



An Agricultural
Sciences Company



Virtual Exane BNP Paribas 23rd CEO Conference

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Mark Douglas, President and CEO

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Non-GAAP Financial Terms

These slides contain certain “non-GAAP financial terms”. Such non-GAAP financial terms include adjusted EBITDA, adjusted EPS, adjusted tax rate, adjusted cash from operations, free cash flow ("FCF") and organic revenue growth. Definitions of these terms, as well as a reconciliation to the most directly comparable financial measure calculated and presented in accordance with GAAP, are provided on our website investors.fmc.com. Although we provide forecasts for these non-GAAP financial measures, we are not able to forecast the most directly comparable measures calculated and presented in accordance with GAAP. Certain elements of the composition of the GAAP amounts are not predictable, making it impractical for us to forecast. Such elements include, but are not limited to restructuring, acquisition charges, and discontinued operations and related cash activity. As a result, no GAAP outlook is provided.



Innovation is at the heart of our work to create sustainably-advantaged solutions that protect crops from pests and help address issues related to climate change and biodiversity loss. As agricultural technology evolves, we look to broaden our investments and collaborations to augment our existing capabilities.

Progress Toward 2030 Environmental Goals

GOAL METRIC	2030 GOAL <i>(compared to 2018 Baseline)</i>	2020 PROGRESS <i>(compared to 2018 Baseline)</i>
Energy Intensity	↓ 25%	↓ 12.8%
GHG Emissions Intensity	↓ 25%	↓ 15.3%
Waste Disposed Intensity	Sustain 2018 Intensity	↓ 3.5%
Water use intensity at high risk locations	↓ 20%	↓ 19.6%

FMC Set a Company Safety Record in 2020

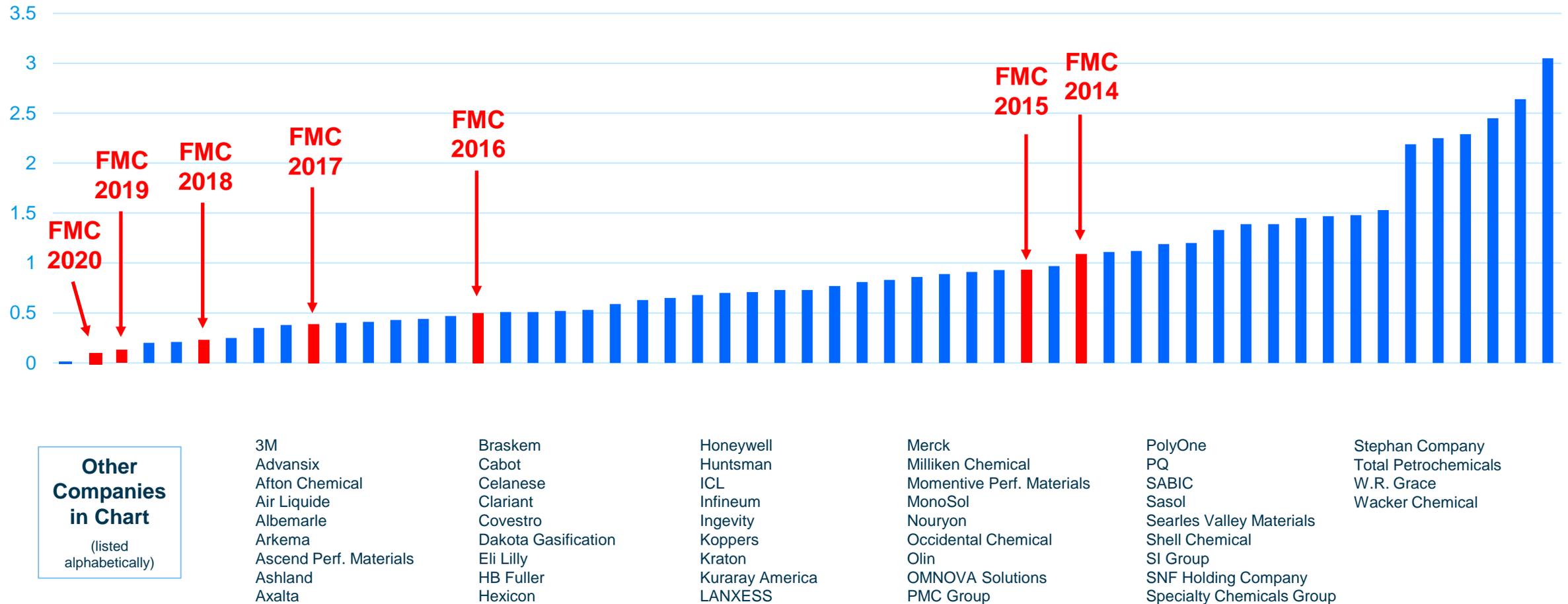
- In 2020, our Total Recordable Incident Rate (TRIR) was an FMC record-low of **0.08**. We are committed to keeping it below 0.1 in 2021 and beyond.
- YTD through May TRIR is 0.03
- Our TRIR is among the lowest in the industry globally and in the upper decile of peer companies in North America¹



¹ American Chemistry Council

FMC Is a Leader in Safety vs. ACC Peers

ACC 2019 Medium Company TRIR*



Other Companies in Chart
(listed alphabetically)

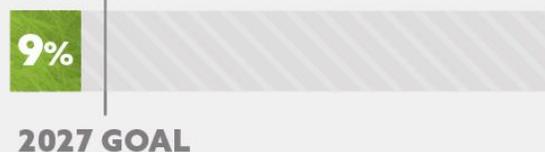
- 3M
- Advansix
- Afton Chemical
- Air Liquide
- Albemarle
- Arkema
- Ascend Perf. Materials
- Ashland
- Axalta
- Braskem
- Cabot
- Celanese
- Clariant
- Covestro
- Dakota Gasification
- Eli Lilly
- HB Fuller
- Hexicon
- Honeywell
- Huntsman
- ICL
- Infineum
- Ingevity
- Koppers
- Kraton
- Kuraray America
- LANXESS
- Merck
- Milliken Chemical
- Momentive Perf. Materials
- MonoSol
- Nouryon
- Occidental Chemical
- Olin
- OMNOVA Solutions
- PMC Group
- PolyOne
- PQ
- SABIC
- Sasol
- Searles Valley Materials
- Shell Chemical
- SI Group
- SNF Holding Company
- Specialty Chemicals Group
- Stephan Company
- Total Petrochemicals
- W.R. Grace
- Wacker Chemical

*Data from U.S. locations ONLY. These are not global numbers for FMC or the other multinational companies shown on this chart.

2020 Representation Goals

BLACK/AFRICAN AMERICAN REPRESENTATION

PROGRESS AS OF 2020



GOAL

Achieve 14% representation
in the U.S.
workforce by 2027

FEMALE REPRESENTATION

PROGRESS AS OF 2020



GOAL

Achieve 50% representation
in the global
workforce by 2027

Implementing changes to reach our objectives:

FMC has developed new global policies and practices to attract and hire talent from underrepresented groups.

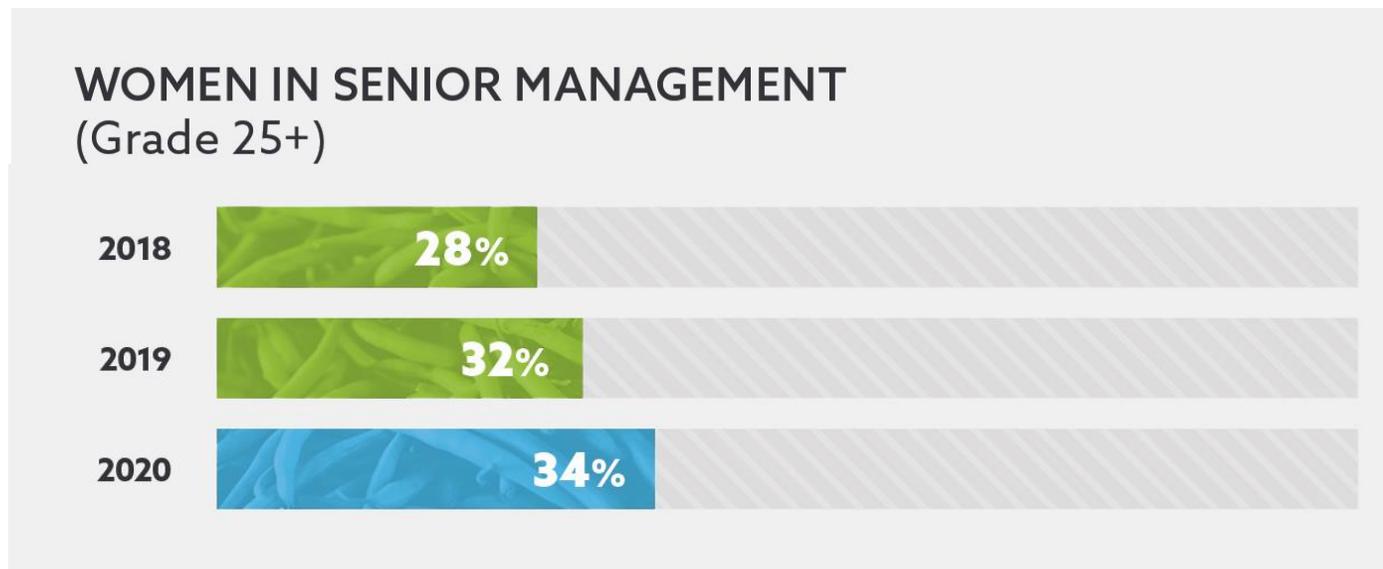
- Partnerships for sourcing diverse candidates
- Diverse candidate slate requirements
- Diverse interview panel requirements

Workforce diversity goals are now tied to executive compensation and reviewed monthly.

2020 D&I Progress and Goals

Increasing Gender Balance in Senior Management

Since 2018, we have increased the percentage of women in our senior management team from 28% to 34%



Increasing Diversity on Our Board of Directors

New goal to have at least one-third female directors by the end of 2026. Currently two of eleven directors are female, and two directors are minorities.

- We expect to have 4 additional open seats on our Board through 2026, based on age limit restriction for directors
- Women and minorities will be included in the initial pool of candidates when selecting new director nominees
- The most recent 3 independent directors named to our Board include two women and one African American male



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