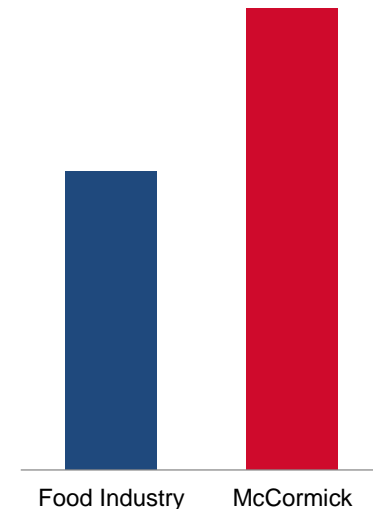


7.7 Billion
digital branded
impressions in FY16

Source: McCormick / Ipsos – Marketing Mix Mid-Year Analysis December to April 2016

Delivering top tier results

U.S. digital ROI **exceeds**
industry average

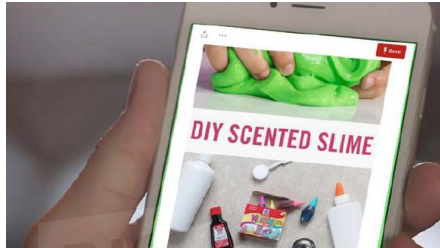


U.S. Marketing Mix Analysis prepared by Marketing Management Analytics

Growing the Consumer Base Business through Digital

Strong consumer engagement with our content

Content development and distribution across our brands continues to be a high priority



14 million

engaged social consumers in
U.S. & Europe through Q2

On pace to drive **60M**

annual content views on brand
websites in the U.S. & Europe

Industry recognition

Achieved
'Top 3' ranking
across U.S. Food
brands

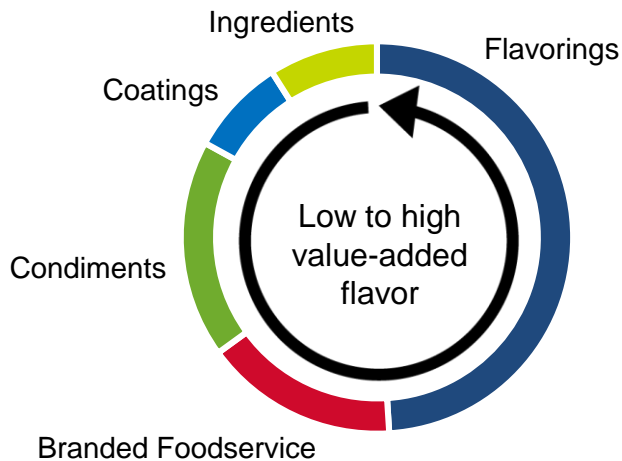


'Top 5' brand digital
ranking in **last four**
years

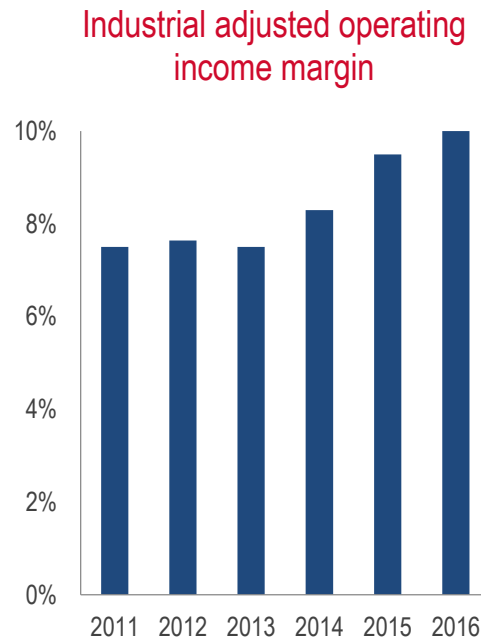
Sources: Google Analytics; L2 Digital IQ Index, U.S. Food, August 2017

Growing the Industrial Base Business with Value-Add Products

Organic growth is driving additional scale in higher margin categories



Portfolio shift is driving margin improvement



On-trend acquisitions drive future base growth in value-add categories



BRAND
AROMATICS

GIOTTI
Your Natural Flavor House

FRANK'S
RedHot

French's
Since 1864

CATTLEMEN'S
BBQ SAUCE

Driving Branded Foodservice Now and for the Future

Winning with our portfolio...

- Broad portfolio to meet various demands
- Leading back-of-house solutions paired with iconic brands for front-of-house appeal
- Custom capabilities with high volume food service operators

Americas



EMEA



APZ



... and new opportunities

- Meaningful growth synergies expected between RB Foods and McCormick products in Fast Casual and other channels

FRANK'S
RedHot

French's


McCormick
products



Growing the Industrial Base Business through Customer, Channel, Category & Geographic expansion

Growing customers

- On-trend offering
- New technologies
- Increased flexibility
- Accelerated speed to market



Expanding in attractive markets

- Expanding local customer base
- Growing with global customers
- Expanding scale and infrastructure



Broadening categories

- Beverage
- Snacks
- Main Meals
- Bakery
- Dairy



Developing in emerging channels

- Regional Distributors
- Direct to Operator
- E-commerce



Growth Strategy

Growth

Win Share

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

Long-term goal 4 – 6 %*

Algorithm for long-term sales growth



* In constant currency

Growing the Consumer Business with New Products in the U.S.

Robust line-up of 2H 2017 new products in U.S.

Breakfast

Good Morning: Breakfast Platform



Liquids

Simply Better: Wet Gravy



Spices & Seasonings

Super Deals & Blends



Turkey Brine & Rub Kit

Specialty Extracts



Kitchen Basics:
Bone Broth line
extensions



Growing the Consumer Business with New Products Internationally

New products in international markets for 2H 2017

Canada:
Organic Recipe Mix & Honey



Canada:
Club House Sauces



Australia:
Gourmet Garden Finishing Drizzles



Latin America:
Hot Sauce & Salad Dressing



U.K.:
Gluten Free Recipe Mix



France:
Ducros & Vahiné Organic



Growing the Industrial Business: Innovation and Differentiation

Culinary, chef-based



Clean, All Natural Flavor

Clean Flavor:
A step beyond natural



Artificial
Flavor

Natural
Flavor

Clean
Flavor

Organic Supply Chain

Expanding our technical tool box to include organic ingredients and flavor certification to support consumer demand



Sensory & technology strength



Flavor Delivery



Proprietary
technology
delivering flavor

Computational Creativity

Proprietary development
application to recommend
best formula solutions



COMPUTATIONAL
CREATIVITY

Growth Strategy

Growth

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Algorithm for long-term sales growth



* In constant currency

McCormick is the New Home of Frank's RedHot and French's

Combining Powerful Brands to Make Every Meal and Moment Better

Iconic flavor brands with leading market share positions in advantaged categories



**FRANK'S
RedHot**

**Clear leader in
on-trend category**

- Frank's RedHot is the **#1 Hot Sauce in the U.S. and Canada** with a passionate consumer following



French's
Since 1904

**An American icon
since 1904**

- **#1 Mustard in the U.S. and Canada** delivering classic flavor for generations

**Holiday
must-have**



- **#2 best selling food item** during Thanksgiving week



CATTLEMEN'S
BBQ SAUCE

**Strong
presence
in Foodservice**

- **A leading Barbecue Sauce in U.S. Foodservice**

This Acquisition is a Momentous Step in Executing the Strategy Presented at Investor Day



Bigger, broader acquisition agenda

- ✓ Adds significant scale in key categories and channels
- ✓ Advances us from #10 to a leading position in U.S. Condiments
- ✓ Frank's RedHot and French's are market leading brands
- ✓ International opportunity to leverage our scale



Grow healthy, flavorful offerings

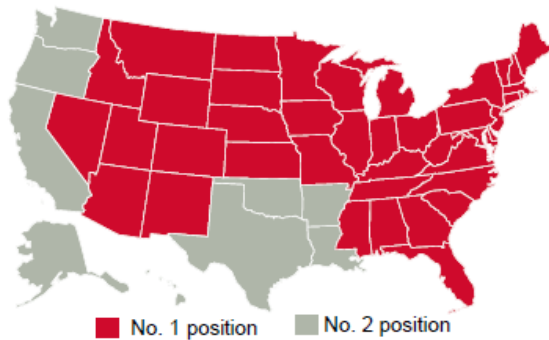
- ✓ Hot Sauce category is on-trend
- ✓ French's combines Classic Americana with exciting new flavors
- ✓ Clean label, natural ingredients
- ✓ Over-indexes with millennials



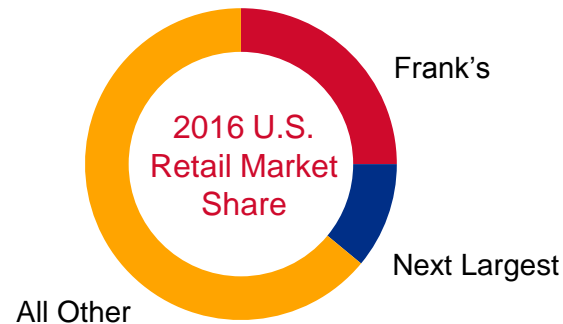
Drive growth in Consumer and Industrial segments

- ✓ Increases our scale in U.S. and Canada Branded Foodservice by over 50%
- ✓ Significant opportunity through full portfolio offering
- ✓ Leverages complementary distributor relationships

Frank's RedHot is the Clear Leader in the Rapidly Growing Hot Sauce Category



Frank's RedHot
3 year sales
CAGR of 7.8%
beats
category
growth of 5.5%



~2x next
largest
competitor



Global Hot Sauce
category **~3x** U.S.
category size



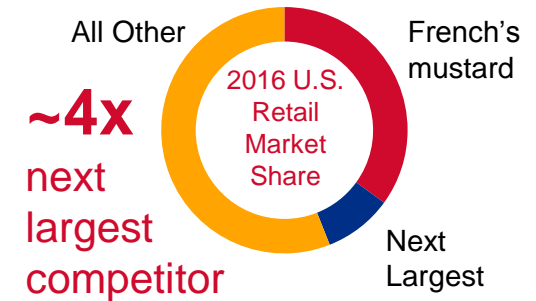
Frank's
RedHot
millennial
index:
144

Frank's RedHot enthusiasts are deeply passionate about the brand

French's is Classic Americana



The classic brand and flavor of mustard you know and love



French's Ketchup is differentiated as a better-for-you option

NO
HIGH FRUCTOSE CORN SYRUP,
PRESERVATIVES,
ARTIFICIAL FLAVORS, COLORS
AND GLUTEN



French's Ketchup
over-indexes with millennials

Crispy Vegetables are a holiday tradition



Innovation expands crunch and flavor to many different foods

Key ingredient in the #1 most Googled recipe in 2016



Combination of Powerful Flavor Brands to Drive Shareholder Value



Further enhances McCormick's scale

- Approx. \$5bn pro forma sales and \$1bn pro forma Adj. EBITDA



Iconic brands with leading market shares

- Advances McCormick from #10 to a leading position in U.S. Condiments



Meaningful margin and earnings accretion



International and Foodservice opportunities

FRANK'S
RedHot

French's
Since 1904

CATTLEMEN'S
BBQ SAUCE



Performance Strategy

Performance

Superior Results

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

Long-term financial objectives*

Sales growth	4-6%
Operating income	7-9%
Earnings per share	9-11%
Total shareholder return	11-13%

* In constant currency

A Strong History of Successful Acquisition Integration



Value creation

- ✓ New product growth
- ✓ Margin enhancing
- ✓ Meaningful expansion in capabilities, categories and geographies



Synergies and one-time costs

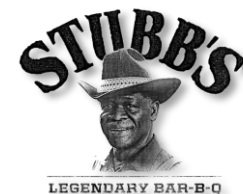
- ✓ Smooth and disciplined integrations with rapid synergy capture
- ✓ Accretive year 1



Results

- ✓ Met or exceeded original Sales, EBITDA and EVA targets
- ✓ Deleveraged to target range on or ahead of schedule

BRAND
AROMATICS

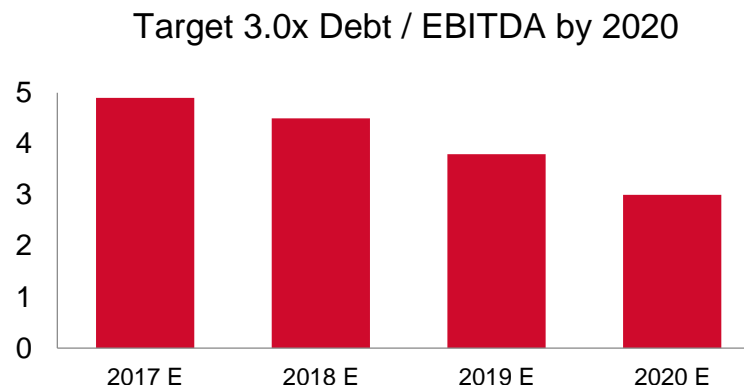


RB Foods Acquisition Updates

Financing and Closing*

- Acquisition closed on August 17
- Completed \$0.5B equity issuance
- Completed \$3.7B debt issuance at favorable rates
 - \$1.5B Term Loans (3 & 5 Year)
 - \$2.2B Senior Unsecured Notes
- BBB/Baa2 credit ratings

Debt Leverage



Capital Priorities

- Committed to return to historical credit ratings
- Strong focus on debt repayment
- Curtailed share repurchase program and M&A activity
- Maintain status as “dividend aristocrat”

Integration & One Time Costs

- 6-month Transition Service Agreement
- Dedicated integration teams with external support
- Refining estimate of \$140M of transaction and integration costs
- Guidance will be updated on 3rd Quarter earnings call

* Actual bond financing included a portion for general corporate purposes. Equity shown does not include the overallotment option.



McCormick Global Enablement (MGE)

ALIGN **SIMPLIFY** **GROW**

Build a scalable platform for future growth

Align our global operating model with end-to-end processes

Radically **Simplify** everything we do

Grow at scale via increased digitization and automation



Fuel for Growth

Annual Run
Rate Savings

\$30 - \$40
million

One-Time
Special
Charges*

\$55 - \$65
million

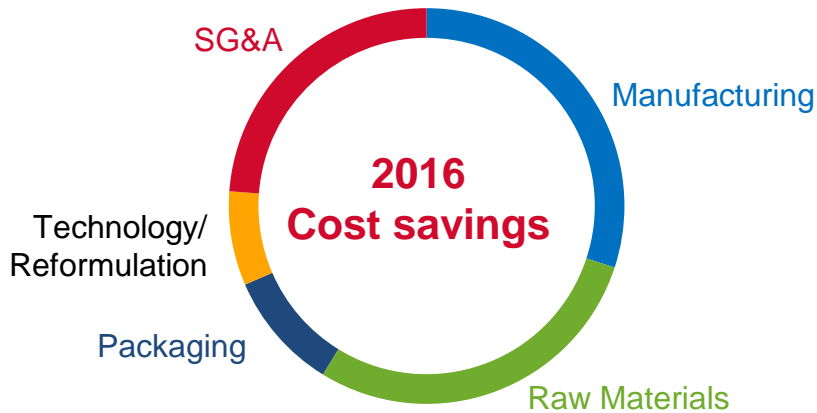
* Over the three year initiative

CCI Program Generating Fuel for Growth

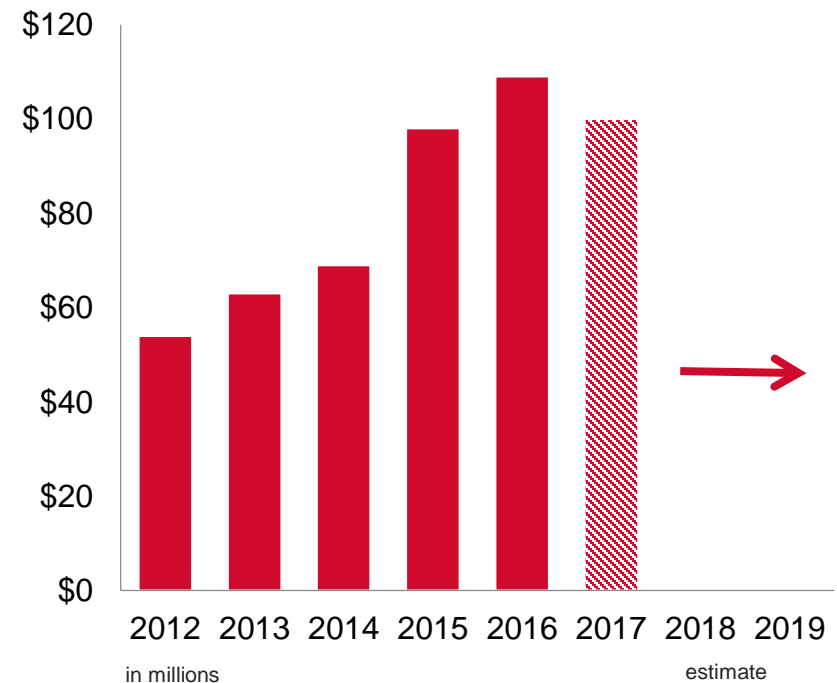


4-year \$400 million target

~2% of sales } At upper end of peer food companies



Annual costs savings



Margin Expansion Driven by Sales Growth and Cost Savings

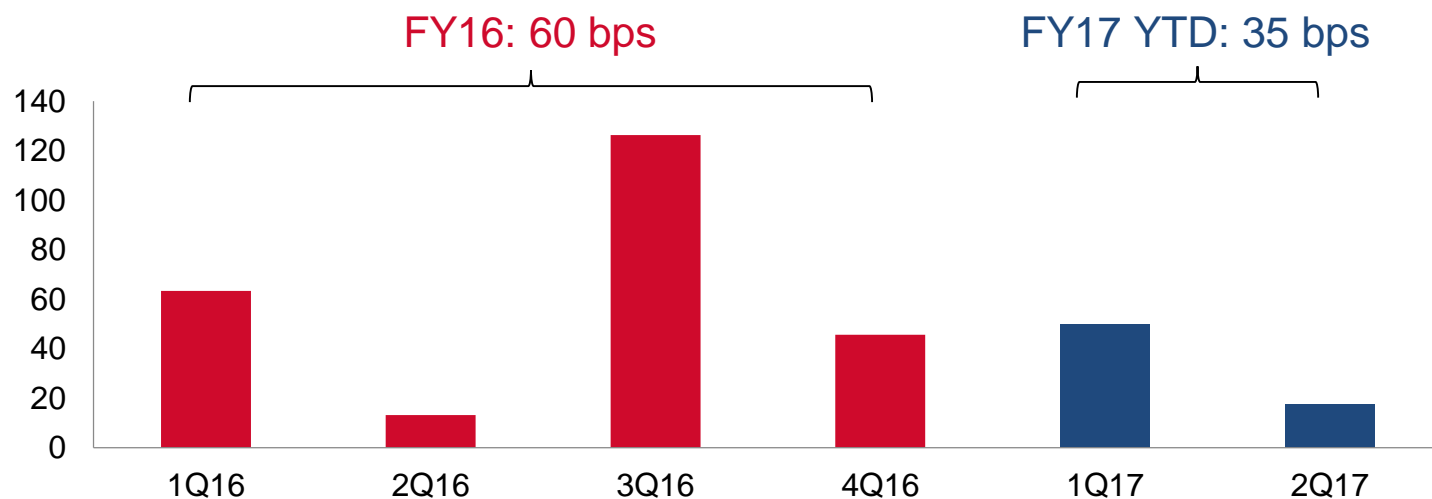
Long-term financial objectives*

Sales growth	4-6%
Operating income	7-9%

Implies average of 40 bp
operating income margin
improvement annually

* In constant currency

Adjusted operating margin expansion



In basis points

Performance Driven Results

2017 Outlook* (Excluding RB Foods Acquisition)

Sales growth	5-7%
Adjusted operating income	9-11%
Adjusted Earnings per share	9-11%

For projected adjusted operating income and adjusted earnings per share see reconciliation of GAAP to non-GAAP financial measures in McCormick's 2Q 2017 10Q

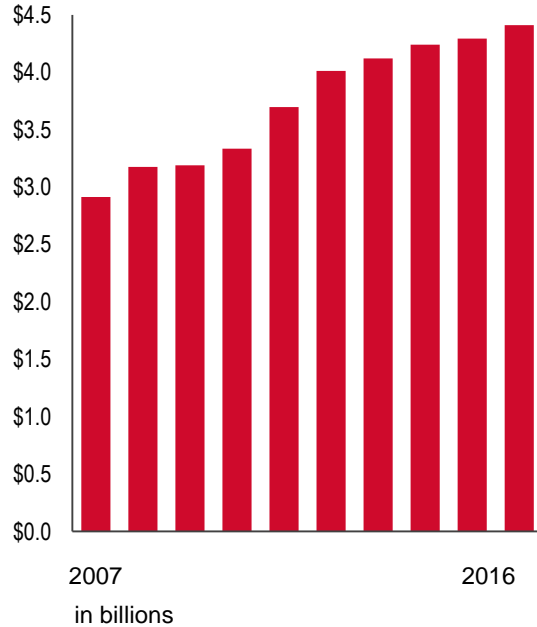
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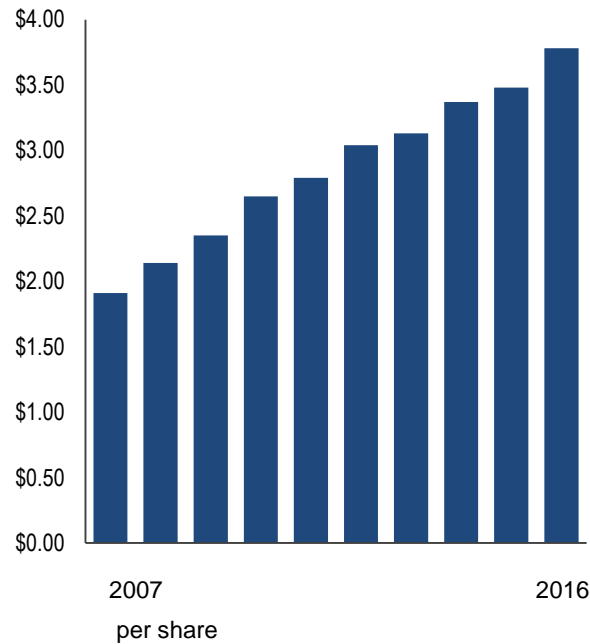
* In constant currency

McCormick is Delivering Top Tier Business Performance

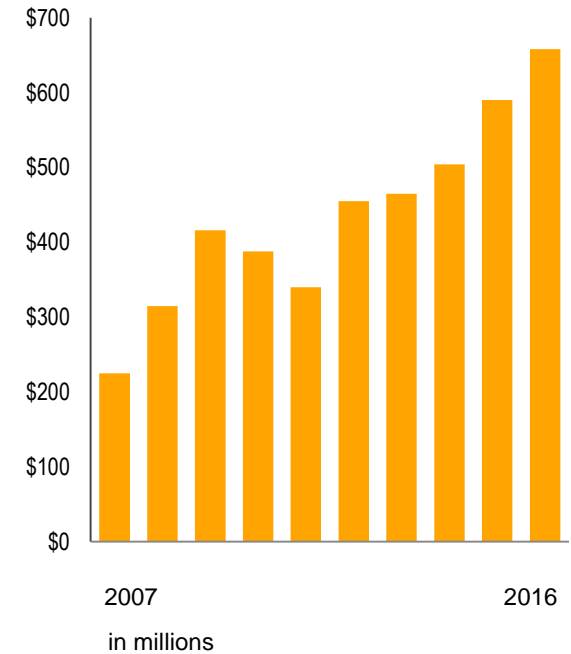
Net sales



Adjusted EPS

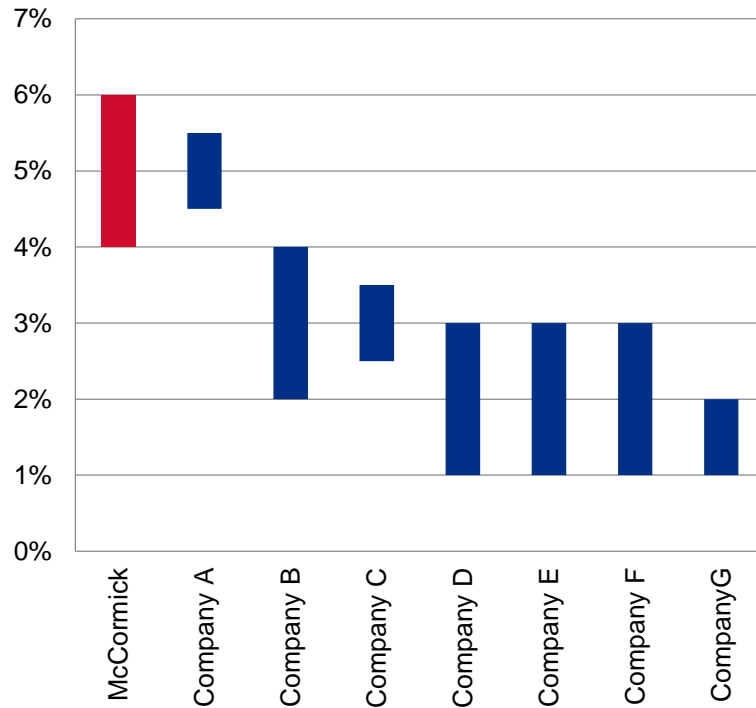


Cash flow

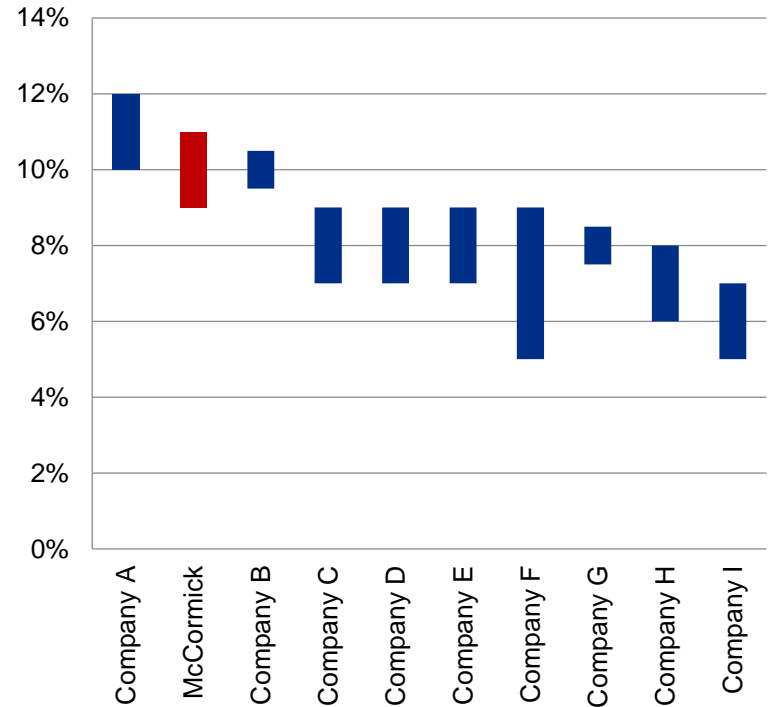


McCormick is Delivering Top Tier Business Performance

Long-term sales growth target



Long-term EPS growth target



McCormick Power of the People

People

Win with Talent

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

Multiple Management Philosophy

- ✓ Respect
- ✓ Participation
- ✓ Inclusion



WINNING WAYS OF WORKING

- ✓ Faster decisions
- ✓ More personal accountability
- ✓ Actionable insights

McCormick's Momentum for Exceptional Growth



Flavor is a growing and advantaged category



Aligned with growing consumer interests



Executing strategies to drive exceptional growth, profit and cash



**McCormick &
Company, Inc.**

Thank you!

