FMC Corporation

3Q26 Earnings Webcast

October 30, 2026

As Prepared for Delivery

Introduction – Curt Brooks

Good morning and welcome to FMC Corporation's 2026 third quarter earnings call. Today's prepared remarks will be provided by Pierre Brondeau, Chairman, Chief Executive Officer and President, and Andrew Sandifer, Executive Vice President and Chief Financial Officer. After prepared comments, we will take questions. Our earnings release and today's slide presentation are available on the FMC Investor Relations website, and the prepared remarks from today's discussion will be made available after the call.

Let me remind you that today's presentation and discussion will include forward-looking statements that are subject to various risks and uncertainties concerning specific factors, including but not limited to those factors identified in our earnings release and in our filings with the Securities and Exchange Commission. Information presented represents our best judgment based on

today's understanding. Actual results may vary based on these risks and uncertainties.

Today's discussion and the supporting materials will include references to adjusted EPS, adjusted EBITDA, free cash flow, organic revenue growth and revenue excluding India – all of which are non-GAAP financial measures. Please note that as used in today's discussion "earnings" means "adjusted earnings," "EBITDA" means "adjusted EBITDA" and "sales" refers to sales excluding India. A reconciliation and definition of these terms, as well as other non-GAAP financial terms to which we may refer during today's conference call, are provided on our website.

With that, I will now turn the call over to Pierre.

Business Review – Pierre Brondeau (Slide 3)

Thank you, Curt. Today, I want to spend most of my time on the commercial actions we announced on October 15th: why we decided to take them and what they mean for the business going forward. I'll then walk through our third-quarter results in more detail and our forward outlook.

First, some brief context on the quarter. Our underlying performance was below our expectations, before considering the impact of the commercial actions.

Through the early part of September, third-quarter performance was tracking broadly in line. However, during the final weeks of the quarter, channel customers in several key markets sharply reduced replenishment orders as they sought to close the season with lower inventory levels. Given the importance of September to Q3 results, the impact on sales was significant.

But the underlying shortfall does not explain the magnitude of the actions we announced on October 15.

Apart from weaker demand, there is a second issue which is having an outsized impact on our business. In response to high financing costs, the perception of ample supply, and demand uncertainty, channel customers are seeking to hold the lowest inventory values we have ever seen.

For FMC, this creates a specific constraint for two reasons. First, our North America business model has been based on a higher gross price followed by significant rebates. As a result, the gross

invoice price carried in customer inventory can remain above the expected net price until those rebates are earned and paid.

Second, some customers are holding FMC products that entered the channel at prices above current market levels. These products were sold under different cost structures, competitive conditions and levels of patent protection. The elevated price of these products can delay their movement downstream to growers.

Both reasons increase the value of FMC inventory held by customers. This limits our customers' ability or willingness to place orders across the FMC portfolio.

To address this issue, we are taking two actions to reduce the value of their FMC channel inventory. These actions are resulting in a third-quarter EBITDA impact of $672 million.

First, we are transitioning the North America business model to a framework that brings the upfront price closer to the expected net price. This change resulted in an approximately $500 million charge in the third-quarter. This is a non-cash charge which does not change future cash obligations.

This charge related to the first commercial action consists of two components.

The first and larger component reflects pricing and rebate adjustments associated with the transition to the new model. Under the previous model, fourth-quarter sales would have continued at the higher gross price, with high rebates paid after the end of the crop season. Since we moved to the new model on October 1, which is the start of the North America ag season, that same gross-price and rebate cycle will not continue in the fourth quarter. As a result, the remaining adjustment associated with the recently completed crop season was recognized in the third quarter.

The second component reflects adjustments needed to bring inventory already in the North America channel from the higher gross price closer to the post-rebate net price.

The new model is expected to materially reduce the volatility associated with future rebate payments. It should also provide a simpler pricing structure for FMC and our customers while allowing those customers to manage the value of FMC inventory more closely with current market conditions. In addition, bringing

the upfront price closer to the expected net price should make it easier for customers to position FMC products competitively against generic alternatives downstream.

The second commercial action we are taking is to reduce the price of select high-priced products held by channel customers in Brazil, Argentina, the U.S. and Canada. These adjustments are intended to bring the value of that inventory closer to FMC's current pricing. To be clear, we are only adjusting the value of high-priced products already in the channel. Our objective is to support movement of these affected products downstream to growers and remove a constraint on future replenishment of FMC products.

This action represents the remaining approximately $175 million EBITDA impact and applies to select products sold into the channel since 2023. It is the only component of the total charge that is expected to reduce future cash collections. These pricing adjustments will be booked against accounts receivable or via pricing credits on new orders.

We have managed these higher-priced products in the channel as part of our ongoing business operations, expecting to bring down

their pricing incrementally over time. After assessing our third quarter results, the industry outlook, and the need to change our North America business model, it became clear at that time that more comprehensive actions were needed given the priority customers are placing on holding very low inventory values.

We have spent the past several years making significant changes to the company. We have lowered costs, changed our manufacturing footprint, generated significant proceeds to support our balance sheet and advanced new products to market. Allowing this inventory issue to continue constraining the business would limit our ability to fully realize the benefits of that work. Therefore, we have decided to address the issue more comprehensively now.

The faster our products move downstream to growers, the quicker we can start to realize the benefit of our current competitive pricing. Moreover, the manufacturing changes underway across our legacy portfolio are expected to further improve our cost position and our ability to compete.

While the financial impact of these actions is reflected in our third-quarter results, implementation is just beginning. Discussions with

customers are taking place now, and we expect the transition to occur over the next three quarters.

Initial customer feedback has been very positive and reinforces our view that these actions address an important commercial constraint. Our priority is now on implementing them in a disciplined and structured way.

With that context, let me turn to our third-quarter results outlined on slides 4, 5 and 6.

Q3 2026 Results *(Slide 4),* Q3 2026 Regional Revenue Drivers *(Slide 5) and* Q3 2026 Adj. EBITDA Drivers *(Slide 6)*

Third-quarter revenue was $106 million, including approximately $639 million of impact from the commercial actions. Excluding the commercial actions and India, underlying sales were $745 million. This was below the low end of our original guidance due to lower than expected volumes. Price was a year-on-year headwind including the effects of our strategic pricing actions for products which have recently lost IP protection.

Third-quarter Adjusted EBITDA was negative $559 million, including approximately $672 million associated with the commercial actions. Excluding those actions, underlying EBITDA was $113 million. This was below the low end of our original guidance as weaker than expected volumes were partially offset by better-than-expected costs. Adjusted earnings per share were negative $4.41 which was well below our initial guidance due mainly to the impacts from the commercial actions.

Q4 2026 Financial Outlook Update *(Slide 7)*

Turning now to slide 7 for our updated fourth quarter outlook.

We expect the challenging market conditions that we observed in the third quarter to continue. This includes strained grower margins, a highly competitive market and demand uncertainty in multiple regions stemming from potential El Nino impacts. We are guiding fourth quarter revenue between $1.04 billion and $1.14 billion, which is about flat versus prior year at the midpoint as volume growth is offset by a high-single digit price decline. The pricing headwind is mostly driven by strategic pricing actions for products transitioning to the post-patent phase.

Higher volumes are expected to be driven by increased direct-to-grower sales in Brazil, growth of new products and more competitive FMC pricing.

Adjusted EBITDA is expected to be between $210 million and $230 million, a decline of 22 percent versus the prior year. Lower price and an FX headwind are expected to be partially offset by higher volume and favorable costs. This is lower than our prior Q4 guidance due mainly to an increase in the pricing headwind.

Adjusted earnings per share is expected to be between $0.56 cents and $0.70 cents.

I will now turn the call over to Andrew.

Selected Financial Results

Thanks, Pierre.

I'll start this morning with some income statement items.

Third quarter sales reflect a minor FX tailwind, with favorability from the Brazilian Real partially offset by modest strengthening of

several EMEA currencies. FX was a modest headwind at EBITDA due to shifts in currency values versus how we were hedged.

Looking forward to the rest of the year, we expect a similar profile – a minor FX tailwind at revenue coupled with modest FX headwind at EBITDA.

Third quarter interest expense of $73.6 million was up $9 million versus the prior year period, with the impact of financing activity earlier in the year only partially offset by lower foreign borrowing and higher interest income.

We expect full-year 2026 interest expense to be in the range of $270 million to $280 million, up approximately $35 million versus the prior year at the midpoint due to the impacts of the recent financing activity partially offset by lower foreign interest expense.

We continue to expect depreciation and amortization for full year 2026 to be between $160 million and $170 million.

There were several extraordinary charges in the third quarter.

We took charges of $639 million against revenue and $672 million against EBITDA stemming from the commercial actions that Pierre described a few moments ago. These charges impact both GAAP and adjusted metrics as reported.

There are two additional charges that impact our GAAP earnings this quarter that are excluded from our adjusted metrics, consistent with our non-GAAP reporting policy. We recorded non-cash adjustments of approximately $809 million to deferred tax assets in the United States and Switzerland as well as a non-cash impairment charge against our indefinite-lived intangible assets related to our Rynaxypyr business of $288 million. These charges reflect revised expectations regarding future operating results and cash flows that reduce the book value of these assets.

As a result of the commercial charges and expected negative reported earnings before tax for full-year 2026, we now expect a full-year effective tax rate on adjusted earnings of 12 to 14 percent. The effective tax rate on adjusted earnings through the third quarter is now 13 percent, the midpoint of this range.

Cash Flow Results and Outlook *(Slide 8)*

Moving next to free cash flow and slide 8

Free Cash Flow in the third quarter was negative $18 million, $214 million better than the prior year period. Significantly lower EBITDA, in part due to the commercial action charges, was more than offset by working capital improvement. Free Cash Flow before restructuring was modestly positive after considering the $23 million in cash restructuring spending in the quarter.

In light of year-to-date performance and the conditions that led to our taking the commercial actions discussed today, we have updated our outlook for Free Cash Flow for 2026. We now expect full-year 2026 Free Cash Flow to be in the range of negative $350 million to negative $150 million. This change in outlook for free cash flow is driven by several factors including:

- Lower than previously expected Q3 results
- Lower than previously expected Q4 EBITDA outlook
- Lower collections in Q4
- And somewhat higher restructuring spending

We traditionally receive large advance payments from customers, particularly in the United States, during the fourth quarter. Our free cash flow forecast assumes similar levels of

customer prepayments as in 2025.

Further, our full-year Free Cash Flow guidance includes an expected $180 million in restructuring spending. Therefore, Free Cash Flow before Restructuring is expected to be negative $170 million to positive $30 million.

Moving next to the balance sheet, leverage, and liquidity.

We ended the third quarter with gross debt of approximately $4.2 billion, up $103 million from year end 2025. Cash on hand increased $259 million to $736 million. This resulted in Net Debt of approximately $3.4 billion, $48 million lower than year-end 2025. Cash and net debt this quarter reflect the $403 million equity investment by Tessenderlo Group that closed on September 23rd. With this investment, Tessenderlo Group now owns approximately 20 percent of FMC's outstanding common stock.

We were in compliance with all covenants at September 30. Covenant EBITDA is calculated differently from reported Adjusted EBITDA, and the definition allows charges like the commercial action charges taken in the third quarter to be added

back for covenant purposes.

Secured debt to covenant EBITDA was 1.4 times, well below the 3.5 times covenant limit. Interest coverage was 2.3 times, above the minimum 2.0 times. And while total debt to covenant EBITDA is not formally measured for the third quarter, this metric would have been 6.1 times as compared to the 6.75 times covenant limit that will be reinstated at December 31, 2026.

We continue to make good progress on the two transactions we expect to close in the fourth quarter, both of which will generate additional cash proceeds. The sale of our India business remains on track for a planned December 1 close, and the sale-leaseback of our Delaware site is also expected to close by year-end.

Cash and debt at September 30th reflect the proceeds from the Rimisoxafen licensing deal and the Tessenderlo Group equity investment. Assuming the India and Delaware transactions close in the fourth quarter as expected, and considering our updated outlook for Free Cash Flow, we expect to end 2026 with net debt of approximately $3.1 billion, with no outstanding revolver balance. At this level of debt and guided EBITDA, we expect to

remain in compliance with all covenants at year-end. Further, we expect to remain in compliance with all covenants through 2027.

We have a solid liquidity position, supported by meaningful cash on hand and available borrowing capacity under our facilities. We are confident this positions us well to meet the needs of the business. While the commercial actions take effect, we will prioritize liquidity, and as such we intend to largely self-finance the seasonal working capital build in the first half of 2027.

And with that, I'll hand the call back to Pierre.

Operational Pillars *(Slide 9)*

Thank you, Andrew. Before I close, and following Andrew's comments on the Tessenderlo Group investment, I want to formally welcome Luc Tack, CEO of Tessenderlo Group, to our Board of Directors. We look forward to working with him.

The commercial actions we discussed earlier are directly connected to our four operational priorities, but do not represent a change in our strategy. Instead, they enable their implementation

and form the basis for how we are thinking about performance in 2027 and 2028.

With that as a backdrop, let me provide some preliminary perspective on the next two years.

Concluding Remarks/2027-2028 Preliminary View (Slide 10)

We will provide formal 2027 guidance and additional perspective on 2028 in February. At that point our planning will be complete and we will have had time to assess how quickly our commercial actions are taking effect. For today, I want to share the preliminary ranges reflected in our current planning.

We expect 2027 to mark the beginning of a financial inflection for FMC.

Sales of new active ingredients are expected to increase, led mainly by fluindapyr, where we have new registrations pending in six new countries along with continued expansion in existing markets. Potential derogations for Isoflex in Spain, France and Belgium will also contribute to growth of new actives. In addition, differentiated Rynaxypyr formulations and mixtures are also expected to support the branded portfolio.

The benefits of the commercial actions should build over the year as FMC products move more quickly through the channel. These actions will lower our costs by reducing product returns and rework. In addition, we expect partial-year benefits from our ongoing manufacturing changes, weighted toward the second half of the year. Together, these actions are expected to support improved competitiveness and growth across the core portfolio.

As part of our manufacturing footprint redesign, Cyazypyr manufacturing will move to one of our low-cost manufacturing sites. While this will negatively impact 2027 partner sales as cost reductions flow through cost-plus arrangements, the much larger branded business will benefit from the lower cost base.

Based on our preliminary planning, we currently see 2027 Adjusted EBITDA of at least $650 million and as much as $730 million. We recognize this is a broad range. Where we land within it will depend on how quickly the commercial actions we discussed today improve the flow of our products through the channel to growers.

Looking ahead to 2028, we expect a greater contribution from the same drivers described for 2027. The transition associated with the commercial actions is expected to be largely complete, and the new manufacturing footprint should be delivering a broader cost benefit across the core portfolio for the full year.

Growth from new active ingredients is expected to accelerate further through the continued expansion of fluindapyr with increased contributions from Isoflex and Dodhylex. Isoflex is expected to gain key registrations in Europe, and Dodhylex in Brazil and Asia, during 2028. We also expect the first launch of rimisoxafen. The headwind from diamide partner contracts is expected to be much smaller.

As shown on slide 10, these factors are expected to support a stronger growth and earnings profile for FMC. Based on our preliminary planning, we currently expect 2028 Adjusted EBITDA of approximately $760 million to $840 million. We also expect 2028 to be a year with much stronger cash generation helped by greatly reduced cash restructuring spending.

We recognize that confidence in FMC can only be rebuilt through execution and results. Our priorities are clear: complete the

commercial actions, protect liquidity, lower the cost of our core portfolio and continue growing our new technologies.

With that, we are ready to take your questions.