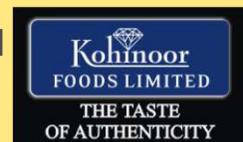




Kohinoor Speciality Foods India Private Limited Fact Sheet September 2011



Business Description

- Formation of joint venture with Kohinoor Foods Ltd.
- New joint venture, Kohinoor Speciality Foods India Private Limited, will market and sell basmati rice and food products in India
- Kohinoor is a leading brand of basmati rice in India with 15% share of branded category; other food products comprise 10% of sales
- Extensive distribution network to 350,000 retailers in India
- Joint venture will have approximately 275 people and a modern facility that manufactures a wide range of food products

Strategic Rationale for Acquisition

- New joint venture builds upon McCormick's investments in India that include 2 other joint ventures
- Part of strategy to grow in emerging markets
- Distribution network and strong pan India brand equity provides excellent opportunity to introduce new products under Kohinoor brand

Agreement Overview

- Acquisition price 5.2 billion Indian rupees (\$113 million U.S. dollars) cash for 85% share of joint venture; financed through debt and cash
- Includes rights to Kohinoor Foods brands for India and a food production facility; contract with seller for procurement and production of rice
- Results to be consolidated in McCormick's income statement with reduction for 15% minority interest not owned by McCormick recorded on "Income from Unconsolidated Operations" line

Net Sales

- Sales growing at double-digit rate
- Basmati rice comprises 90% of sales



- Additional brands of rice offer range of price points for consumers, including private label



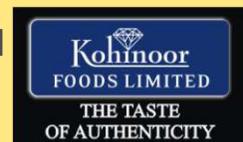
- Other products include Ready-to-Eat, cook-in sauces, cooking pastes, spices, seasonings and frozen foods

Financial Projection

- Estimated year one sales \$85 million
- Accretive to McCormick's 2012 earnings per share
- Transaction costs of \$5 million



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Kohinoor History

1976	Bulk basmati rice business founded by three brothers from Arora family
1990-1991	Introduced packaged basmati rice
1997	New product innovation for basmati rice
2003-2006	Launched RTE products, frozen products
2008	Launched range of spices in Indian market



Forward-looking Statement

Certain information contained in this release, including statements concerning expected performance such as those relating to net sales, earnings, cost savings and brand marketing support, are "forward-looking statements" within the meaning of Section 21E of the Securities Exchange Act of 1934.

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 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, changes in regulatory requirements, and global economic conditions generally which would include the availability of financing, interest, inflation rates and investment return on retirement plan assets, 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.



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