

The background of the slide features a close-up photograph of several hands of different skin tones gently holding a single stalk of golden wheat. The scene is set against a clear, bright blue sky, with the wheat field extending into the foreground. The lighting is warm and natural, highlighting the texture of the wheat and the skin.

# Fermium ESG Forum

*March 23, 2021*

# Safe Harbor Statement

Safe Harbor Statement under the Private Securities Litigation Reform Act of 1995: Certain statements made in this presentation are forward-looking statements. In some cases, you can identify these statements by such words or phrases as “will likely result,” “is confident that,” “expect,” “expects,” “should,” “could,” “may,” “will continue to,” “believe,” “believes,” “anticipates,” “predicts,” “forecasts,” “estimates,” “projects,” “potential,” “intends” or similar expressions identifying “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, including the negative of those words and phrases. Such forward-looking statements are based on management’s current views and assumptions regarding future events, future business conditions and the outlook for the company based on currently available information. These statements involve known and unknown risks, uncertainties and other factors that may cause actual results to be materially different from any results, levels of activity, performance or achievements expressed or implied by any forward-looking statement. Currently, one of the most significant factors is the potential adverse effect of the current COVID-19 pandemic on the financial condition, results of operations, cash flows and performance of FMC, which is substantially influenced by the potential adverse effect of the pandemic on FMC’s customers and suppliers and the global economy and financial markets. The extent to which COVID-19 impacts us will depend on future developments, which are highly uncertain and cannot be predicted with confidence, including the scope, severity and duration of the pandemic, the actions taken to contain the pandemic or mitigate its impact, and the direct and indirect economic effects of the pandemic and containment measures, among others. Additional factors include, among other things, the risk factors and other cautionary statements included within FMC’s 2020 Form 10-K, as well as other SEC filings and public communications. Moreover, investors are cautioned to interpret many of these factors as being heightened as a result of the ongoing and numerous adverse impacts of the COVID-19 pandemic. FMC cautions readers not to place undue reliance on any such forward-looking statements, which speak only as of the date made. Forward-looking statements are qualified in their entirety by the above cautionary statement. FMC undertakes no obligation, and specifically disclaims any duty, to update or revise any forward-looking statements to reflect events or circumstances arising after the date on which they were made, except as otherwise required by law.

# WHAT IS SUSTAINABILITY?

MEETING THE NEEDS OF THE PRESENT WITHOUT COMPROMISING THE NEEDS OF THE FUTURE

*The Brundtland Report (1987)*



## ENVIRONMENTAL

- ▶ Energy Use
- ▶ GHG Emissions
- ▶ Water Use
- ▶ Waste Generated
- ▶ Maintaining Biodiversity



## SOCIAL

- ▶ Gender Equality
- ▶ Labor Rights
- ▶ Diversity and Inclusion
- ▶ Human Rights
- ▶ Right to Education



## GOVERNANCE

- ▶ Transparent Governance
- ▶ Institutional Trust
- ▶ Risk Management
- ▶ Ethics and Compliance
- ▶ Board and Executive Diversity

# ANNUAL SHAREHOLDER OUTREACH

Since 2016, FMC's Board has conducted an annual outreach with our shareholders

*In January 2020 and January 2021, the focus was on ESG*

## AREAS OF INTEREST FROM JANUARY 2021 OUTREACH

- ▶ Bi-annual materiality assessment, assessing ESG risks
- ▶ Investors increasingly looking to SASB and TCFD frameworks to compare companies
- ▶ Raters (i.e., MSCI, ISS, Sustainalytics) struggle with accuracy; we are closing the gaps and are committed to improving scores
- ▶ Sustainability of our current products and R&D pipeline, assessing regulatory risk in crop protection
- ▶ Board diversity and refreshment, as well as Board oversight of sustainability initiatives in the company

## FMC ACTIONS IN 2021

- ▶ Performing TCFD scenario testing and Scope 3 emissions measurement
- ▶ Challenging ourselves to set science-based targets
- ▶ Began linking compensation of executives and other leaders to new D&I objectives
- ▶ Set a goal of at least 33% female directors on our Board by the end of 2026

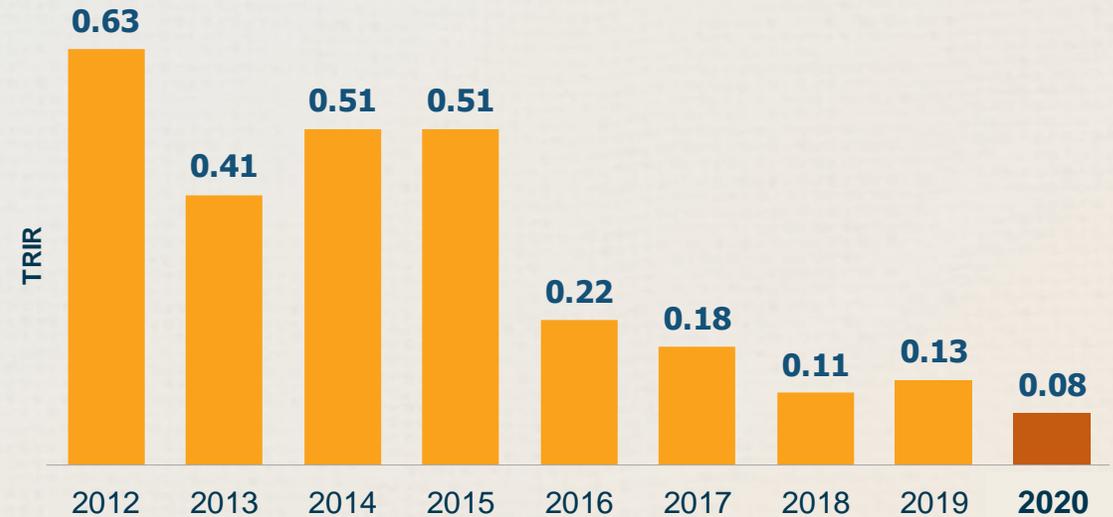
# SAFETY IS A CORE VALUE FOR FMC

- ▶ 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.
- ▶ From June 2019 through October 2019, the company had zero injuries, the longest stretch in FMC history.
- ▶ Our TRIR is among the lowest in the industry globally and in the upper decile of peer companies in North America<sup>1</sup>

<sup>1</sup> American Chemistry Council

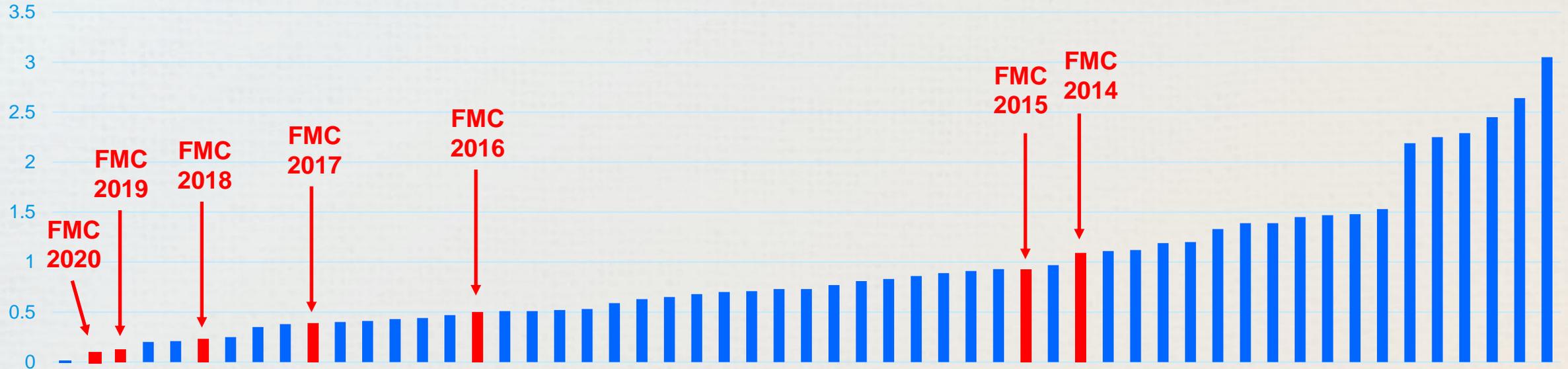
## 2020 SAFETY PERFORMANCE

2025 Goal:  
**<0.1 Total Recordable Incident Rate (TRIR)**



# SAFETY – FMC IS A LEADER 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

SOURCE: American Chemistry Council (ACC)

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

# DIVERSITY AND INCLUSION



## OUR D&I AMBITION STATEMENT

### SEE YOURSELF IN FMC, BE YOURSELF IN FMC

We strive to be an inclusive workplace where our employees reflect the community, are valued, find purpose in their work, and grow and contribute to their fullest potential.

*“Diversity & Inclusion is critical for everyone to feel engaged and have a sense of belonging. It matters not only for current employees but also for the next generation of employees. It is a key differentiator for us. We focus on Diversity & Inclusion, not just because creating a diverse and inclusive workforce is the right thing to do, but because it makes sound business sense. It is important for our future success.”*

**Mark Douglas, President and Chief Executive Officer**

In 2020, we made significant progress on strengthening our culture of diversity and inclusion at FMC. That commitment continues to drive our ability to:

Identify and develop the best talent

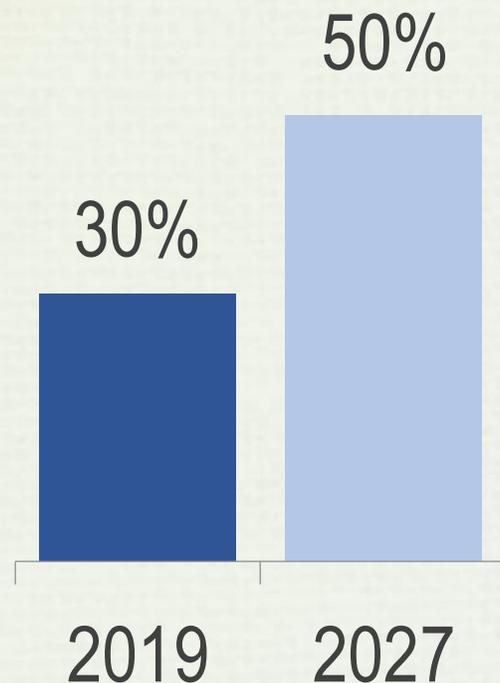
Create an inclusive culture where our workforce can thrive

Advocate inclusive behaviors

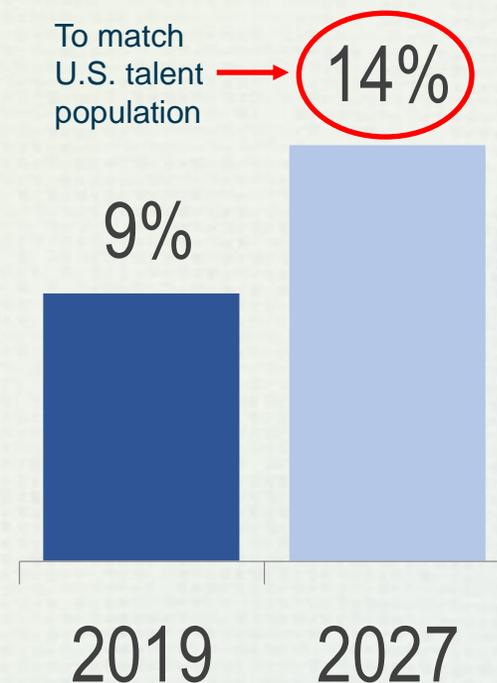
Integrate diversity and inclusion in our policies and practices

# FMC DEVELOPS TALENT OBJECTIVES TO IMPROVE WORKFORCE DIVERSITY

Percentage of Women in FMC's Global Workforce



Percentage of Black & African Americans in FMC's U.S. Workforce



## 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.

FMC's focus on diversity in talent management will lead to greater creativity and innovation to accelerate its growing business.

# SUSTAINABILITY GOALS

## INNOVATION

GOAL BY 2025

**100%**

R&D Spend on Developing Sustainable Products

Innovation is in our DNA. With strong capabilities in our R&D organization, we create innovative solutions to address food security, one of the largest global challenges, without compromising the environment. We commit to creating products that are consistently better for the planet than any that currently exists in the market.

## SAFETY

GOAL BY 2025

**<0.1**

Total Recordable Incident Rate (TRIR)

At FMC, people come first. We strive for an injury-free workplace, where every employee returns home the same way they arrived. We encourage a culture of open reporting, so we can learn from our mistakes and work towards continuous improvement in behaviors and processes. A TRIR of less than 0.1 is industry leading performance.

## COMMUNITY ENGAGEMENT

GOAL BY 2025

**100**

on the Community Engagement Index

We are committed to enriching the communities where we work and live. If surrounding communities thrive, so do we. To monitor this, each FMC-owned manufacturing site and select R&D sites report on their community activities quarterly.

# INNOVATION IS CRITICAL TO OUR SUSTAINABILITY

- ▶ Regulatory thresholds around the globe are continually becoming more stringent
- ▶ We must develop targeted products to help growers increase yields while at the same time minimize the residual impact on soil, water, air, as well as off-target organisms
- ▶ We have over 35 new proprietary molecules and biologicals in our award-winning pipeline, with over 20 featuring new modes of action for the crop to which they are applied

New products launched this decade from our R&D pipeline are expected to contribute \$1.8 to \$2.1 billion in sales by 2030

## FMC's SUSTAINABILITY ASSESSMENT TOOL



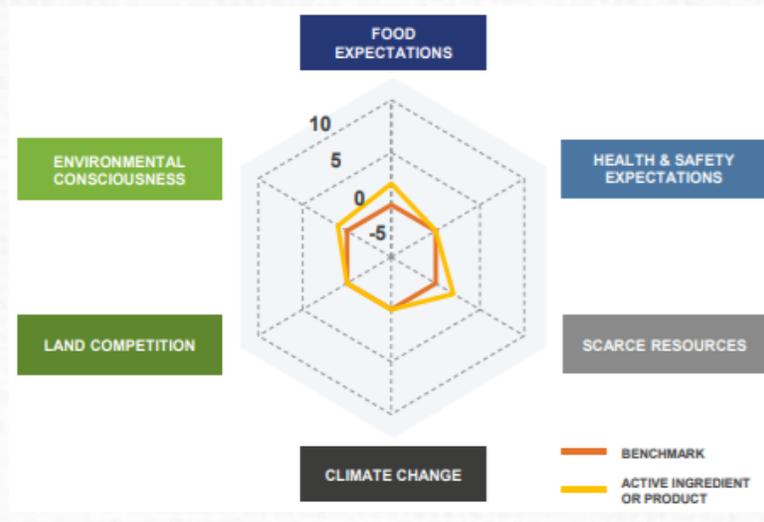
**Note:** A sustainably advantaged product is one that positively impacts at least one of the six major Global Challenges: Food Expectations, Health and Safety Expectations, Environmental Consciousness, Climate Change, Scarce Resources and Land Competition, but does not retreat in any of the five other areas.

# SUSTAINABILITY ASSESSMENTS OF KEY MOLECULES\* IN DEVELOPMENT PIPELINE

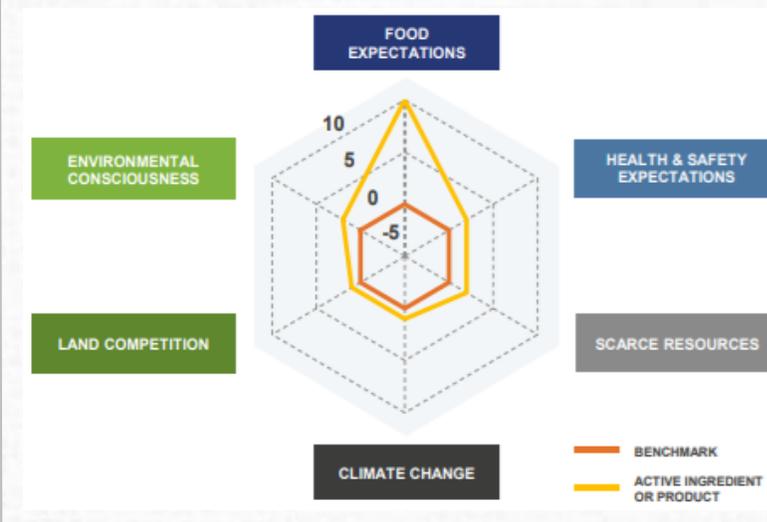
## Isoflex™ Active (herbicide)



## Fluindapyr (fungicide)



## Tetflupyrolimet (herbicide)



On average, the 7 synthetic molecules in our development pipeline are expected to have a positive impact on 4 of the 6 Global Challenges, as defined by our sustainability assessment tool

\* Isoflex™ Active was launched in Australia in 2021, Fluindapyr is set to be launched in Argentina and U.S. (non-ag) in 2021, and Tetflupyrolimet is scheduled to be launched in Korea in 2023. Launch timing is dependent upon obtaining regulatory approvals.

# COMMUNITY ENGAGEMENT



**India** – Project Samarth (Hindi for Empowered) is a three-year program to make potable water accessible to India's rural communities

**Brazil** – Sponsored children's theater teaching the Seven Habits of Responsible Agriculture

**Newark, Delaware** – Conducted fire safety training with Aetna Fire Company and donated PPE

FMC organized more than 200 community events across the world in 2020

# FMC'S 2030

# SUSTAINABILITY GOALS

## ENVIRONMENTAL FOOTPRINT



Energy intensity is calculated as the total amount of energy utilized (gigajoule) per metric tonne of product.

GHG intensity is calculated as the total amount of GHGs (tonnes CO<sub>2</sub> equivalent) per metric tonne of product.

Water-use intensity is calculated as the total amount of water utilized (cubic meter) in high-risk locations per metric tonne of product.

Waste disposed intensity is calculated as the total amount of waste disposed (metric tonne) per metric tonne of product. Due to anticipated shifts in FMC's product mix and expected growth through 2030, waste disposed intensity is expected to increase by 55 percent. Therefore, we will need to decrease our waste disposed intensity by 55 percent to maintain the 2018 base year intensity.

# FMC IS COMMITTED TO MAKING PROGRESS ON TWO U.N. SUSTAINABLE DEVELOPMENT GOALS



GOAL #2: **Zero Hunger**



GOAL #15: **Life on Land**

# GOVERNANCE STRUCTURE



## BOARD COMMITTEE

- ▶ FMC established a Sustainability Committee in 2011.
- ▶ 5 members of the Board are currently on the committee and they meet 3 times per year
- ▶ Provide oversight of all sustainability programs and objectives

## EXECUTIVE SUSTAINABILITY COUNCIL

- ▶ Executive Sustainability Council includes key people from across FMC
- ▶ Serves to inform, align and challenge our ESG focus
- ▶ Meets 4 times per year to discuss all aspects of sustainability as well as stewardship, D&I, government affairs, philanthropy, communication and engagement.

## EXTERNAL SUSTAINABILITY ADVISORY COUNCIL

- ▶ FMC's External Sustainability Advisory Council, initiated in November 2017, provides perspectives and objectivity to our sustainability strategy.
- ▶ Members of the Council are leaders in agriculture, energy, water, academia and environmental issues. They have broadened our thinking in many areas. Their feedback is vital as FMC continues to evolve and grow.

# Appendix – More from Our Sustainability Report



# ABOUT OUR SUSTAINABILITY REPORT



GLOBAL REPORTING INITIATIVE (GRI)	UNITED NATIONS GLOBAL COMPACT	EXTERNAL ASSURANCE OF SUSTAINABILITY DATA	MATERIALITY
<ul style="list-style-type: none"><li>• Our 2019 Sustainability Report and our web-based content at <a href="http://www.FMCsustainability.com">www.FMCsustainability.com</a> have been prepared in accordance with the GRI Standards: Core option. A detailed GRI Content Index can be found on the website</li></ul>	<ul style="list-style-type: none"><li>• FMC became a signatory to the UN Global Compact (UNGC) in 2014. This report represents our fifth Communications on Progress in support of the UNGC principles</li></ul>	<ul style="list-style-type: none"><li>• FMC engaged ERM Certification and Verification Services to provide limited assurance in relation to specified 2019 environmental (energy, GHG emissions, water and waste disposed) and safety data</li></ul>	<ul style="list-style-type: none"><li>• FMC conducts a biennial materiality assessment to determine environmental, social and governance topics that are important to the company</li><li>• The assessment also guides our sustainability reporting priorities</li><li>• The assessment is conducted through a series of interviews, meetings and surveys with internal and external stakeholders</li></ul>

# our PEOPLE

Henry Ngugi, with Novi Budiyanth, FMC  
R&D Manager (L) and Abdul Hery Suryanto,  
Crop Protection Product Distributor (R)

“

We are trying to feed the world and help growers do their job. Coming from a developing country, I understand the complexities surrounding food security and want to make sure that growers can continue to feed people with limited resources and mitigate losses from diseases. The global population is increasing, and we want to be able to sustainably farm the limited farmland that we have.”

- Henry Ngugi, Global Technical Product Manager-Fungicides, FMC Corporation



# TALENT MANAGEMENT



## LEARNING AND LEADERSHIP

- ▶ We strive to consistently maintain our status as one of the top agricultural sciences companies in the world.
- ▶ We focus our programs and initiatives on sustaining strong leaders who are committed to engaging and developing their employees, so they can lead competitively, innovate change, improve business performance, and successfully maintain a competitive advantage.
- ▶ Three of our signature leadership programs are outlined below.

### SCIENCE OF LEADERSHIP

- ▶ Equips participants with the skills to challenge others, strategically address change when it occurs within FMC and motivate teams for success
- ▶ Improves participants' understanding of the value of working across differences, including communication styles and range of influence
- ▶ Encourages participants to think more broadly about their role and how to optimally drive results within FMC

### ART OF LEADERSHIP

- ▶ Increases participants' emotional intelligence and abilities to tackle difficult situations within a global company
- ▶ Enhances participants' skills in managing change and empowers leaders within their teams to achieve peak performance
- ▶ Ensures participants recognize the opportunities to challenge the status quo through coaching at all levels within the company

### KEYS TO LEADERSHIP

- ▶ Builds strong and diverse leaders who then can support prolonged growth and deliver results
- ▶ Enables our leaders to better understand the balance between managing day-to-day priorities while also leading with vision, inspiration and authenticity
- ▶ Increases retention and builds a development culture among leaders

# EMPLOYEE RESOURCE GROUPS (ERGs)

Beyond creating a diverse workforce, we are also committed to ensuring that every employee feels comfortable bringing their whole self to work. In 2020, we continued to expand and grow the work of our Employee Resource Groups (ERGs) to better support the needs of our organization.



New Generation



## SPOTLIGHT

**Mission:** To showcase and provide a community for the various ethnic cultures across FMC, which in turn help recruit and retain talent. To bring cultural awareness to the FMC workforce in regions where we operate and to provide insight into best practices when working with various cultures.

### 2020 Highlights:

- Black History Month 2020 Keynote: Lasella L. Hall, Associate Director of Frederick Douglass Unity House with panel discussion – “Conversations about Race and Black Identity in the Workplace”
- Launch of Employees For Black Excellence (EBEx) Subgroup
- Launch of AZN – Asian Zone Network Subgroup
- Supported Anti-Racism Listening Sessions

# DIVERSITY AND INCLUSION ACHIEVEMENTS



HUMAN RIGHTS  
CAMPAIGN:  
100 ON CORPORATE  
EQUALITY INDEX

***FMC earned 100 percent on the Human Rights Campaign Foundation's Corporate Equality Index***

FMC received a score of 100 percent on the Human Rights Campaign Foundation's 2020 Corporate Equality Index (CEI), the U.S.'s premier benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality. FMC joins the ranks of more than 680 major U.S. businesses that also earned top marks this year.



FMC was ranked 128 out of 500 companies globally on the Forbes list of The World's Best Employers. The list is curated by Forbes, in partnership with Statista, a statistical analysis company and is based on 1.4 million employment recommendations pulled from global polls and regional surveys. The global respondents are asked multiple questions regarding their employer and whether they would recommend their company to a friend or family member.



# our PRODUCTS

Alvaro Luiz Dilli Gonçalves,  
*HR and Sustainability Officer*



We must understand growers are dependent on the quality of their air, water and soil. If I don't preserve our soil, the environment, water springs, our dams, then our company will cease to exist. We must have a long-term view. And why should we do this? Because our planet has no plan B."

— Alvaro Luiz Dilli Gonçalves' *HR and Sustainability Officer, SLC AGRÍCOLA S/A*  
(A major grower and customer of FMC)



# PLANT HEALTH

## BIOLOGICAL CROP PROTECTION PRODUCTS

- ▶ Biologicals represent a diverse group of plant protection products derived from microorganisms and other naturally occurring materials
- ▶ Today, FMC is working on new bioinsecticides, bionematicides, biofungicides and biostimulants at our European Innovation Center in Hørsholm, Denmark
- ▶ These biological products feature new modes of action and excellent sustainability profiles. They can also help plants overcome difficult growing conditions, fight disease and even assist in regulating the plant's uptake of nutrients and use of limited water

## EUROPEAN INNOVATION CENTER, DENMARK

Four years ago, we established our European Innovation Center (EIC) in Hørsholm, Denmark, to accelerate in-house biological discovery and screening. At the EIC, scientists isolate natural microbes from soil and screen them for unique biopesticide or biostimulant solutions. In 2019 we expanded our facility to include state-of-the-art fermentation and downstream processing equipment. The new EIC pilot plant fermenters enable FMC to do our own process development and efficiently scale-up volumes of material for biological evaluation in the field.



Stavros Kalafatakis, Research Scientist, using the newly installed fermentation processing equipment at EIC, Denmark.

# PRECISION AGRICULTURE

- ▶ Growers are now desiring more visibility into the health of their fields and more precise tools to manage their crops
- ▶ Our Precision Agriculture solutions enable growers and their advisors to operate more effectively and sustainably through the power of data and machine learning.

## ARC™ FARM INTELLIGENCE – *Launched in 2020*

This proprietary mobile platform is a first in the agricultural industry to deliver real-time data that predicts insect pressure one week in advance with more than 90 percent confidence for key insects to help growers protect yields. For key pests, Arc™ farm intelligence provides pest pressure forecasts based on:

- Aggregated historical data
- Hyper-local weather data
- Real-time regional pest mapping

Among many other benefits, Arc™ Farm Intelligence can:

- Decrease environmental impact by allowing farmers to spray at the right time to address pest pressure
- Manage infestations before they escalate
- Help delay pest resistance issues through more effective and targeted product application

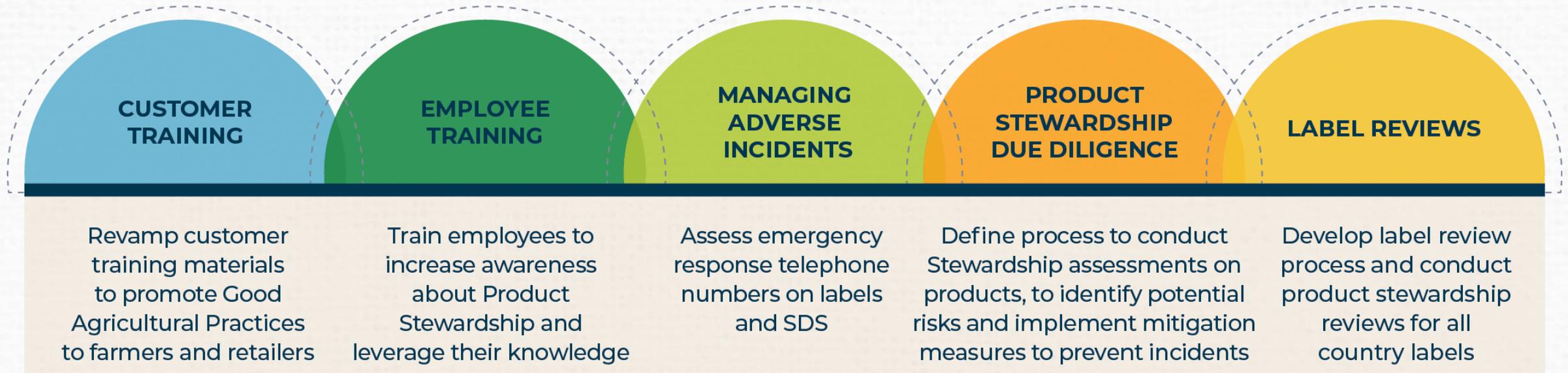


# PRODUCT STEWARDSHIP

Product stewardship is a key component of FMC's sustainability core value. We are now focusing on the projects which will help identify any issues and gaps and then work towards successful mitigating solutions. Two important issues being addressed by FMC and CropLife International are training programs for farmers on the importance of wearing personal protective equipment (PPE) when applying products and good management practices for empty product containers.



## PRODUCT STEWARDSHIP PROJECTS OVERVIEW



# our PROGRESS

Tessa Scown,  
Global Regulatory Ecotoxicologist

“

As a company, we need to ensure the sustainability and safety of our products to maintain the right to operate. Environmental standards may well be more stringent in the future. If we stretch ourselves and work towards higher standards now, we are setting ourselves up to continue to succeed in the future.”

- Tessa Scown, *Global Regulatory Ecotoxicologist*, FMC Corporation

