



November 17, 2020

Investor Technology Update

Safe Harbor Statement



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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.

Opening Remarks



PRESENTED BY

Mark Douglas

President
Chief Executive Officer

Today's Topics and Presenters



Opening Remarks

Mark Douglas

President
Chief Executive Officer



Technology Portfolio Overview

Dr. Kathleen Shelton

Vice President
Chief Technology Officer



Questions



Valuing the Pipeline

Diane Allemang

Vice President
Chief Marketing Officer



Financial Implications and Policies

Andrew Sandifer

Executive Vice President
Chief Financial Officer



Questions

Technology and Sustainability Must Address World Challenges

- Demand for food, protein and feed is rising annually.
- Farmers must produce more crops on less land.
- Environment-related risks rate highest for their impact and likelihood to affect world's economy.¹
- Additional 130 million people could face acute food insecurity by the end of 2020.²



8.5 billion
PEOPLE BY 2030
Increase of 1B since 2015



>10% increase
IN PER CAPITA PROTEIN
CONSUMPTION



1.5 million acres
OF AGRICULTURAL LAND LOST ANNUALLY



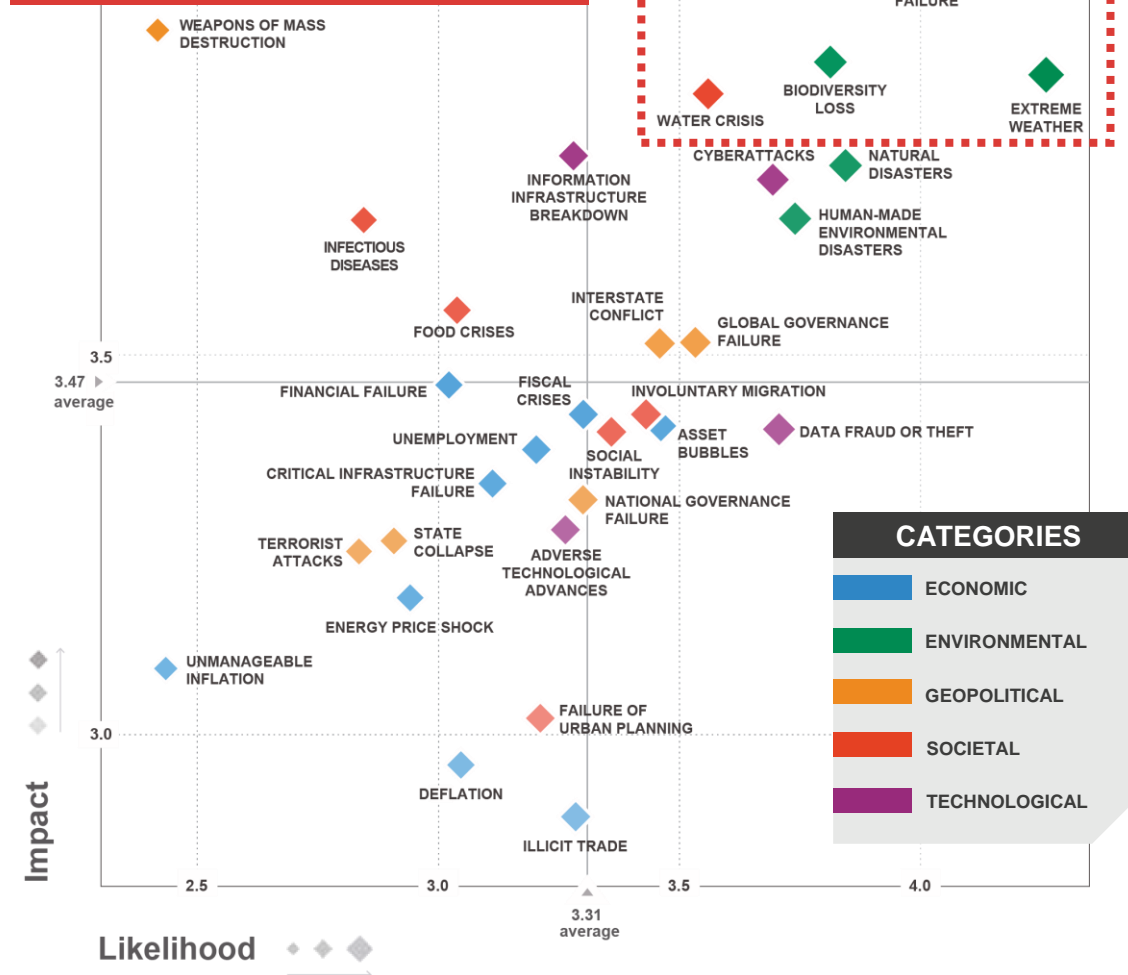
50% more
FOOD, FEED AND
FUEL REQUIRED
BY 2050



Declining Arable Land
1/2 acre/person (today)
1/3 acre/person (2050)

¹Source: World Economic Forum Global Risks Report 2020 ²Source: UN World Food Programme

Global Risks Landscape During Next Decade¹



Our Commitment to Technologies that Maintain a Safe, Secure and Sustainable Food Supply



NEW SUSTAINABILITY GOALS

INNOVATIONS

R&D Spend on
Sustainably
Advantaged Products

100%
BY 2025

BUSINESS PRACTICES

Safety
Total Recordable Incident
Rate (TRIR)

<0.1
BY 2025

**Community
Engagement Index**

100
BY 2025

ENVIRONMENTAL FOOTPRINT

**Energy
intensity**

▼ **25%**
BY 2030

**GHG emissions
intensity**

▼ **25%**
BY 2030

**Waste disposed
intensity**

Sustain*
2018 intensity
through 2030

**Water use intensity
at high-risk locations**

▼ **20%**
BY 2030

ESG PRIORITIES



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

- Transparency
- Institutional Trust
- Risk Management
- Ethics & Compliance
- Board & Leadership Diversity

U.N. SUSTAINABLE DEVELOPMENT GOALS



GOAL 2: Zero Hunger

End hunger, achieve food security, improve nutrition and promote sustainable agriculture.



GOAL 15: Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt/reverse land degradation and biodiversity loss.

* 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.

Office of the Chief Sustainability Officer

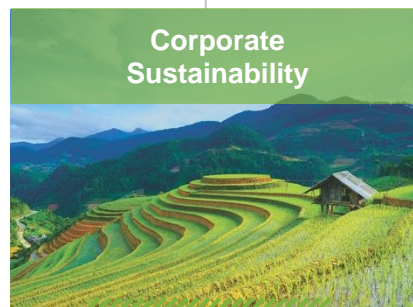


Dr. Karen M. Totland

- Broaden FMC's Environmental, Social and Governance efforts.
- Elevate, expand and integrate sustainability across every facet of the company.
- Create one, unified organization that leverages the strengths and expertise of key functions and organizations.



OFFICE OF THE CSO



Powering One of the Most Productive Crop Protection Pipelines in Agriculture

\$1.8 - \$2.1 BILLION

Revenue Contribution by 2030
From New Active Ingredients

\$2.5 - \$3.0 BILLION

Peak Sales
From New Active Ingredients

>35 New Active Ingredients¹

>25 New Active Ingredients

Discovery Pipeline

11 New Active Ingredients

Development Pipeline

>20

New Modes
of Action²

9

Advanced at
least one gate
since 2018

¹ Includes Synthetic and Biological pipelines ² New Modes of Action include new chemistries and new applications on specific crops

Investing in Innovation and Disruptive Technologies



FMC VENTURES

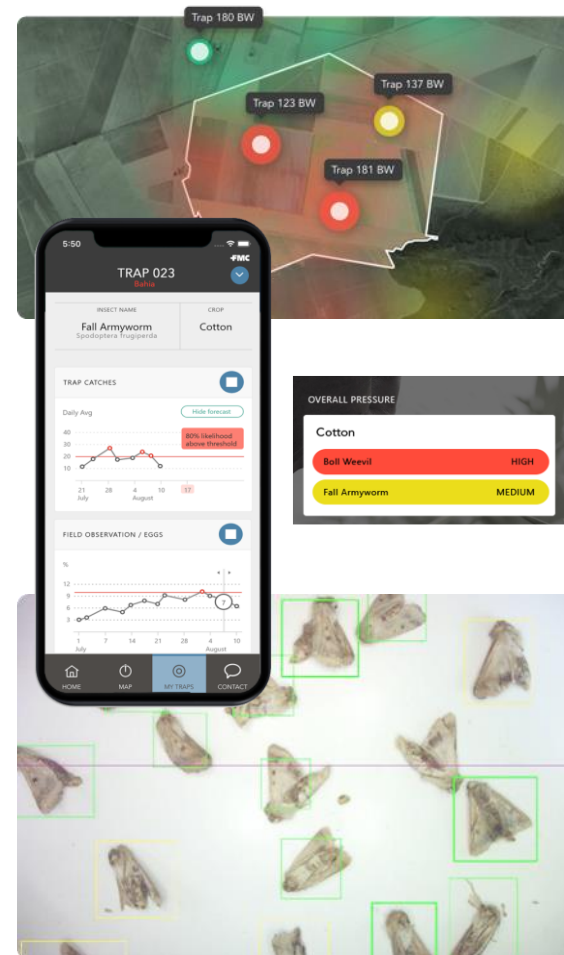
Broadening Access to New Opportunities and Disruptive Technologies

	FOCUS	BENEFITS
ARTIFICIAL INTELLIGENCE FOR DISCOVERY & SYNTHETIC BIO	<ul style="list-style-type: none"> Artificial Intelligence and Machine Learning for discovery and development Protein engineering and strain optimization 	<ul style="list-style-type: none"> Accelerate discovery Reduce commercialization risk
BIOPESTICIDES	<ul style="list-style-type: none"> Living organisms with pesticidal or yield enhancing properties Semio-chemicals 	<ul style="list-style-type: none"> Address regulatory and consumer demands Improve resistance management
ROBOTICS & PRECISION AGRICULTURE	<ul style="list-style-type: none"> Digital agronomy Detection and diagnostics Application 	<ul style="list-style-type: none"> Improve sustainability Increase growers' return on investment
EMERGING BUSINESS MODELS	<ul style="list-style-type: none"> Digital marketplaces Alternative channels and business models 	<ul style="list-style-type: none"> Capture value at different points in value chain

CURRENT INVESTMENTS & PARTNERSHIPS



PRECISION AGRICULTURE



Arc™ farm intelligence is the first mobile platform in the agricultural industry that uses the power of real-time data and predictive modeling to help drive the right crop protection products with precise application.

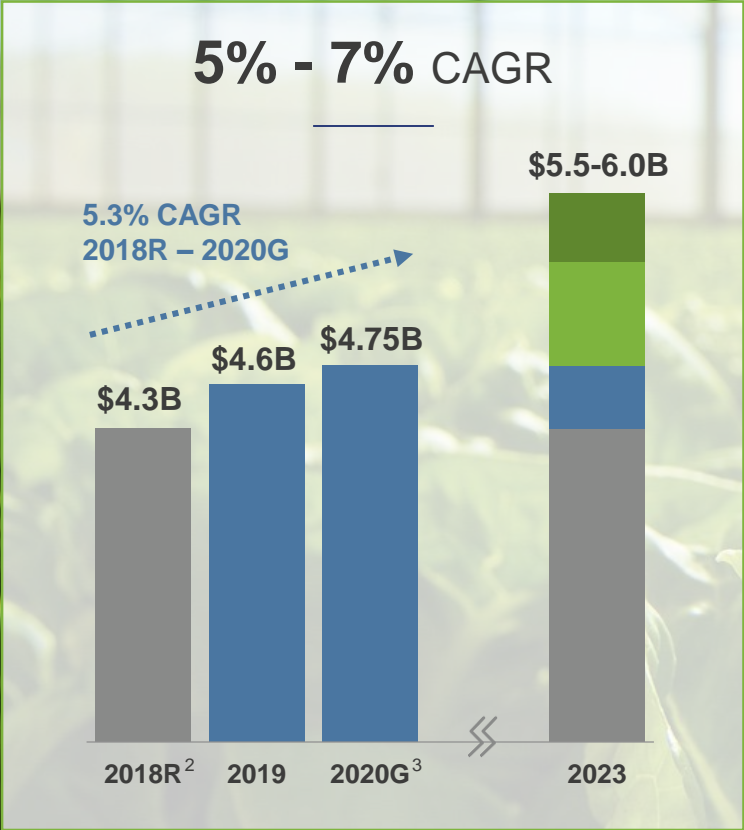
Proprietary technology provides pest pressure forecasts based on aggregated historical data, hyper-local weather data, and real-time regional pest mapping.

Arc™ Farm Intelligence Benefits

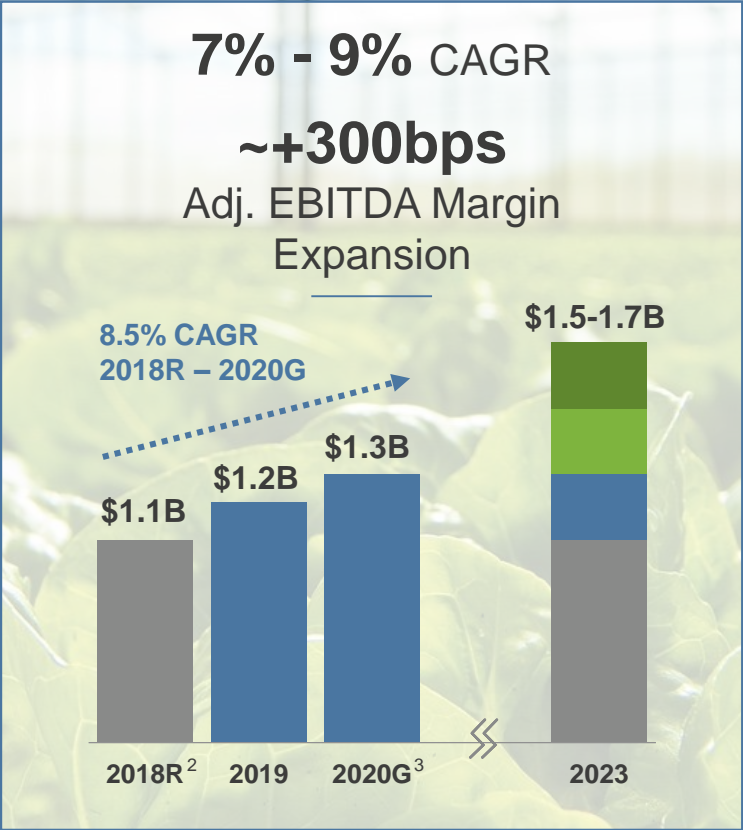
- Decrease environmental impact by allowing farmers to spray at the right time to address pest pressure
- Manage infestations before they escalate
- Help delay pest resistance issues through more effective and targeted product application

Long-Range Plan¹ Remains on Track for Key Target Deliverables

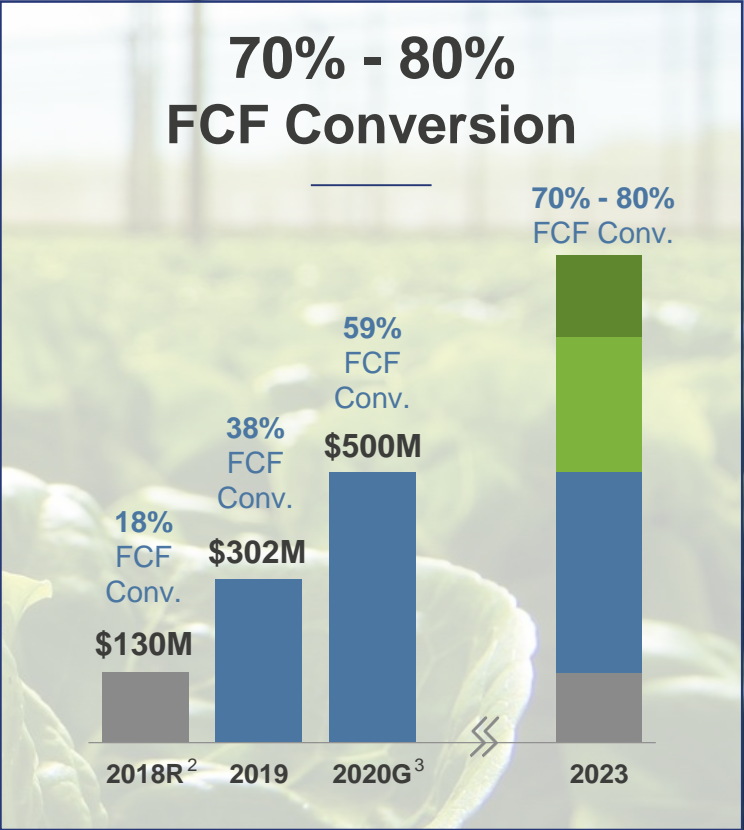
2023 REVENUE



2023 Adjusted EBITDA



2023 FREE CASH FLOW



KEY 2018 BASELINE 2019-2020 GROWTH REMAINING GROWTH

¹ 2018 Long-Range Plan (2019 – 2023) ² Recast 2018 (2018R) excludes the former Lithium segment. ³ Represents midpoint of guidance range, as of 11/02/2020



Technology Portfolio Overview



PRESENTED BY

Dr. Kathleen Shelton

Vice President
Chief Technology Officer

Maintaining Research Productivity During COVID

- /// No significant impact on R&D operations ✓
- /// All major programs on track ✓
- /// Produced and shipped nearly 6,000 field samples ✓
- /// Completed more than 10,500 planned field programs ✓
- /// All research and development sites are open and operating ✓



FMC Research and Development



**Synthetic and Biological
PIPELINES**

**Advancing Molecules in
DISCOVERY AND DEVELOPMENT**

**Technologies Ready for
COMMERCIAL LAUNCH**

PRECISION AGRICULTURE

**Broadening Research With
INVESTMENTS AND PARTNERSHIPS**

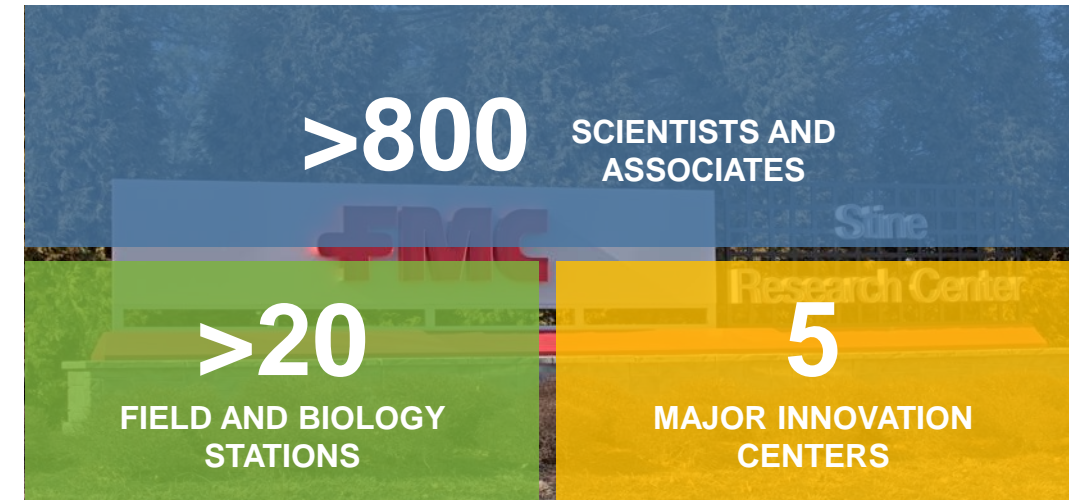


Innovation Driving Commercial Success in a World-Class R&D Organization



R&D PRIORITIES

- Anticipate grower needs
 - New technologies
 - Filling gaps to support Integrated Pest Management (IPM)
- Focus on synthetic and biological crop protection
 - Products growers need and want, regardless of seed type
 - Pipeline productivity—strong bias for quality, not quantity
- Sustainability embedded across all pipelines
 - Synthetic chemistry
 - Biologicals
- Increase impact through precision agriculture
- Extend capabilities with external research collaborations and partnerships

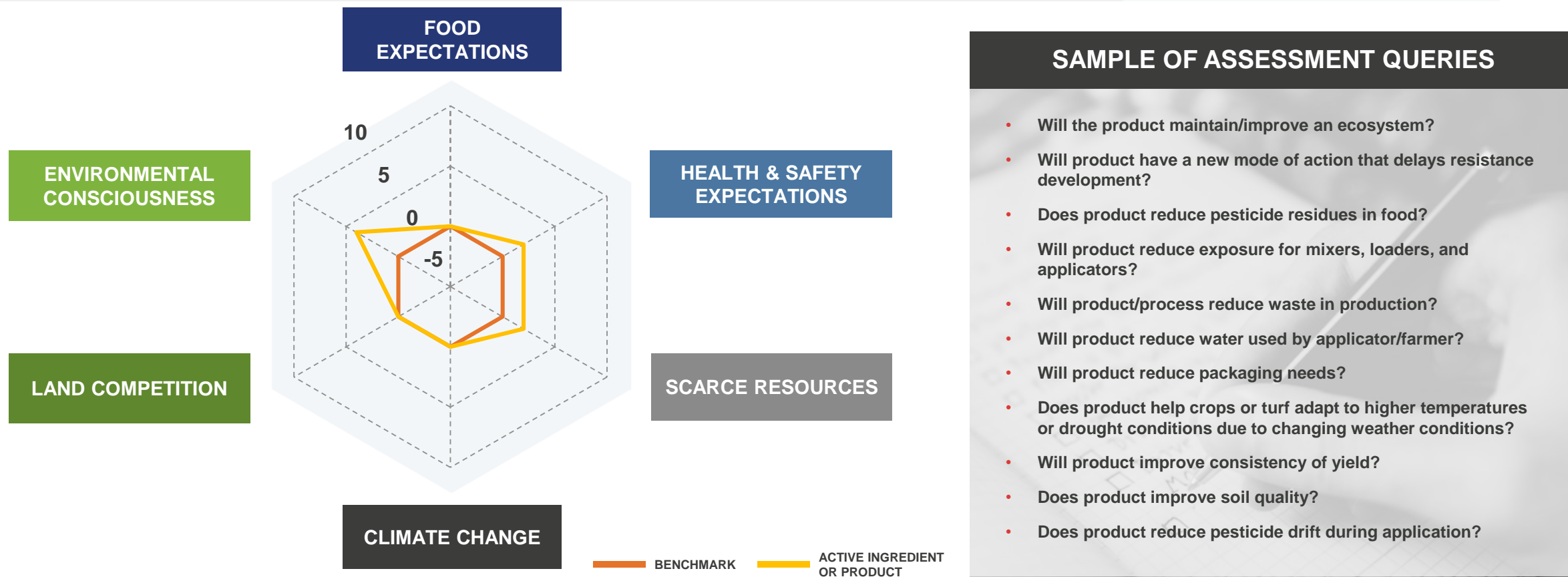


INVESTMENTS & PARTNERSHIPS

Dramatically accelerate the scientific discovery process for developing novel crop protection solutions



Sustainability Assessment Tool Supports FMC's Focus on Sustainably Advantaged Technologies



- Award-winning tool developed by FMC gauges sustainability of new formulated products and active ingredients in the pipeline.
- Products and active ingredients are compared to benchmark products in the market and are assigned a quantifiable score.
- A sustainably advantaged product is one that positively impacts at least one of the six major Global Challenges in the diagram and does not retreat in any of the five other areas.

A Productive Pipeline Advancing Molecules Regularly

DISCOVERY PIPELINE

Synthetic ~2-4 years

Biological ~2-3 years

- Find biological activity that fits a product concept

- Optimize activity and solve problems
- Compare performance versus commercial standards
- Advance environmental, toxicity and ecological studies to confirm registrability
- Initiate evaluation of manufacturing

HITS

STAGE A
LEADS

STAGE B
LEADS

STAGE C
LEADS

PROGRESS TO
DEVELOPMENT
PIPELINE

- Improve activity and identify uncertainties
- Verify product conceptual fit
- Continue chemistry optimization
- Initiate preliminary investigatory studies
- Perform field studies

- Best-in-class analog identified
- Freedom to operate assessment and IP strategy
- Initial patent disclosures/application submitted
- Preliminary regulatory studies completed, and performance validated in lab/greenhouse

DEVELOPMENT PIPELINE

Synthetic ~7-10 years

Biological ~3-5 years

- Define product offering and potential business case opportunities
- Develop strategy for in-scope country/crop segments
- Develop registration plan critical path
- Initiate sustainability assessment

- Major markets, country and crop segments finalized and registration submitted
- Initiate launch plans and brand architecture
- Develop supply chain
- Update sustainability and product stewardship assessments

DEFINITION

VALIDATION

DEVELOPMENT

LAUNCH AND
REALIZATION

- Optimize formulations
- Complete regulatory studies
- Complete preliminary market studies
- Update sustainability and product stewardship assessments

- Obtain registrations
- Establish commercial product supply
- Launch products















Discovery Pipeline / Synthetics

Crop Science
Forum & Awards 2020
Online

Best R&D Pipeline
WINNER

FMC An Agricultural
Sciences Company

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			Target Market					Discovery Stage Gate		
Name	Attributes	New Mode of Action	F&V	Rice	Cereals	Corn	Soy	Stage A	Stage B	Stage C
 WEED CONTROL										
Herbicide A	Selective, broad spectrum, pre- to early-post application, resistance grass control				<div></div>	<div></div>	<div></div>			<div></div>
Herbicide B	Selective, post-emergence broad leaf control, resistance management tool				<div></div>	<div></div>			<div></div>	
Herbicide C	Selective pre-emergence broad spectrum weed control			<div></div>		<div></div>	<div></div>	<div></div>		
Herbicide D	Selective broad spectrum, resistance management tool			<div></div>	<div></div>	<div></div>	<div></div>	<div></div>		
Herbicide E	Selective broad leaf weed control, resistance management tool			<div></div>		<div></div>		<div></div>		
 INSECT & NEMATODE CONTROL										
Insecticide A	Cross spectrum insect control		<div></div>	<div></div>		<div></div>	<div></div>			<div></div>
Insecticide B	Cross spectrum insect control		<div></div>	<div></div>		<div></div>	<div></div>		<div></div>	
Insecticide C	Cross spectrum insect control		<div></div>			<div></div>	<div></div>	<div></div>		
Insecticide D	Cross spectrum insect control		<div></div>	<div></div>		<div></div>	<div></div>	<div></div>		
Insecticide E	Systemic control of sucking insects		<div></div>				<div></div>	<div></div>		
Insecticide F	Cross spectrum insect control		<div></div>	<div></div>			<div></div>	<div></div>		
Nematicide A	Broad spectrum nematode control		<div></div>					<div></div>		
 DISEASE CONTROL										
Fungicide A	Rust control, resistance management tool			<div></div>			<div></div>			<div></div>
Fungicide B	Rust control, resistance management tool			<div></div>			<div></div>			<div></div>
Fungicide C	Broad spectrum disease control		<div></div>	<div></div>	<div></div>				<div></div>	
Fungicide D	Rust control, resistance management tool						<div></div>		<div></div>	
Fungicide E	Rust control			<div></div>			<div></div>	<div></div>		
Fungicide F	Rust control, resistance management tool						<div></div>	<div></div>		
Fungicide G	Broad spectrum disease control		<div></div>		<div></div>		<div></div>	<div></div>		

* New Modes of Action include new chemistries and new applications on specific crops.

Investor Technology Update

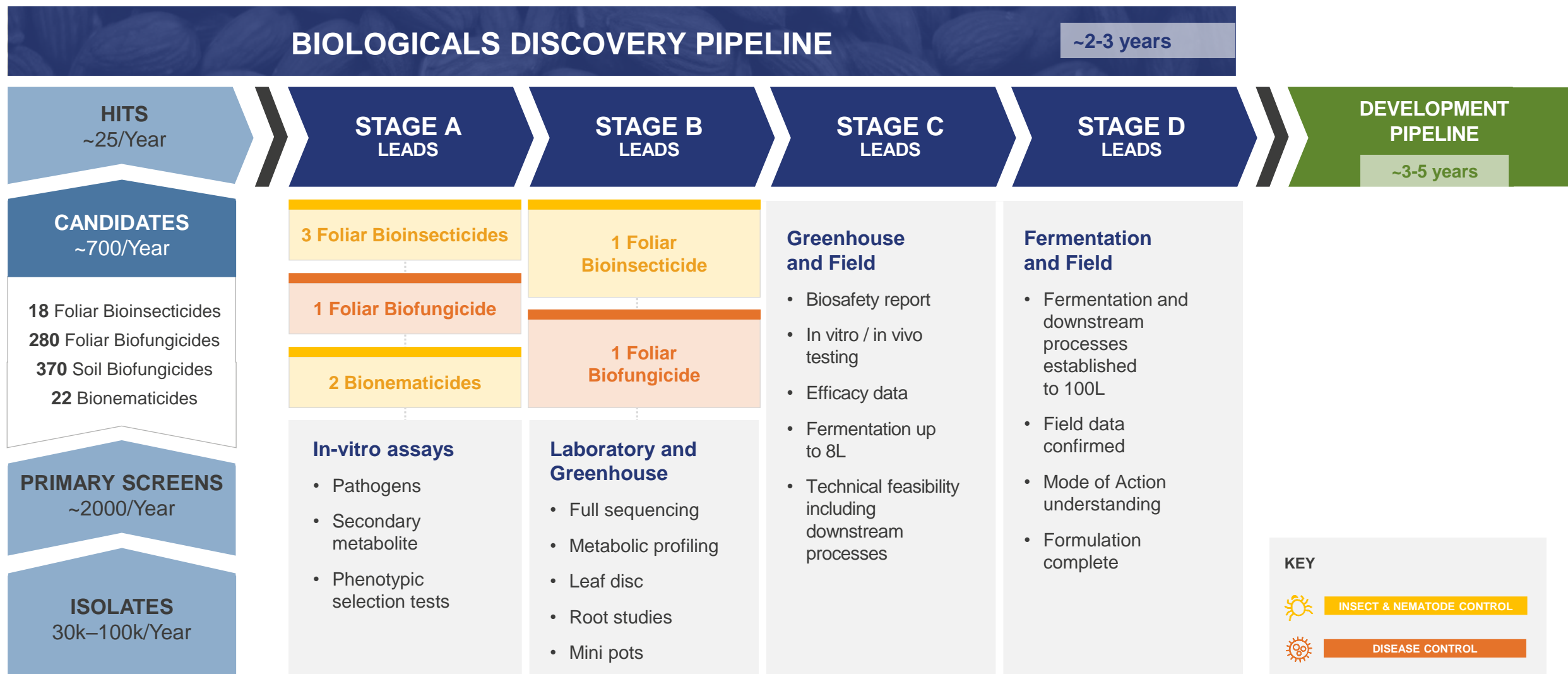
Discovery Pipeline / Biologicals

Crop Science
Forum & Awards 2020
Online

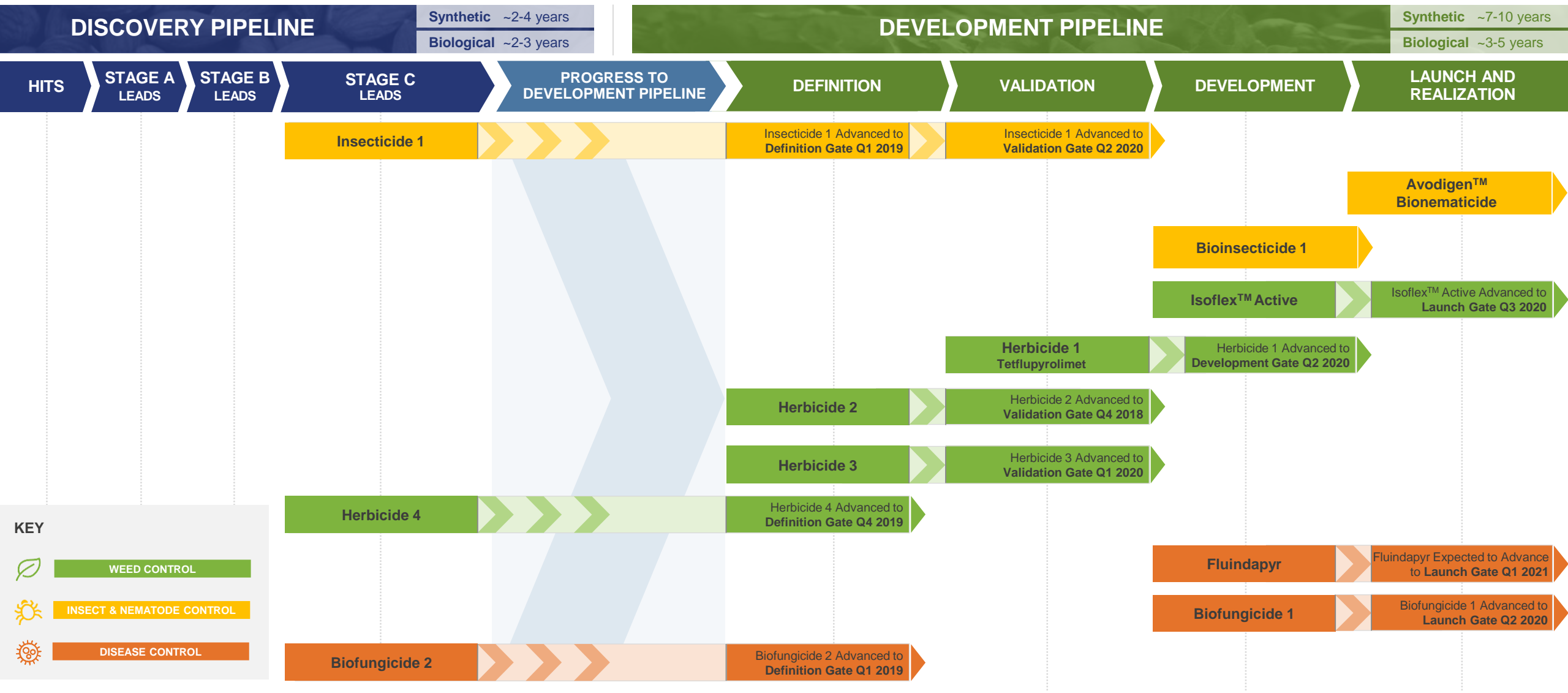
Best R&D Pipeline
WINNER

FMC | An Agricultural
Sciences Company

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Substantial Progress Advancing 9 Molecules since December 2018*



*Chart depicts pipeline status of molecules beginning in December 2018, and their advancement through stage gates throughout a 24-month period.

Development Pipeline / Synthetics and Biologicals

Crop Science
Forum & Awards 2020
Online

Best R&D Pipeline
WINNER

FMC | An Agricultural
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				Target Market					Regions				
Name	Launch Year ¹	Market Area	New Mode of Action ²	F&V	Rice	Cereals	Corn	Soy	North America	Latin America	Asia	EMEA	Current Development Gate ³
🌿 WEED CONTROL													
Isoflex™ Active	2021	Selective (grasses)	✔️		■	■	■	■		●	●	●	Launch & Realization
Herbicide 1 (Tetflupyrolimet)	2023	Selective (grasses)	✔️		■				●	●	●	●	Development
Herbicide 2	2027	Selective (broad spectrum)	✔️		■	■	■	■				●	Validation
Herbicide 3	2028	Selective (broadleaf)	✔️				■	■	●	●	●	●	Validation
Herbicide 4	2031	Selective (broad spectrum)	✔️		■	■	■	■	●	●	●		Definition
☀️ INSECT & NEMATODE CONTROL													
Insecticide 1	2028	Piercing insects		■	■	■	■	■	●	●	●	●	Validation
Avodigen™	2021	Bionematicide	✔️	■		■	■	■	●		●	●	Launch & Realization
Bioinsecticide 1	2023	Bioinsecticide (soil pests)	✔️	■			■	■	●	●		●	Development
⚙️ DISEASE CONTROL													
Fluindapyr	2021	Broad spectrum		■	■	■	■	■	●	●	●	●	Development
Biofungicide 1	2021	Biofungicide	✔️	■	■	■	■	■	●	●	●	●	Launch & Realization
Biofungicide 2	2024	Biofungicide (foliar)	✔️	■					●	●	●	●	Definition

¹Launch timing is dependent upon obtaining regulatory approvals. ²New Modes of Action include new chemistries and new applications on specific crops. ³Gate current as of Nov. 2020

Isoflex™ Active—New Mode of Action Herbicide

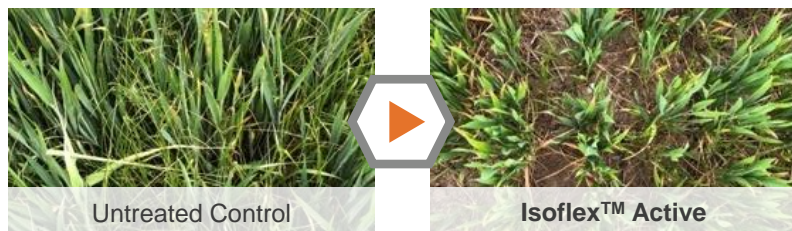


Expected Launch: 2021 - 2026

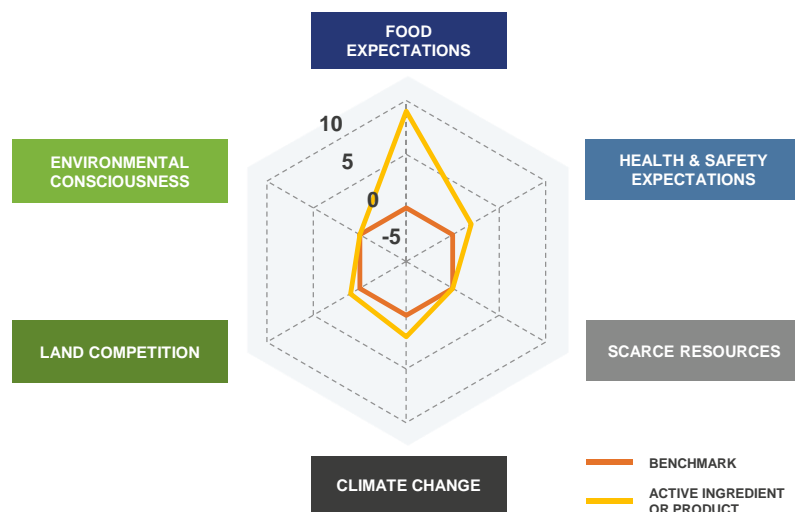


Regions: Asia, Latin America, EMEA

EFFICACY ON RYEGRASS (Australia)



SUSTAINABILITY CASE



Improved profiles in *Food Expectations*, *Health & Safety Expectations*, *Climate Change*, and *Land Competition* compared to industry benchmark.

TARGET CROPS

Cereals | Rapeseed | Corn | Sugarcane

Additional crops under evaluation in regional projects.

INNOVATION FEATURES AND BENEFITS

- **New Mode of Action** in cereals (wheat and barley).
- **Controls/suppresses difficult grasses** (*ryegrass*, *crabgrass*, *goosegrass*, *blackgrass*) and some key broadleaf weeds (*chickweed*, *speedwell*, *shepard's purse*).
- **Excellent tool for resistance management** in pre-emergent and early post-emergent crop segments on wide range of major crops.
- **A new rotational technology** in some markets.
- **Provide systemic and contact activity** with residual control.
- **Key mixture partner** for residual grass control in cereals and other crops.

PROGRESS HIGHLIGHTS

- Progressed to Launch Gate in Q3 2020.
- Australia active ingredient registration approved.
- Brazil active ingredient registration submitted early 2020.
- EU active ingredient dossier submitted to UK and Netherlands.
- Began commercial production of technical material at Panoli, India facility.
- Formulated commercial product being produced at Wyong, Australia facility.
- Australia product launch prepared for Q1 2021.

DEVELOPMENT STAGE GATE STATUS

Definition

Validation

Development

LAUNCH

Isoflex™ Active—New Mode of Action Herbicide

TECHNICAL and PERFORMANCE ATTRIBUTES | Overwatch® Herbicide¹

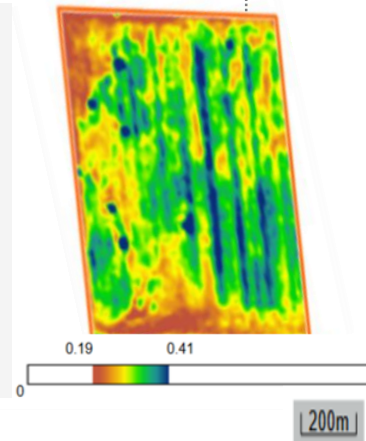
Metric	Parameter	Overwatch® Herbicide	Competitor	Overwatch® Herbicide Summary
Biological Performance	Efficacy	++++	++++	Excellent control of key grass weeds and selected broadleaf weeds >= to commercial standards
	Crop Safety	++++	+++	Excellent crop safety in wheat including durum
	Yield	++++	++++	Potential yield and quality enhancements
Pest Resistance Management	Mode of Action	++++	+++	Unique mode of action for wheat and barley
	Resistance Status	++++	+++	Controls resistant weed populations
	Resistance Management Fit	+++++	+++	New tool for resistance management in rotational crops
Regulatory	Sustainability	+++++	+++	Good safety profile
	Registration Status	+++++	++++	Granted in Australia for wheat, barley and canola
	IPM Compatibility	+++++	+++	Excellent fit in pest management programs
	Environmental Safety	+++++		Good non-target organism profile
	Worker Safety	+++++		Good human safety profile
Overall Summary	Pest Spectrum	+++++	++++	Broad spectrum control of key grasses and broadleaves
	High Crop Residue	+++++	+	Works well in situations with up to 50% stubble cover
	Residual Control	+++++	+++	Long lasting weed control, up to 12 weeks residual weed control
	Agronomic Fit	+++++	++++	Good fit in grower crop production systems and IPM programs
	FMC Portfolio Fit	+++++	++++	Fills gaps in current herbicide portfolio and an excellent complement to existing products

INCREASED CROP BIOMASS (Australia)



Greater crop growth on wheat treated with Overwatch™ herbicide (right) compared to competitive product (left).

NDVI² images of Overwatch™ herbicide skip row trials in Australia show clear contrasts in crop biomass compared to grower standard products. Blue indicates greater crop biomass.



GRASS CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

EXCELLENT (5+) GOOD (4+) MODERATE (3+) POOR (1+) NO DATA AVAILABLE

¹Overwatch® herbicide is FMC's branded product containing Isoflex™ active in Australia ²(NDVI) Normalized Difference Vegetation Index / NDVI image shows skip row trails in photo above

Tetflupyrolimet (Herbicide 1)—First New Mode of Action DHODH Herbicide in Decades



Expected Launch: 2023 - 2027

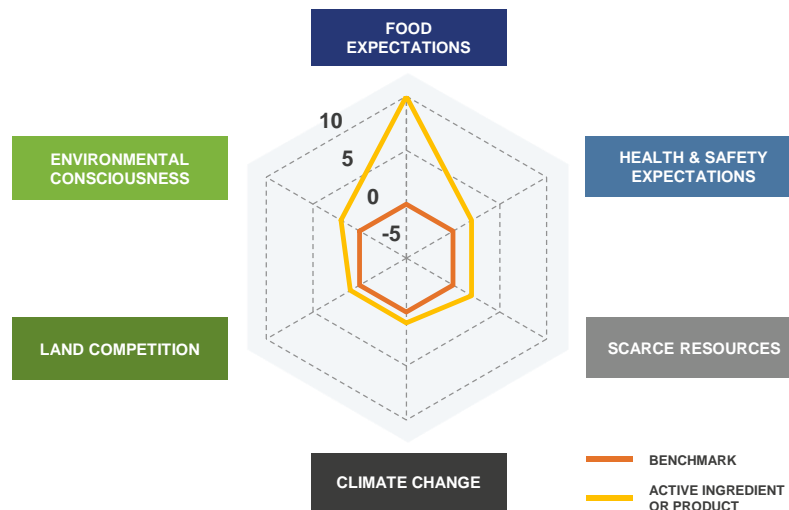


Regions: Asia, Latin America, North America, EMEA

EFFICACY ON RYEGRASS (Brazil)



SUSTAINABILITY CASE



Improved profiles across all areas, especially *Environmental Consciousness*, *Food Expectations*, *Health & Safety Expectations*, and *Scarce Resources* compared to industry benchmark.

TARGET CROPS

Rice

INNOVATION FEATURES AND BENEFITS

- **First new Mode of Action (DHODH) herbicide in decades**—a significant innovation.
- **Controls herbicide resistant grass weeds** in rice.
- **Outstanding residual control** (50+ days) of key grass weeds, some sedges and broadleaf weeds, with excellent safety on transplanted or direct-seeded Indica or Japonica rice.

PROGRESS HIGHLIGHTS

- Progressed to Validation Gate in 2018, and to Development Gate in Q2 2020.
- Completed efficacy and residue trials in key countries.
- Continue to advance registration studies for Q4 2021 submissions.
- Prototyping mixture formulations.
- Generating data to support premix concept; working on a formulated premix for U.S. market.

IP LANDSCAPE

15
Patent Families

U.S. Composition of Matter patent in force into 2034

Other key patent filings extend beyond 2034

- **Excellent fit in global rice grass/cross spectrum weed market**, especially as a “One Shot” mixture product.
- **Potential fit in other crops**, including sugarcane, wheat, corn, soybeans.

DEVELOPMENT STAGE GATE STATUS

Definition

Validation

DEVELOPMENT

Launch

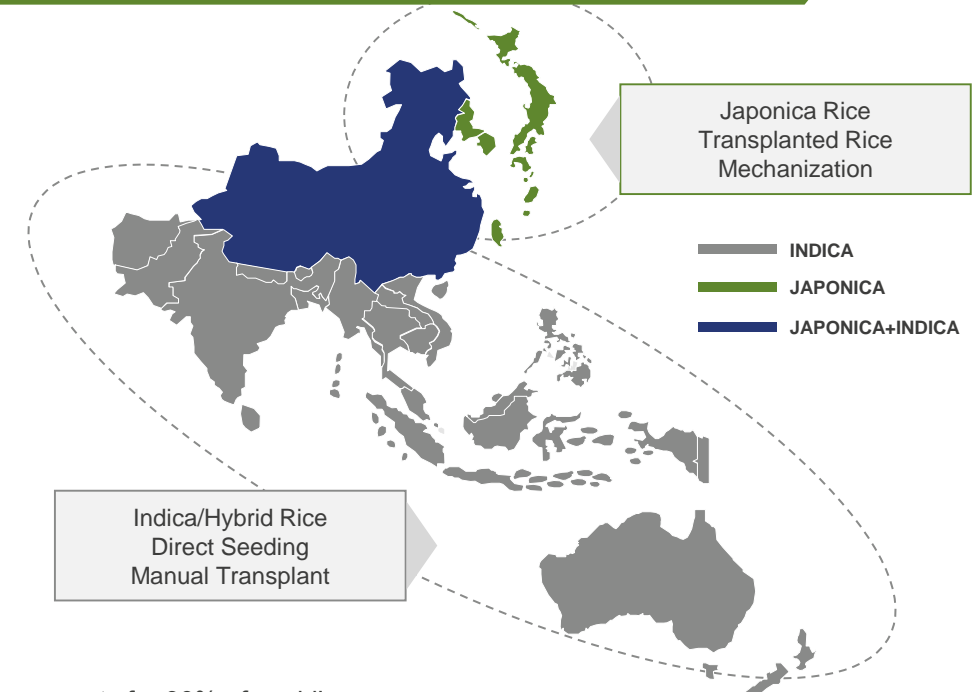
Tetflupyrolimet (Herbicide 1)—First New Mode of Action DHODH Herbicide in Decades

TECHNICAL and PERFORMANCE ATTRIBUTES

Herbicide	Tetflupyrolimet	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5
Resistance/Cross Resistance	+++++	++++	++++	+	+	++
Efficacy Level-Grasses	+++++	++	++	+++	+++	+++
Residual Control	+++++	++	++	+++	+++	++
Crop Safety	+++++	++	++	+++	+++	+++
Human Safety Profile	+++++	++	++	++++	++++	+++
Beneficial Insects Safety	+++++	++	++	++++	++++	+++
Application Timing Window	Pre/Early-Post (0-15 DAP)	Pre (up to 3 DAP)	Pre (up to 3 DAP)	Post/Mid-Post	Post/Mid-Post	Post/Mid-Post

GRASS CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

+ EXCELLENT (5+)
 + GOOD (4+)
 + AVERAGE (3+)
 + BELOW AVERAGE (2+)
 + POOR (1+)



- Asia accounts for 90% of world's rice acreage and produces 91% of world's rice production.
- Tetflupyrolimet** is the only rice herbicide that is effective on all rice bio types and planting methods.
- Tetflupyrolimet** is the only rice herbicide effective in all rice geographies.

HIGHLIGHT

Single application provides season long **95%-100%** control of grass weeds, significantly better than current or future competitive products.

Today farmers get about 80%-90% control with 2-3 different herbicide applications just for grass control.

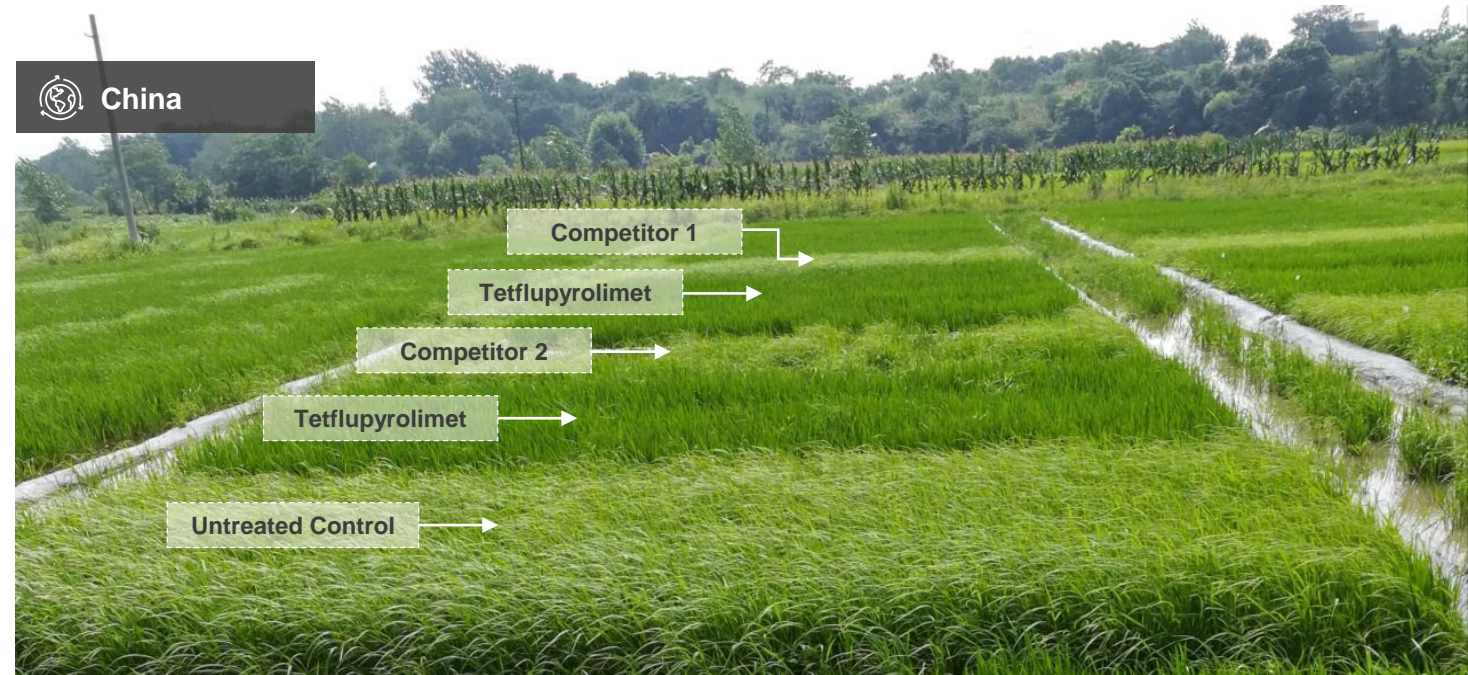
Tetflupyrolimet (Herbicide 1)—First New Mode of Action DHODH Herbicide in Decades

TETFLUPYROLIMET PROVIDES EXCELLENT CONTROL of major weed species that have developed resistance

Sample of weed species now resistant [R] to commercial products

Weeds	Class	Japan	Korea	China	India	ASEAN	US	LatAm
Echinochloa species/complex	Grass	R	R	R	R	R	R	R
Leptochloa species/complex	Grass			R		R	R	
Monochoria vaginalis	BLW	R	R	R	R	R	R	

- Herbicide resistant grass weeds becoming major challenge in many rice growing countries, especially among leading herbicide brands
- Labor cost/shortage and water availability driving trend to direct seeding rice, increasing grass weed pressure



Herbicide 2—New Mode of Action PDS Type Herbicide to Address Resistance Management



Expected Launch: 2027



Regions: EMEA

EFFICACY ON RYEGRASS IN WHEAT

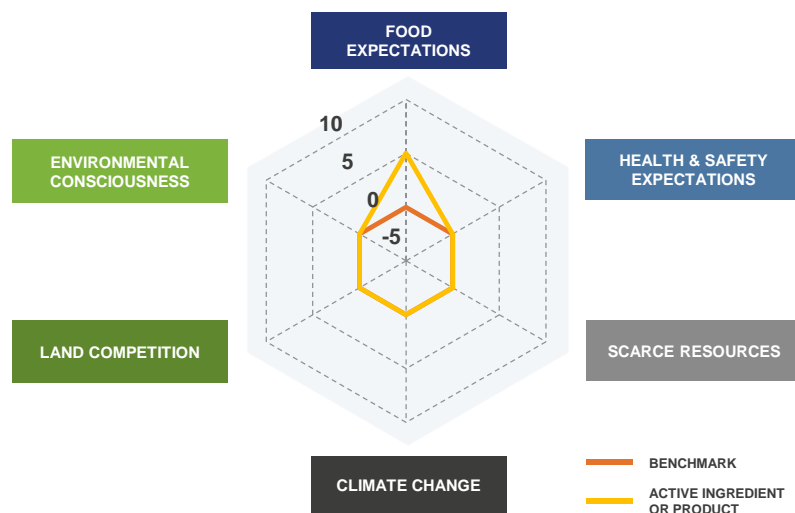


Untreated Control



Herbicide 2 Mixture

SUSTAINABILITY CASE



Improved profile in *Food Expectations* compared to industry benchmark.

TARGET CROPS

Cereals (Wheat & Barley)

IP LANDSCAPE

5 Patent Families

INNOVATION FEATURES AND BENEFITS

- **New Mode of Action** for resistance management in several regions and segments.
- **PDS type herbicide** for pre- and early post-emergence control of broadleaf weeds and some grasses.
- **Excellent mixing partner with Isoflex™** active in cereal herbicides. Enhances activity and provides complementary biology to other herbicides.
- **Provides a cost advantaged mixture partner** to Isoflex™ active in Europe.

PROGRESS HIGHLIGHTS

- Progressed to Validation Gate in late 2018.
- Completed regulatory field trial program and continue to progress other studies for planned submission in Q4 2021.
- Completed studies on various weed species.
- Field studies to evaluate recommended use rates and final formulations expected in 2021 and 2022.
- UK approval and launch timeline will be independent from EU launch. UK timeline to be confirmed early 2021.

DEVELOPMENT STAGE GATE STATUS

Definition

VALIDATION

Development

Launch

Herbicide 2—New Mode of Action PDS Type Herbicide to Address Resistance Management

TECHNICAL and PERFORMANCE ATTRIBUTES

Herbicide	Herbicide 2 + Isoflex™ Active & other premixtures	Competitor 1 Premixtures	Competitor 2 Premixtures	Competitor 3 Premixtures
Resistance/Cross Resistance*	++++	++++	++++	+++
Efficacy Level-Grass Control	++++	++++	++++	+++
Efficacy - Key BLWs	++++	++++	+++	+++
Residual Control	++++	++++	+++	+++
Crop Safety	++++	++++	++++	++++
Ecotoxicology Profile	++++	+++	++	++
Environmental Safety	++++	++	++	++

HERBICIDE 2 ATTRIBUTES

- Single isomer of current FMC's commercially available beflubutamid, with higher biological activity compared to beflubutamid on key EU weed species.
- Primary focus is EU and in mixtures with Isoflex™ active in EU wheat and barley for hard-to-control grasses and key broadleaf weed species, resistant to current herbicides.
- Better regulatory profile compared to current herbicides in EU region. Potential for FMC to take significant market share in EU autumn/spring cereals market (due to regulatory challenges faced by competitive products going through EU renewal process with potential rate reduction or losing registration in near future).
- Potential opportunities in EU region for soybeans, corn.

HIGHLIGHT

Ecotox Profile and Environmental Safety are important factors for EU region.

EFFICACY ON CEREALS (Italy)

Papaver | Key BLW resistant to current herbicides



Untreated Control



Herbicide 2

WEED CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

EXCELLENT (5+) GOOD (4+) AVERAGE (3+) BELOW AVERAGE (2+) POOR (1+)

* Controls resistance pest populations, with no known cross resistance with existing commercial standards

Herbicide 3—New Mode of Action Herbicide for Resistant Broadleaf Weeds



Expected Launch: 2028

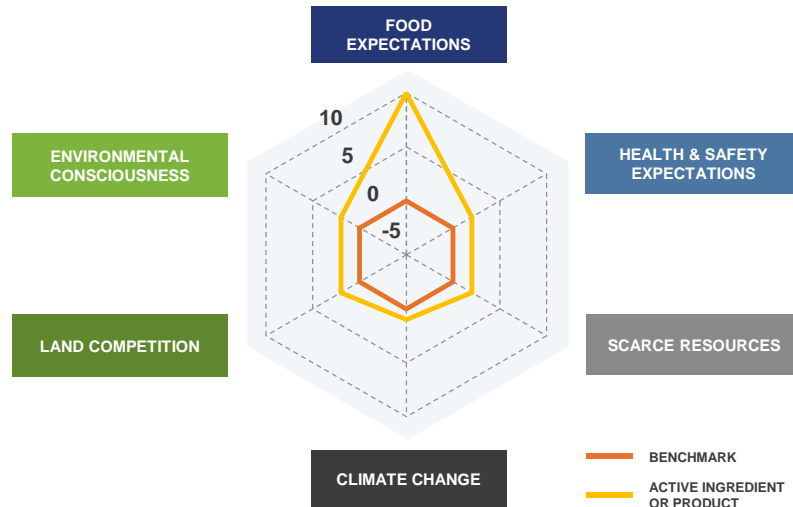


Regions: North America, Latin America, Asia, EMEA

EFFICACY ON PALMER AMARANTH



SUSTAINABILITY CASE



Improved profile in all areas, especially *Environmental Consciousness*, *Food Expectations*, *Health & Safety Expectations*, *Scarce Resources*, and *Land Competition* compared to industry benchmark.

TARGET CROPS

Corn | Soybeans

Exploring additional crops, including cotton, wheat, rice, sunflower, pulses.

IP LANDSCAPE

8
Patent Families

U.S. Composition of Matter patent in force into 2035

Other key patent filings extend beyond 2035

INNOVATION FEATURES AND BENEFITS

- **New Mode of Action herbicide** to control herbicide-resistant broadleaf weeds in row crops.
- **Complementary with all seed trait technologies.**
- **Excellent pre-emergent control** of amaranthus species (*Palmer*, *waterhemp*, *redroot pigweed*) with outstanding residual performance.

PROGRESS HIGHLIGHTS

- Progressed to Validation Gate in early 2020.
- Continue to advance regulatory studies, including soil metabolism and toxicity.
- Finalizing first formulation and continue to undergo optimization for other formulations.
- Exploring mixture ratios with key mixture partners for corn and soybeans.
- Performing field studies to evaluate expansion opportunities in Canada, Australia and Latin America.
- ISO common name candidates submitted, expect publication by year-end.

DEVELOPMENT STAGE GATE STATUS

Definition

VALIDATION

Development

Launch

Herbicide 3—New Mode of Action Herbicide for Resistant Broadleaf Weeds

TECHNICAL and PERFORMANCE ATTRIBUTES

Herbicide	Herbicide 3 Solo	Herbicide 3 Premixtures	Competitor 1 Premixtures	Competitor 2 Premixtures	Competitor 3 Premixtures
MOA in Corn/Soybeans	+++++ (New MOA)	+++++	++	++	++
Resistance/Cross Resistance*	+++++	+++++	++	++	++
Efficacy Level- Amaranthus Species	+++++	+++++	++++	+++	+++
Efficacy - Other BLWs & Grasses	+++	+++++	+++++	+++	+++
Residual Control	++++	+++++	+++++	+++	+++
Crop Safety	++++	++++	+++++	++++	++++
Human Safety Profile	Studies in progress	Studies to be initiated	++	+++	+++
Environmental Safety	Studies in progress	Studies to be initiated	++	+++	+++
Formulation Flexibility	+++++	++++	++++	+++	+++

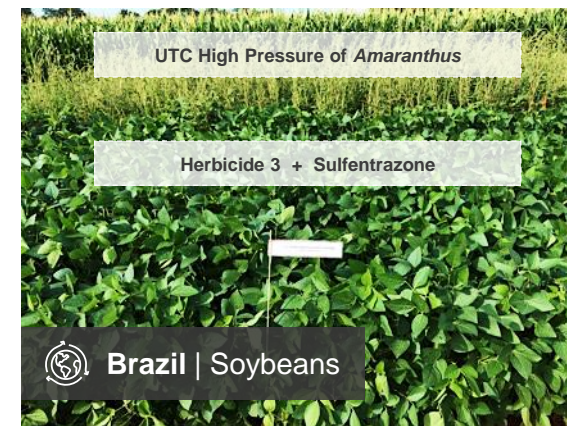
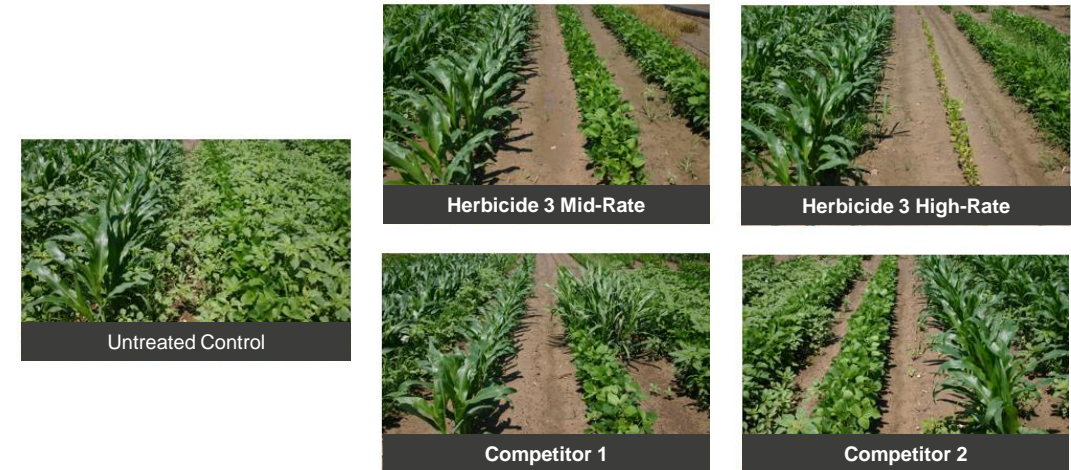
WEED CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

■ EXCELLENT (5+)
 ■ GOOD (4+)
 ■ AVERAGE (3+)
 ■ BELOW AVERAGE (2+)
 ■ POOR (1+)

* Controls resistance pest populations, with no known cross resistance with existing commercial standards

PRE-EMERGENCE CORN AND SOYBEANS (U.S.)

Palmer amaranth control / 29 days post application



HIGHLIGHT

Herbicide 3 premixes provide **>95% control** of key Amaranthus species.

A new mode of action for corn and soybeans, providing control to species that have developed resistance to current technologies.

Herbicide 4—Novel Mode of Action Herbicide with Strong Broadleaf Activity



Expected Launch: 2031

Regions: North America

EFFICACY ON AMBROSIA IN CORN AND SOYBEANS (Country)

Untreated Control

Herbicide 4

SUSTAINABILITY CASE

Improved profile, especially in *Land Competition*, *Environmental Consciousness*, and *Food Expectations* compared to industry benchmark.

TARGET CROPS

Corn | Soybeans | Cereals

Rice and sugarcane being explored as potential upside.

INNOVATION FEATURES AND BENEFITS

- **Proprietary, novel Mode of Action herbicide** with pre- and post-emergent efficacy on resistant weeds and grasses with selectivity in multiple crops.
- **Very strong broadleaf activity** against *Conyza*, *Ambrosia*, and *Galium*.
- **Controls weeds resistant to commonly used herbicides** such as ALS herbicides.
- **Excellent mixture partner** with other pipeline and commercial chemistries.
- **Effective weed resistance management tool** farmers desire.

PROGRESS HIGHLIGHTS

- Progressed from Discovery Pipeline to Development Pipeline (Definition Stage) in late 2019.
- Executed field trials in North America corn, soybeans and cereals.
- Established regulatory timeline.

IP LANDSCAPE

8
Patent Families

U.S. Composition of Matter patent in force into 2034

Other key patent filings extend beyond 2034

DEVELOPMENT STAGE GATE STATUS

DEFINITION	Validation	Development	Launch
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Herbicide 4—Novel Mode of Action Herbicide with Strong Broadleaf Activity

TECHNICAL and PERFORMANCE ATTRIBUTES

Metric	Parameter	Herbicide 4	Competitor	Herbicide 4 Summary
Biological Performance	Efficacy	+++++	+++	Excellent control of <i>Ambrosia</i> species
	Crop Safety	+++++	+++++	Corn safety pre- and post-emergence
	Soybean Safety	+++++	+	Soybean safety pre- and post-emergence
	Yield		+++++	No yield trial data available
Pest Resistance Management	Mode of Action	+++++	++++	New mode of action with no in-class competitors for corn, soybeans or cereals
	Resistance Status		+++	Controls resistance pest populations, with no-known cross resistance with existing commercial standards
	Resistance Management Fit	+++++	+	Excellent resistance management profile based on the mode of action
Regulatory	Environmental Safety		++++	
	Worker Safety		++++	
Overall Summary	Pest Spectrum	+++++	+++++	Broad spectrum control of broadleaf weeds
	Formulations		+++++	Limited mix partner data available
	Safety Profile		+++++	
	Agronomic Fit	+++++	++++	Good fit in grower crop production systems
	Intellectual Property	+++++		Strong patent estate filings with applicable broad claims
	FMC Portfolio Fit	+++++	+++	Fills gaps in current herbicide portfolio, thus excellent complement to existing products and mixture opportunities

GRASS CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

■ EXCELLENT (5+)
 ■ GOOD (4+)
 ■ MODERATE (3+)
 ■ POOR (1+)
 ■ NO DATA AVAILABLE

POST-EMERGENCE DRONE IMAGE | Demonstrating *Ambrosia* species efficacy



MIXTURES

Treatment 2 = Different use rate

Treatment 4 = Different use rate

Treatment 3 = Different use rate

Treatment 5 = Different use rate

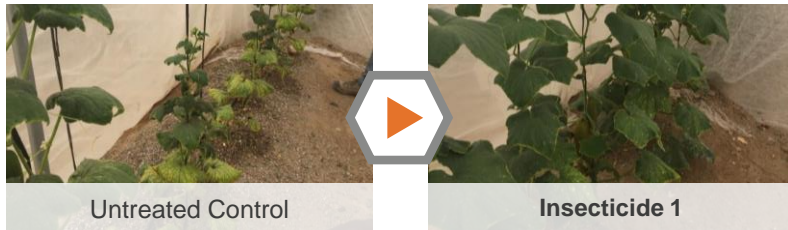
DARK GREEN CROPS = Strong Weed Control LIGHT GREEN CROPS = Poor or No Weed Control

Insecticide 1—Novel Technology Targets Aphids on High-Value Crops and Row Crops

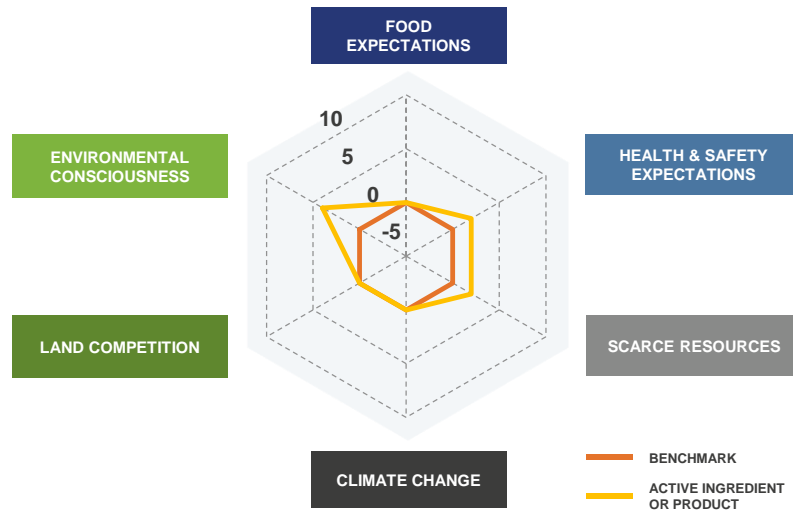


Expected Launch: 2028 - 2030 **Regions:** Asia, Latin America, North America, EMEA

EFFICACY ON CROPS (Spain)



SUSTAINABILITY CASE



Improved profile, especially in *Environmental Consciousness*, *Health & Safety Expectations*, and *Scarce Resources* compared to industry benchmark.

TARGET CROPS

F&V | Tree Fruits & Nuts | Cereals
Cotton | Soybeans | Rapeseed | Corn

INNOVATION FEATURES AND BENEFITS

- **Unique proprietary chemotype**—TRPV chordotonal organ modulator (IRAC Group 9).
- **Novel insecticide technology** will help close gap in selective piercing-sucking insect control.
- **Targets aphids** on both high-value specialty crops (vegetables, potatoes, tree fruits & nuts) as well as row crops (cereals, soybeans, cotton, rapeseed, corn).
- **Effective resistance management tool** farmers desire.
- **Potent aphid control insecticide** with studies underway to potentially broaden the spectrum of use.
- **Mixture opportunities with diamides** offer broadened spectrum and/or strengthened aphid performance.
- **Mixtures with pyrethroids provide enhanced spectrum**, knock down and long-lasting aphid protection on broad-acre crops.

PROGRESS HIGHLIGHTS

- Progressed to Validation Stage in early 2019, and to Development Stage in Q2 2020.
- Patents received.
- Manufacturing pilot plant campaign completed in 2020.
- Progressed toxicity regulatory studies and initiated metabolism studies.
- Optimized formulation to improve storage stability and handling.

IP LANDSCAPE

8
Patent Families

U.S. Composition of
Matter patent in force
into 2034

Other key
patent filings
extend beyond
2034

DEVELOPMENT STAGE GATE STATUS

Definition

VALIDATION

Development

Launch

Insecticide 1—Novel Technology Targets Aphids on High-Value Crops and Row Crops

VALUE PROPOSITION / Benefits Beyond Just Insect Control

'BEYOND INSECT CONTROL' ATTRIBUTES

YIELDS

SUPERIOR CROP PROTECTION FROM PEST DAMAGE

Insecticide 1 applications early in the crop cycle and continued crop maintenance programs offers significant opportunity for improved crop yields.

CROP VIGOR

IMPROVED CROP GROWTH AND VIGOR

- Good crop establishment
- Earlier physiological maturity
- Uniform crop stand

PLANT PROTECTION

SUPERIOR CROP PROTECTION FROM PEST DAMAGE

Rapid cessation of pest feeding and efficacy of Insecticide 1 allows plants to avoid pest direct damage to plants, resulting in excellent plant production.

PEST-VECTORED DISEASE REDUCTION

OUTSTANDING REDUCTIONS IN VECTORED DISEASES

Application of Insecticide 1 results in rapid cessation of pest feeding and consequently reductions in the ability of pests to transmit disease-causing pathogens into plants.

INSECT CONTROL FOUNDATION

INSECT CONTROL

FOUNDATION: EXCELLENT EFFICACY VS TARGET PESTS

- Broad-spectrum control of aphids
- Effective speed of kill
- Supports Integrated Pest Management
- Effective on damaging pest stages
- Optimum residual control
- Rapid cessation of pest feeding
- Resistance management compatible

Insecticide 1—Novel Technology Targets Aphids on High-Value Crops and Row Crops

TECHNICAL and PERFORMANCE ATTRIBUTES

Metric	Parameter	Insecticide 1	Competitor	Insecticide 1 Summary
Biological Performance	Efficacy	+++++	+++	Excellent control of piercing-sucking pest targets equal to commercial standards, good control of secondary pests
	Crop Safety	+++++	+++++	Excellent crop safety
	Yield	++++		No specific yield trial data available but known value indicators portend improved yield and quality enhancements
Pest Resistance Management	Mode of Action	+++++	+++++	New mode of action with very few in-class competitors
	Resistance Status	+++++	+++	Controls resistance pest populations, with no-known cross resistance with existing commercial standards
	Resistance Management Fit	+++++	++++	Excellent insect resistance management profile based on the mode of action and pest spectrum fit
Regulatory	Pollinator Safety	++++	++++	Good safety profile on bees and other pollinators (<i>studies still in progress</i>)
	Beneficial Organisms	++++	+++	Good safety profile on non-target arthropods and other organism's safety profile (<i>studies still in progress</i>)
	IPM Compatibility	++++	+++	Excellent fit in pest management programs (<i>studies still in progress</i>)
	Environmental Safety	++++		Low persistence in the environment (<i>studies still in progress</i>)
	Worker Safety	++++	+	Good human safety profile (<i>studies still in progress</i>)
Overall Summary	Pest Spectrum	+++++	++++	Broad spectrum control of sucking pests with good potential on secondary pests; no known pest resistance
	Formulations	+++++	+++++	Optimized segregating products for foliar and soil application segments
	Safety Profile	+++++	+++	Environmentally friendly, good profile on non-target organisms and human safety, thus good profile
	Agronomic Fit	+++++	++++	Good fit in grower crop production systems and IPM programs
	Intellectual Property	+++++		Strong patent estate filings with applicable broad claims
	FMC Portfolio Fit	+++++	+	Fills gaps in current insecticides—excellent complement to existing FMC portfolio and mixture opportunities

GRASS CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

■ EXCELLENT (5+)
 ■ GOOD (4+)
 ■ MODERATE (3+)
 ■ POOR (1+)
 ■ NO DATA AVAILABLE

EFFICACY ON APPLES (U.S.) Rosy apple aphid control



Rosy apple aphid colonies in curled leaves

Fluindapyr—Novel SDHI Fungicide



Expected Launch: 2021 - 2024 **Regions:** North America, Latin America, Asia, EMEA

EFFICACY ON CEREALS (France)



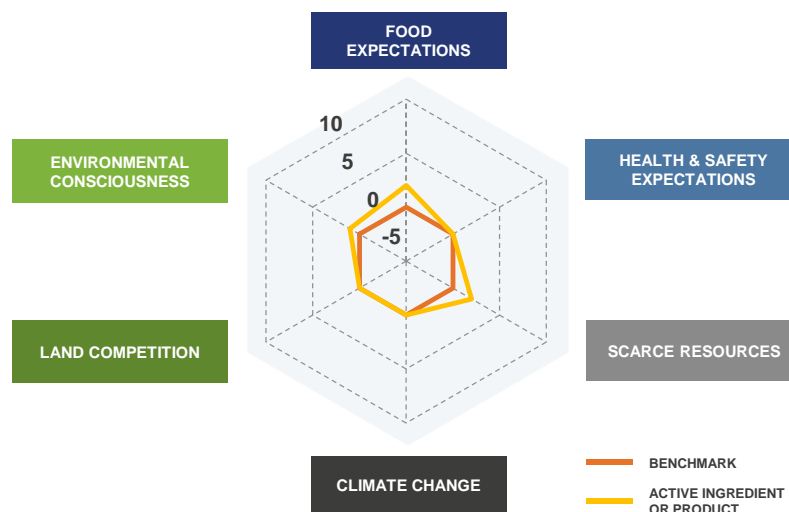
TARGET CROPS

Soybeans | Corn | Cotton | Cereals
Rapeseed | Tree Nuts | F&V | Turf

IP LANDSCAPE

13 Patent Families | **U.S. Composition of Matter** patent in force into 2032 | **Other key patent** filings extended beyond 2032

SUSTAINABILITY CASE



Improved profile, especially in *Food Expectations* and *Scarce Resources* compared to industry benchmark.

INNOVATION FEATURES AND BENEFITS

- **Novel FMC global pyrazole carboxamide fungicide.**
- **Succinate Dehydrogenase Inhibition (SDHI) Mode of Action.**
- **Broad spectrum activity** against a wide range of diseases in row crops, specialty crops and turf.
- **Competitive efficacy** demonstrated against rust, leaf spots, powdery mildews, and scab.
- **Future expansion** likely into fruits, vegetables and possibly rice.
- **Expect to introduce range of high-performing and unique premix formulations** providing growers a choice to protect key crops, yield, and ensure freedom of trade.

PROGRESS HIGHLIGHTS

- Acquired remaining rights from Isagro.
- Completed regulatory submissions in Brazil, UK, Korea, China, Argentina, Paraguay, and Mexico.
- Brazilian demonstration trials completed—awaiting 2021 authority “priority listing.”
- Formulation selected for development/submission in Argentina Q4 2021 for wheat and barley.
- Initiated production at Panoli, India.

DEVELOPMENT STAGE GATE STATUS

Definition

Validation

DEVELOPMENT*

Launch

*Fluindapyr expected to advance to Launch Stage Gate in Q1 2021

Fluindapyr—Novel SDHI Fungicide

TECHNICAL and PERFORMANCE ATTRIBUTES

Crop Segment*	Key Targets Fluindapyr Performance Compared to Commercial Standards		Notes
Soybeans	Asian Soy Rust	Leaf spots	Better than most two-way mixture products
	+++++	+++++	
	++++	+++++	
	++++	++++	Equal to the market leader in Brazil
	++++	++++	Equal to new 3-way mixture products
	++++	+++++	
Cereals	Septoria	Rusts	2-way mixture
	++++	++++	2-way mixture
	+++	+++++	2-way mixture
F&V	Walnut blight	Powder mildews	2-way mixture
	+++++	++++	2-way mixture
Rice	Rice sheath blight	Rice blast	2-way mixture
Turf	Brown patch	Anthrachnose	
	+++++	+++	

EFFICACY ON ASIAN SOY RUST (Brazil)



GRASS CONTROL RATINGS (MORE + SIGNS IMPLY BETTER PERFORMANCE) FOR PRODUCT AND OTHER HERBICIDES FOR COMPARISON

■ EXCELLENT (5+)
 ■ GOOD (4+)
 ■ AVERAGE (3+)
 ■ BELOW AVERAGE (2+)
 ■ POOR (1+)

* Except for turf, all standards are mixtures

Biologicals Offer New Modes of Action and Excellent Sustainability Profiles

	Segment	Main Diseases/ Pests	Key Attributes	Regions			
				Asia	EMEA	Latin America	North America
Biofungicide 1	Soil-Borne Diseases	Pythium Rhizoctonia Fusarium SDS	<ul style="list-style-type: none"> Mode of Action: Biofungicide effect through root colonization and production of metabolites Two strains with one as stimulant 	F&V	Row Crops	Row Crops, F&V	Row Crops
Biofungicide 2	Foliar Fungicide	Powdery Mildew Botrytis Leaf Spots	<ul style="list-style-type: none"> Mode of Action: Biofungicide effect through root colonization and production of metabolites Potential to differentiate via rotation with synthetics and mixtures 	F&V	F&V	F&V	F&V, Nuts
Bioinsecticide 1	Soil-Borne Insects	Corn rootworms Wireworms	<ul style="list-style-type: none"> Mode of Action: Bioinsecticide effect through root colonization and repellency of insect to reduce plant damage/loss New Mode of Action enables access to all value segments 	Potatoes, Specialty, Vegetables	Row Crops	Row Crops, F&V	Row Crops
Avodigen™ Bionematicide	Nematicide	Nematodes	<ul style="list-style-type: none"> Mode of Action: Bionematicide effect through biofilm formation and plant growth promotion Differentiated formulation at higher concentration in the market that is dispersible in water Two strains with one as stimulant 	F&V, Sugarcane, Cereal	Row Crops, F&V	Row Crops, F&V	Row Crops, F&V, Nuts

Accudo® biostimulant
Launched in South Korea market in 2019

Crop Science
Forum & Awards 2020
Online

**Best New
Biological Product**
WINNER



Innovating and Investing Beyond the R&D Pipeline — Precision Agriculture and Arc™ Farm Intelligence



FMC Precision Agriculture solutions enable growers and their advisors to operate more effectively and sustainably through the power of data and machine learning

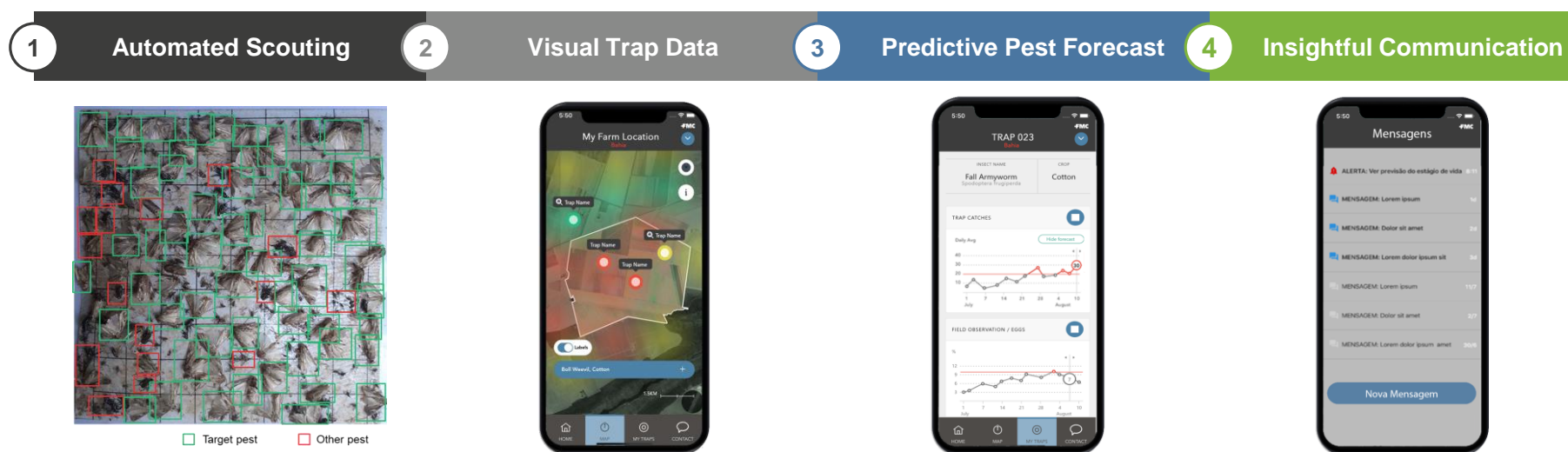
Proprietary mobile platform is a first in the agricultural industry to deliver real-time data that predicts insect pressure one week in advance with more than 90 percent confidence for key insects to help growers protect yields.

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



VALUE DRIVERS

SCOUTING EFFICIENCY

More efficient scouting, saving time and reducing resource needs

ENHANCED SUSTAINABILITY

Lower input costs, more precise pressure-driven product application
Clearer justification for application

GROWER ACTIVITY VISIBILITY

Clearer, more direct understanding of field level insights / demand generation
Inventory staging capability

TECHNICAL CREDIBILITY

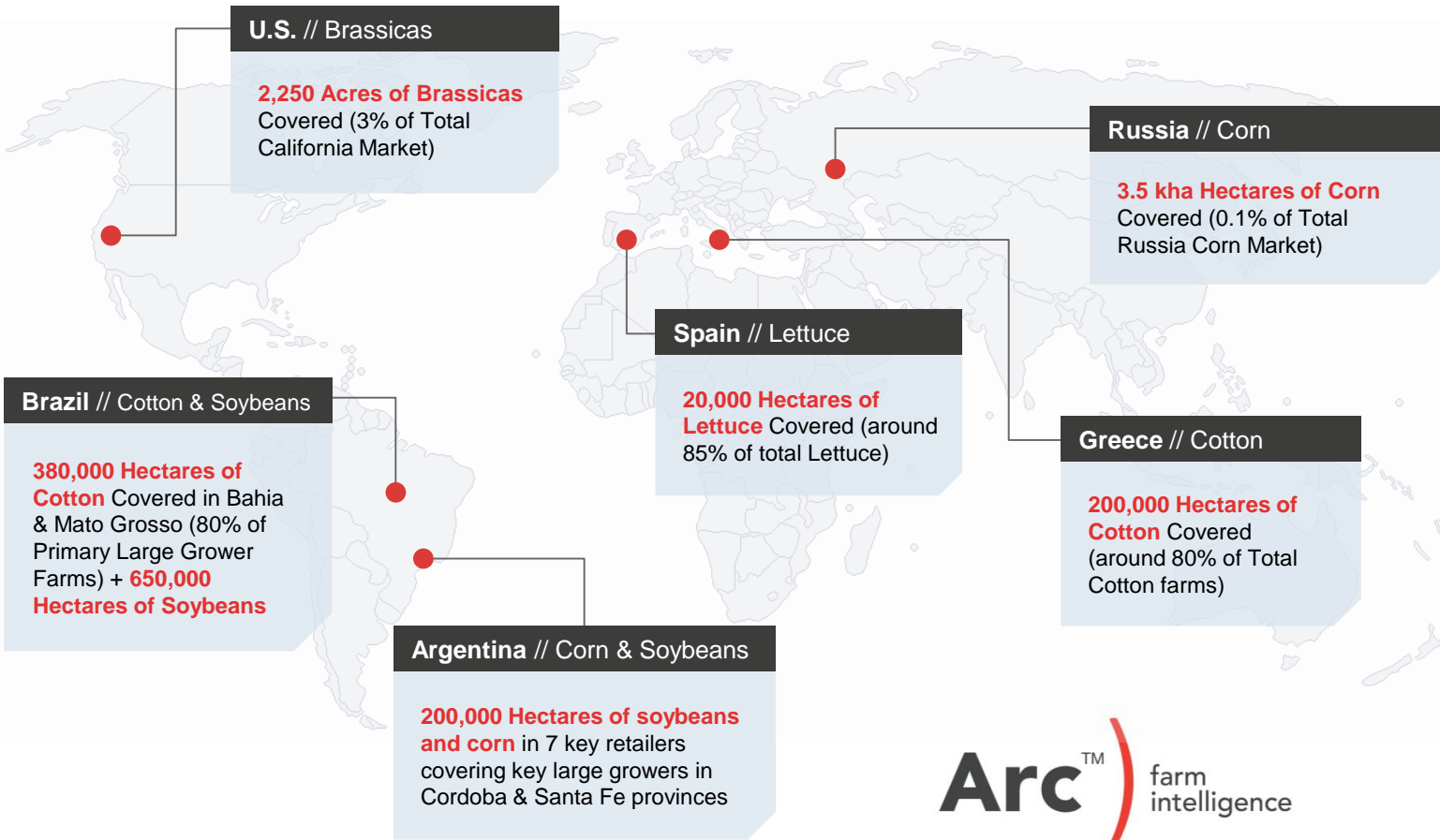
Commercial conversations evolving to be more technical in nature gaining the trust of growers / channel partners

DIRECT PRODUCT INFLUENCE

Differentiated insights grounded in data and conveyed via efficient digital platform

Arc™ Farm Intelligence Expansion

2020 Local App Launches



2020

500+
ACTIVE USERS

3.8 million
ACRES

6
CROPS

5
PESTS

6
COUNTRIES

\$250 million
FMC REVENUE COVERED

2021 EXPANSION

TBD
ACTIVE USERS

~25 million
ACRES

13
CROPS

21
PESTS

21
COUNTRIES

~\$1 billion
FMC REVENUE COVERED

* FMC revenue attributed to customers/growers utilizing Arc™ farm intelligence.

Augmenting R&D with New Investments and Collaborations

FMC VENTURES

Broadening Access to New Opportunities and Disruptive Technologies

	FOCUS	BENEFITS
ARTIFICIAL INTELLIGENCE FOR DISCOVERY & SYNTHETIC BIO	<ul style="list-style-type: none"> Artificial Intelligence and Machine Learning for discovery and development Protein engineering and strain optimization 	<ul style="list-style-type: none"> Accelerate discovery Reduce commercialization risk
BIOPESTICIDES	<ul style="list-style-type: none"> Living organisms with pesticidal or yield enhancing properties Semio-chemicals 	<ul style="list-style-type: none"> Address regulatory and consumer demands Improve resistance management
ROBOTICS & PRECISION AGRICULTURE	<ul style="list-style-type: none"> Digital agronomy Detection and diagnostics Application 	<ul style="list-style-type: none"> Improve sustainability Increase grower's return on investment
EMERGING BUSINESS MODELS	<ul style="list-style-type: none"> Digital marketplaces Alternative channels and business models 	<ul style="list-style-type: none"> Capture value at different points in value chain

INVESTMENTS & PARTNERSHIPS



Technology Driven Growth

- Award-winning pipeline of 35+ new and sustainable molecules that begin to launch in 2021
 - Discovery pipeline features diverse set of synthetic and biological molecules with new modes of action
 - Development pipeline addresses growers' needs for sustainable products in every region and in key crops for challenging pests
- Precision Agriculture investments to digitally enable and enhance FMC's business of providing solutions that satisfy grower needs
- FMC's technical capabilities and efforts broadened through external partnerships and collaborations



An Agricultural
Sciences Company

November 17, 2020



Investor Technology Update

Valuing the Pipeline

PRESENTED BY

Diane Allemang

Vice President
Chief Marketing Officer



Assessing the Commercial Opportunity

IDENTIFY ADDRESSABLE MARKET

- Key market needs
- Grower challenges

VALUE ADDRESSABLE MARKET

- Secondary market data
- Primary research

CALCULATE PERCENT MARKET SHARE

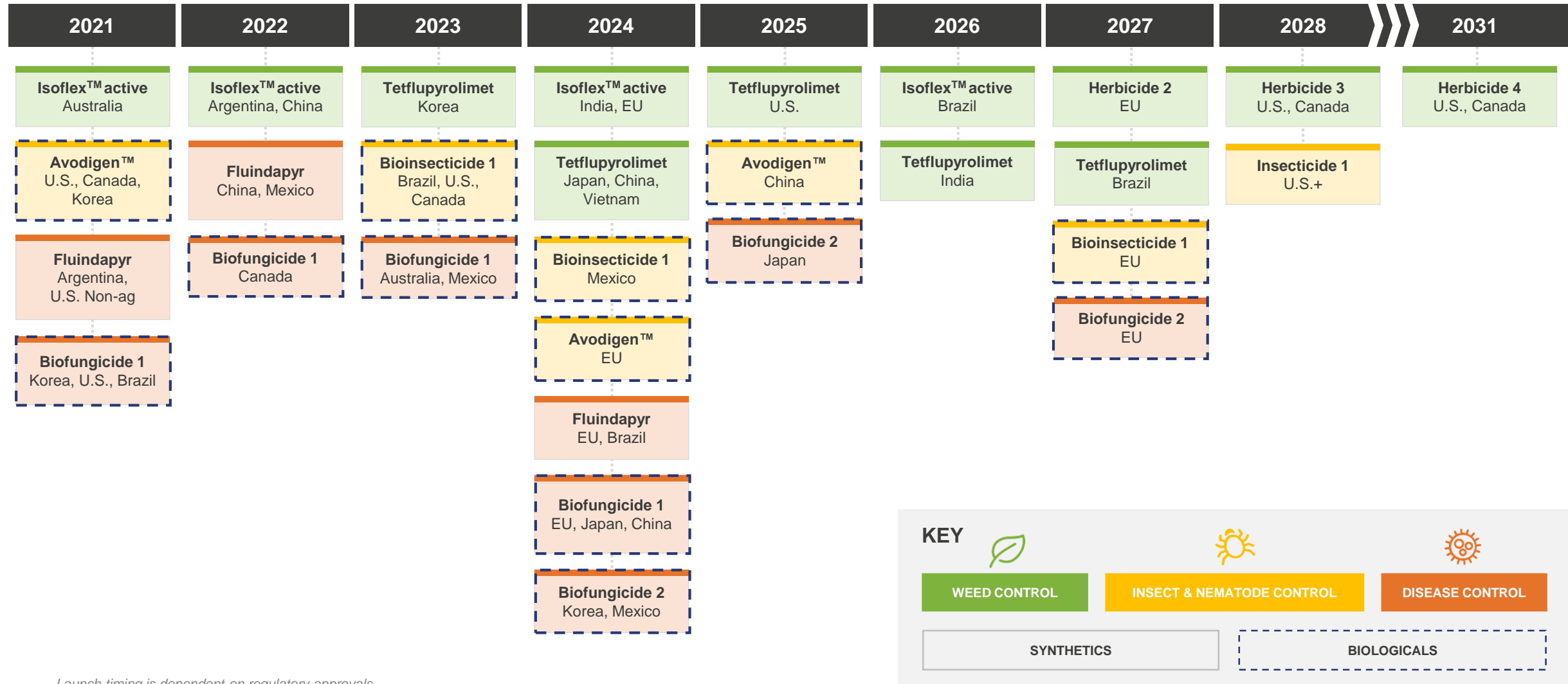
- Features, performance and costs
- Market outlook
- Market growth vs replacement

PROJECT SALES

- Forecasted market share
- Forecasts for pricing and volume

- **A continuous process** as a compound moves through development, and even after commercialization
- Consider the **current market value and the historical trend** to estimate near and long-term market outlook
- Identify, evaluate, articulate and respond to **risks and opportunities** throughout the process of developing our market share and sales forecasts
- Opportunity to address market needs and **achieve higher sales**, particularly for compounds in early stages of development.

Development Pipeline Expected to Generate ~\$2B in Revenue by 2030, with Total Peak Sales Approaching \$3B



Launch timing is dependent on regulatory approvals.

Lucento® Fungicide is a Key Driver of Revenue Growth



- Launched in the U.S. in 2019
- Dual-mode of action – bixafen plus FMC's proprietary fungicide flutriafol
- Differentiated solution to a wide range of diseases on corn, soybeans and peanuts
- Important part of FMC's U.S. fungicide portfolio
- Fungicide share growth in corn and soybeans is up
- On track to accomplish \$30M to \$50M revenue target

Isoflex™ Active—Accomplishing Launch Milestones

Global brand name Isoflex™ active ingredient developed.



FIRST QUARTER 2020

Commercial scale production of technical material began at Panoli, India, site.



FIRST QUARTER 2020

Active ingredient registration granted by Australian regulators.



SECOND QUARTER 2020

Active ingredient registration application submitted to Brazilian authorities.



SECOND QUARTER 2020

Active substance registration review.



REVIEW UNDERWAY IN THE EU AND UK

Overwatch® herbicide formulated product approval pending.



EXPECTED IN COMING WEEKS

Initial product launch in Australia.



READY FOR FIRST QUARTER 2021



Isoflex™ Active—New Mode of Action Herbicide



Expected Launch: 2021 - 2026



Regions: Asia, Latin America, EMEA

INNOVATION FEATURES AND BENEFITS

- Excellent tool for resistance management
- Provides a new rotational product in some markets
- Launching in over 20 countries
- 2021 launch of Overwatch® herbicide in Australia
- Over 150M Addressable Acres

2030 SALES POTENTIAL

\$400M-\$600M

PEAK SALES POTENTIAL

\$400M-\$600M

Year: 2030

■ Asia ■ LatAm ■ NA ■ EMEA

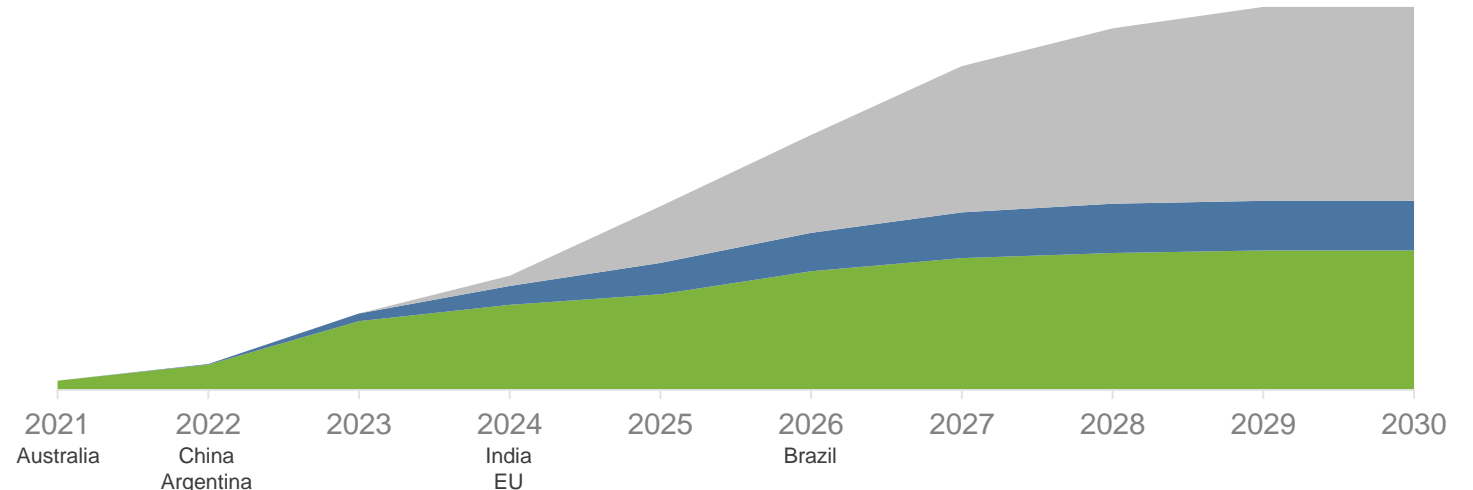
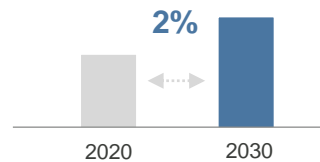
TARGET CROPS

Cereals | Rapeseed | Corn | Sugarcane

ADDRESSABLE MARKET ~\$3B AT PEAK

Market Share at Peak

Market CAGR



A New MOA Herbicide for Control of Herbicide-Resistant Grass Weeds

Isoflex™ Active—Launch Preparations in Australia



108

8 Hectare Grower Demo Plots

30

Small Plot Replicated Trials With Retail Partners

VIRTUAL DEMOS

5

FMC Technology Sites

1,500

Growers/Agronomists Engaged



Untreated Control



Overwatch® herbicide



Competitive Product

UP TO 12 WEEKS OF WEED CONTROL

Field trial site in Australia.
153 days after application.

Fluindapyr—Strengthening Our Portfolio With a Novel Fungicide



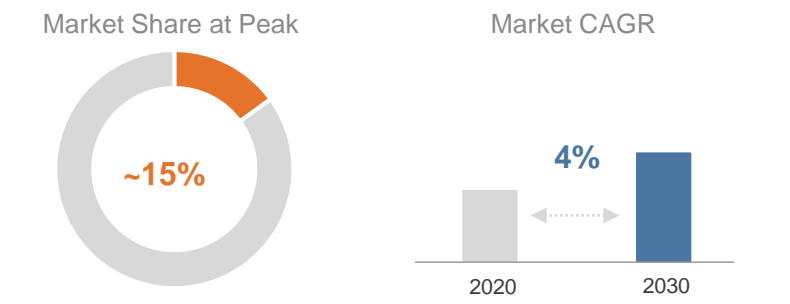
Expected Launch: 2021 - 2024 **Regions:** North America, Latin America, Asia, EMEA

INNOVATION FEATURES AND BENEFITS

- Full ownership of fluindapyr and related intellectual property
- Control of pathogens that are resistant to other chemical classes
- Use in row crops, specialty crops and turf
- 30 countries and 20 crops
- Over 400M Addressable Acres

TARGET CROPS Soybeans | Cereals | Rapeseed | F&V

ADDRESSABLE MARKET ~\$2.5B AT PEAK

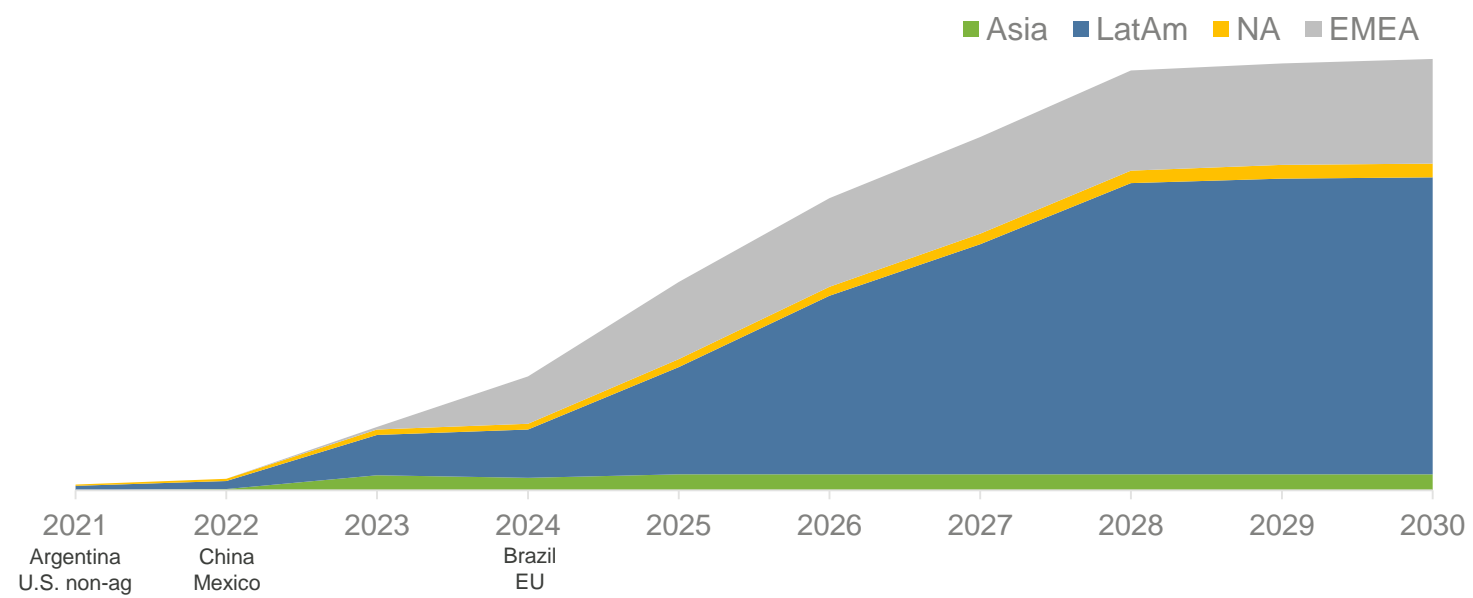


2030 SALES POTENTIAL

\$350M-\$400M

PEAK SALES POTENTIAL

\$350M-\$400M Year: 2030



Provides Broad Spectrum Disease Control Through Advanced Formulations and Customized Solutions

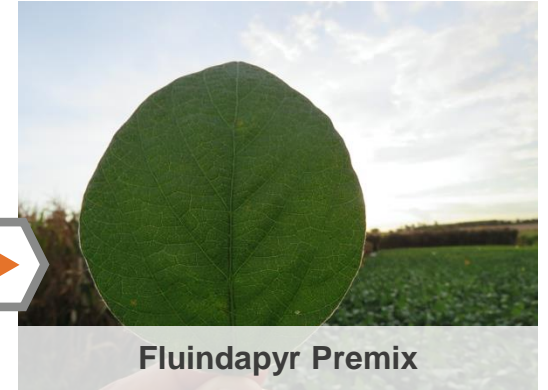
Fluindapyr—Premix Fungicides to Address Growers' Needs and Combat Disease Resistance

ARGENTINA LAUNCH ACTIVITIES

- ~50 Demo Plots, Field Days and Workshops Conducted
- ~50 Field Demonstrations for Agronomists and Growers Planned
- Participation in Aapresid 2022 Congress (6,000 participants)



Untreated Control



Fluindapyr Premix



Biological Active Ingredients in Development

FOUR NEW BIOLOGICALS

AVODIGEN™

Novel bionematicide protects against nematodes with biostimulant activity and control of soil diseases

2021

Asia, EMEA,
North America

BIOFUNGICIDE 1

A strain combination for soil diseases that studies show achieves over 5% yield gain

2021

Asia, EMEA, Latin
America, North
America

BIOINSECTICIDE 1

A novel soil-applied *Bacillus thuringiensis* (Bt) strain that repels soil insects

2023

EMEA, Latin
America, North
America

BIOFUNGICIDE 2

Targets foliar diseases in the high value fruit & vegetables segment

2024

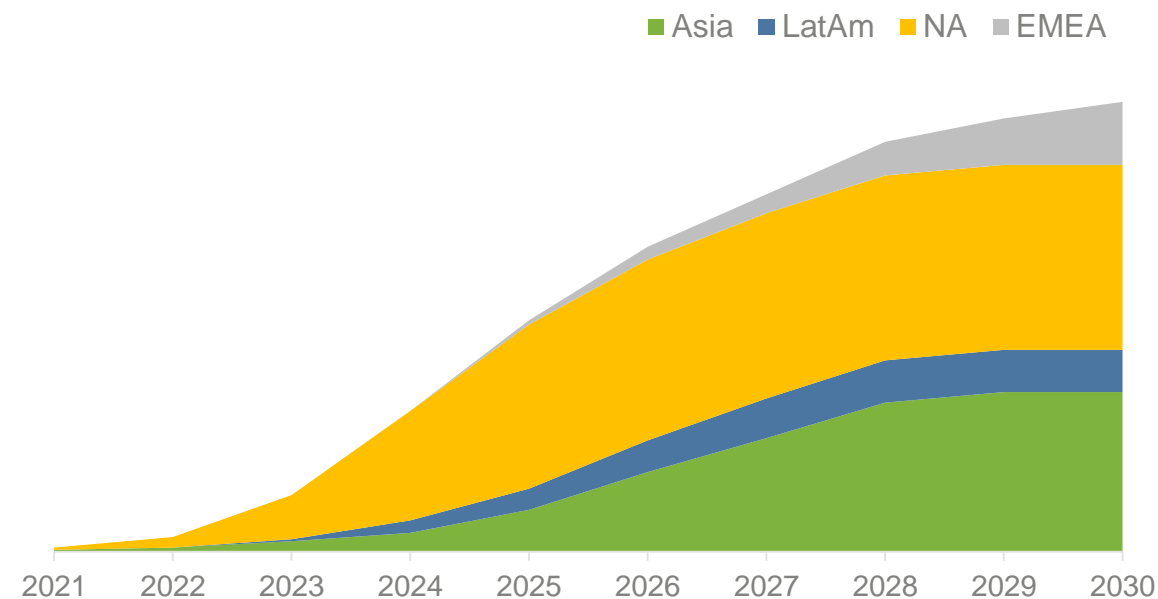
Asia, EMEA Latin
America, North
America

SALES POTENTIAL OF THE BIOLOGICAL PIPELINE

2030 / PEAK SALES POTENTIAL

\$150M-\$300M

Year: 2030



Tetflupyrolimet—A New Mode of Action Herbicide



Expected Launch: 2023 - 2027 **Regions:** Asia, Latin America, North America

INNOVATION FEATURES AND BENEFITS

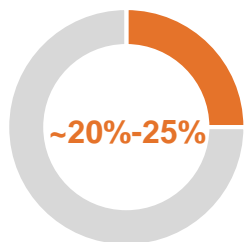
- First entirely new mode of action herbicide in 3 decades
- Proprietary area of chemistry for FMC
- Outstanding residual control of key grass weeds
- Launching in over 20 countries
- ~200M Addressable Acres

TARGET CROPS

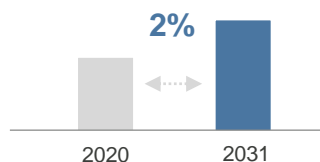
Rice

ADDRESSABLE MARKET ~\$1.5B AT PEAK

Market Share at Peak



Market CAGR



2030 SALES POTENTIAL

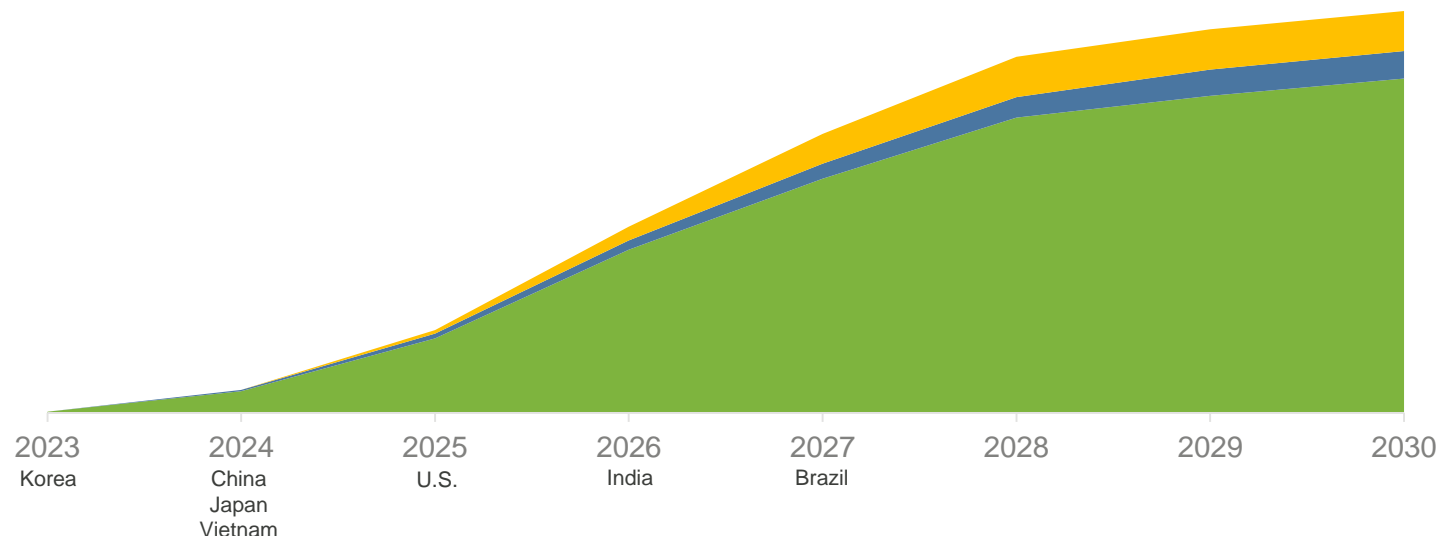
\$300M-\$400M

PEAK SALES POTENTIAL

\$300M-\$400M

Year: 2031

■ Asia ■ LatAm ■ NA ■ EMEA



A New MOA Herbicide for Control of Herbicide-Resistant Grass Weeds

Herbicide 2—A New Mode of Action Herbicide for Cereals



Expected Launch: 2027



Regions: EMEA

INNOVATION FEATURES AND BENEFITS

- Pre and early post emergence control of broadleaf weeds and some grasses
- Complementary biology to other herbicides
- Potential mixtures with Isoflex™ active
- Biological performance allows additional value capture
- Addressable market is comparable to Isoflex™ active

TARGET CROPS

Cereals (Wheat & Barley)



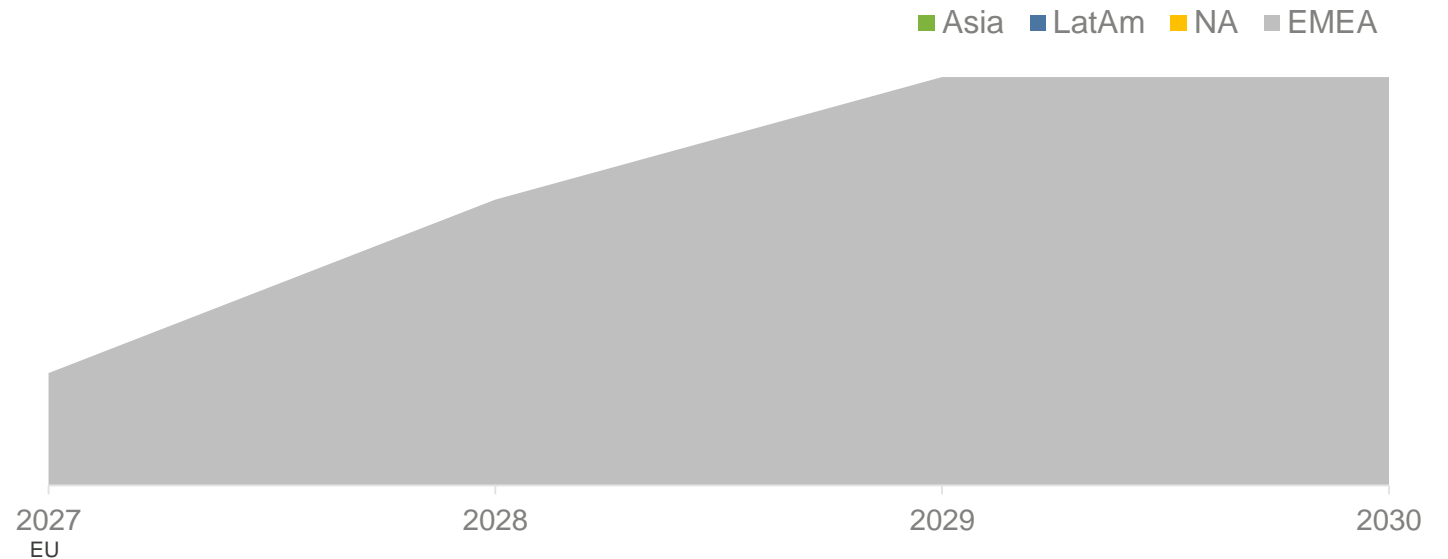
2030 SALES POTENTIAL

\$30M-\$50M

PEAK SALES POTENTIAL

\$30M-\$50M

Year: 2029



New Mode of Action for Resistance Management

Advancing a Compound Through Development

DEVELOPMENT PIPELINE

Synthetic ~7-10 years

Biological ~3-5 years

- Define product offering and potential business case opportunities
- Develop strategy for in-scope country/crop segments
- Develop registration plan and identify key regulatory challenges
- Best GAP
- Initiate sustainability and assessment

- Major markets country and crop segments finalized and registration submitted
- Initiate launch plans and brand architecture
- Develop supply chain strategy
- Update sustainability and product stewardship assessments

PROGRESS TO
DEVELOPMENT
PIPELINE

DEFINITION

VALIDATION

DEVELOPMENT

LAUNCH AND REALIZATION

- Optimize final formulations
- Complete critical path regulatory studies
- Complete preliminary market studies and customer focus groups
- Update sustainability and product stewardship assessments

- Obtain registrations
- Establish commercial product supply
- Launch products

Herbicide 3—A New Mode of Action Herbicide for Resistant Broadleaf Weeds



Expected Launch: 2028

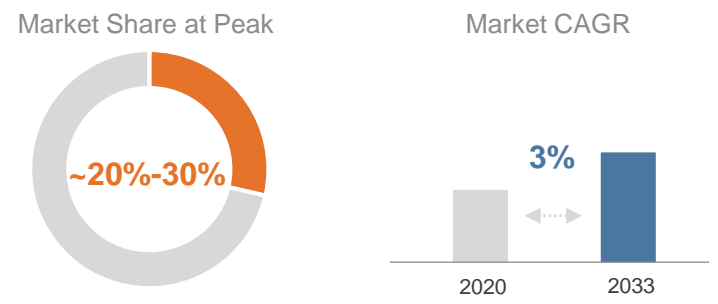
Regions: North America

- ### INNOVATION FEATURES AND BENEFITS
- Proprietary area of chemistry for FMC
 - Outstanding pre-emergent residual control of key grass weeds
 - Initial focus on the U.S. corn & soybean markets
 - Possible opportunities in Latin America
 - Nearly 100M Addressable Acres

TARGET CROPS

Corn | Soybeans

ADDRESSABLE MARKET ~\$1.5B AT PEAK

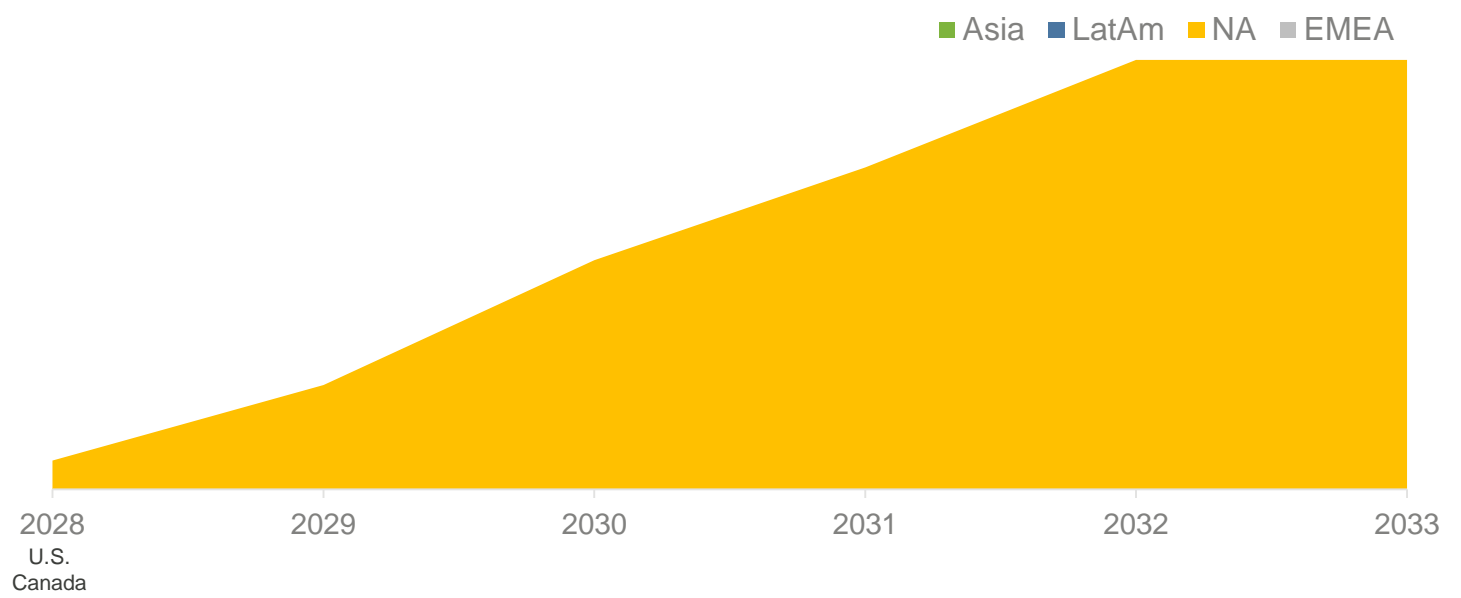


2030 SALES POTENTIAL

\$150M-\$250M

PEAK SALES POTENTIAL

\$300M-\$450M
Year: 2033



A New MOA Herbicide to Control Herbicide-Resistant *Amaranthus* in Corn and Soybeans

Insecticide 1—Novel Technology Targets Aphids on High-Value Crops and Row Crops



Expected Launch: 2028 - 2030



Regions: Asia, Latin America, North America, EMEA

INNOVATION FEATURES AND BENEFITS

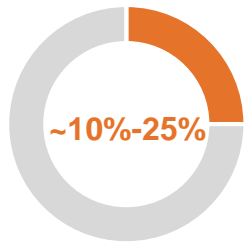
- Opportunities in all major agricultural countries in all regions
- Outstanding control over the broad spectrum of aphids with no known pest resistance
- Low-dose insecticide has systemic activity that protects the entire plant
- Over 200M Addressable Acres

TARGET CROPS

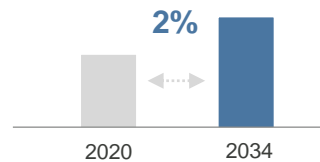
F&V | Tree Fruits & Nuts | Cereals

ADDRESSABLE MARKET ~\$2B AT PEAK

Market Share at Peak



Market CAGR



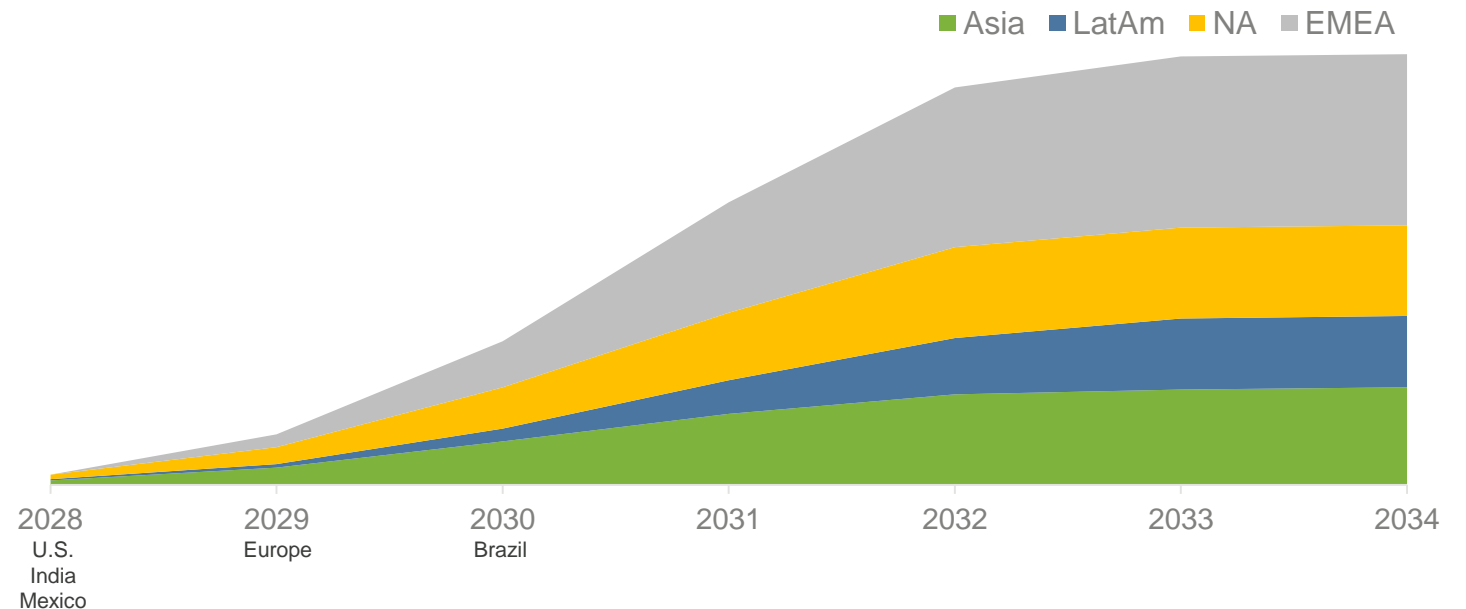
2030 SALES POTENTIAL

\$100M-\$150M

PEAK SALES POTENTIAL

\$ 250M-\$500M

Year: 2034



Highly Effective Insect Control Product for Important Aphid Pests

Herbicide 4—Novel Mode of Action Herbicide



Expected Launch: 2031

Regions: North America

INNOVATION FEATURES AND BENEFITS

- Proprietary mode of action
- Pre- and post-emergent efficacy on resistant weeds and grasses
- Excellent mixture partner with other pipeline and commercial chemistries
- Over 100M Addressable Acres

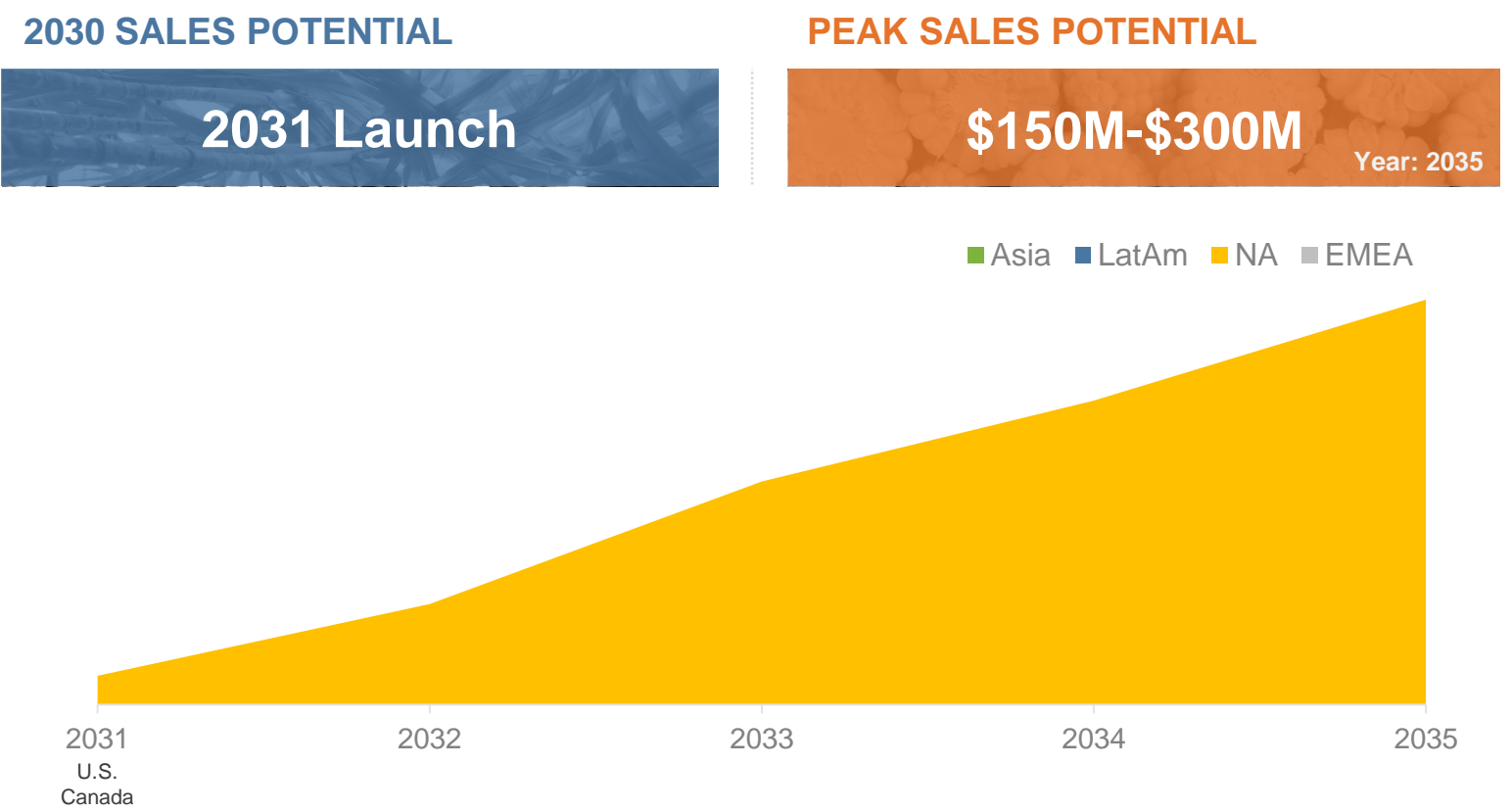
TARGET CROPS

Corn | Soybeans

ADDRESSABLE MARKET >\$2B AT PEAK




Market Share at Peak

Market CAGR



Effective Resistance Management Tool Corn and Soybean Growers Need

Broadening Our Global Footprint While Diversifying the Portfolio

		Regions			
Name	Launch Year*	North America	Latin America	Asia	EMEA
 WEED CONTROL					
Isoflex™ Active	2021		●	●	●
Herbicide 1 (Tetflupyrolimet)	2023	●	●	●	○
Herbicide 2	2027				●
Herbicide 3	2028	●	○	○	○
Herbicide 4	2031	●	○	○	
 INSECT & NEMATODE CONTROL					
Insecticide 1	2028	●	●	●	●
Avodigen™	2021	●		●	●
Bioinsecticide 1	2023	●	●		●
 DISEASE CONTROL					
Fluindapyr	2021	●	●	●	●
Biofungicide 1	2021	●	●	●	●
Biofungicide 2	2024	●	●	●	●

*Launch year is the initial launch – not every geography will be launched in that year. Launch timing is dependent on regulatory approvals.



KEY

● REGIONS CURRENTLY IN SCOPE

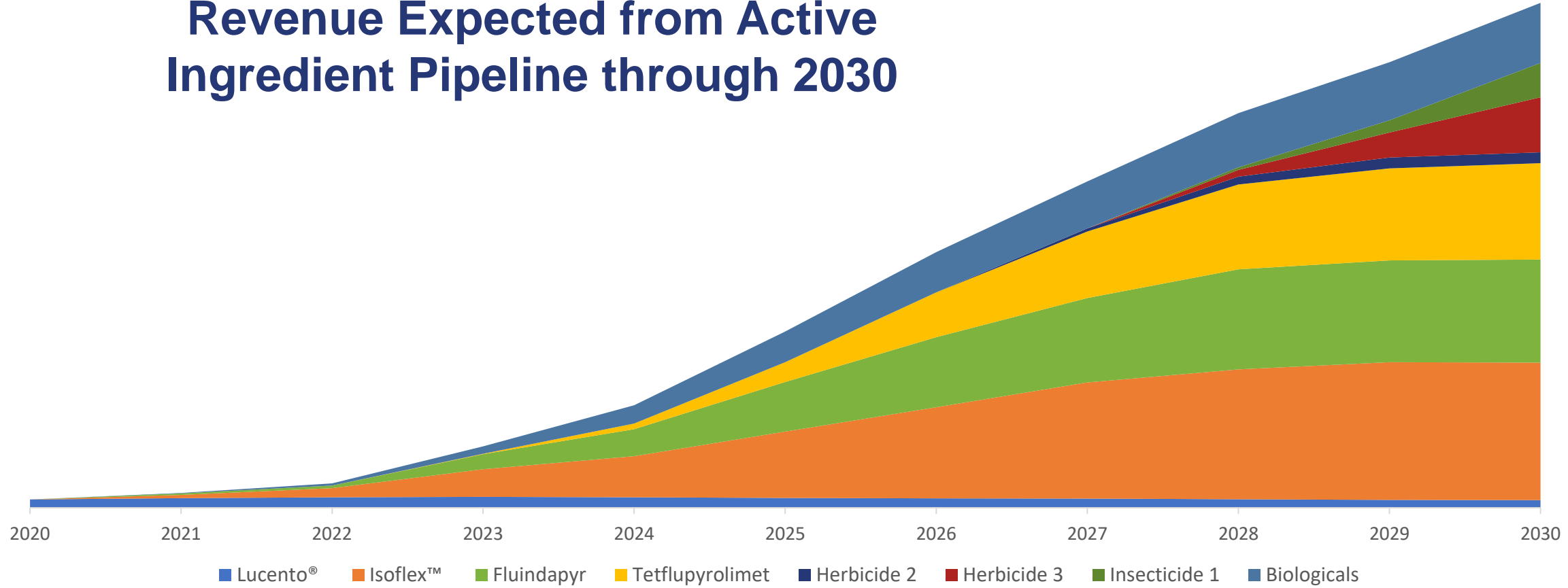
○ AREAS OF EXPLORATION

Innovation Will Be a Key Contributor to FMC's Growth



\$1.8B to \$2.1B
revenue contribution
by 2030

Revenue Expected from Active Ingredient Pipeline through 2030



Financial Implications and Policies



PRESENTED BY

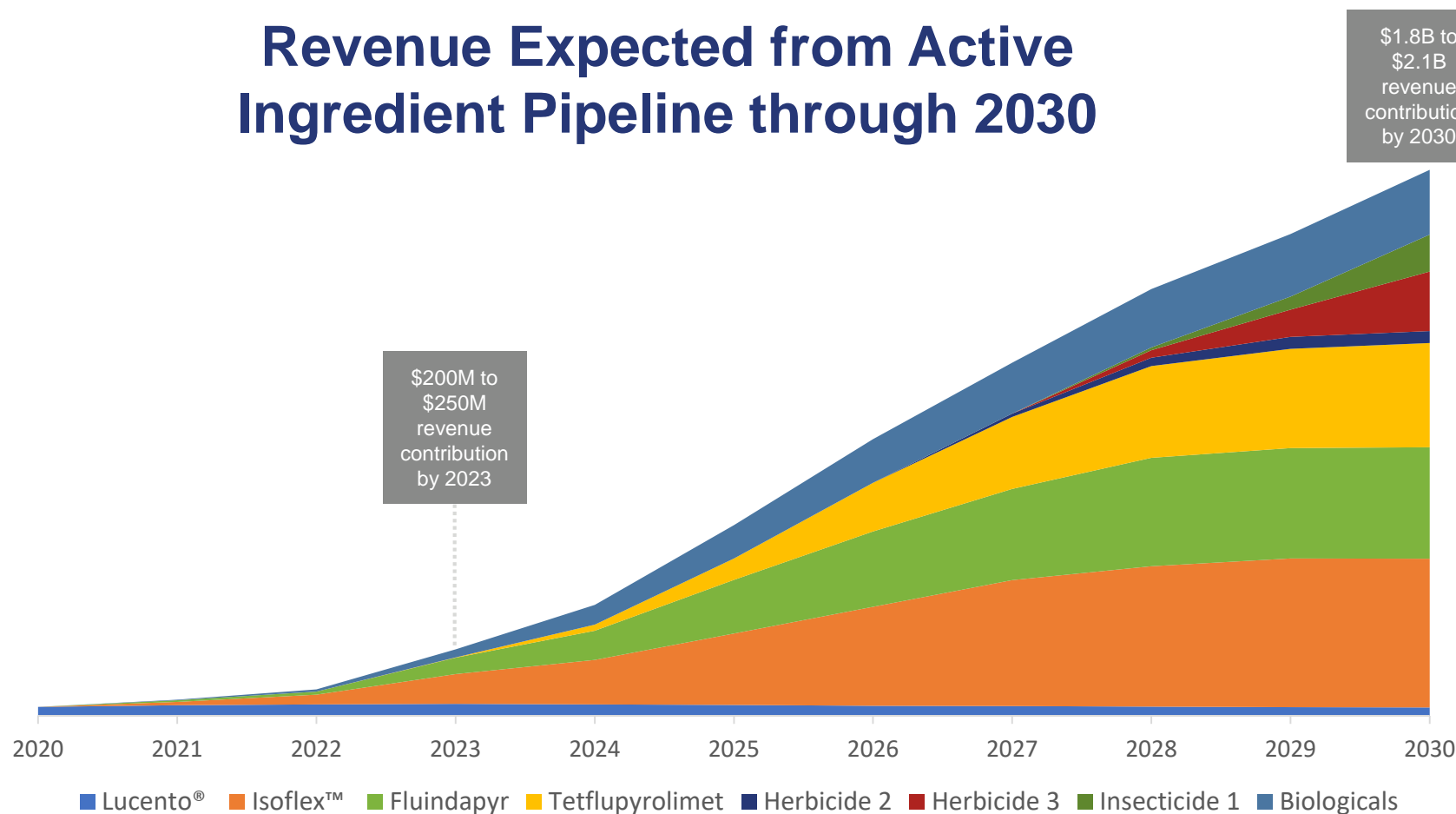
Andrew Sandifer

Executive Vice President
Chief Financial Officer

Innovation Will Be a Key Contributor to FMC's Growth



Revenue Expected from Active Ingredient Pipeline through 2030



Near-term new active ingredient introductions provide a boost to growth through 2023

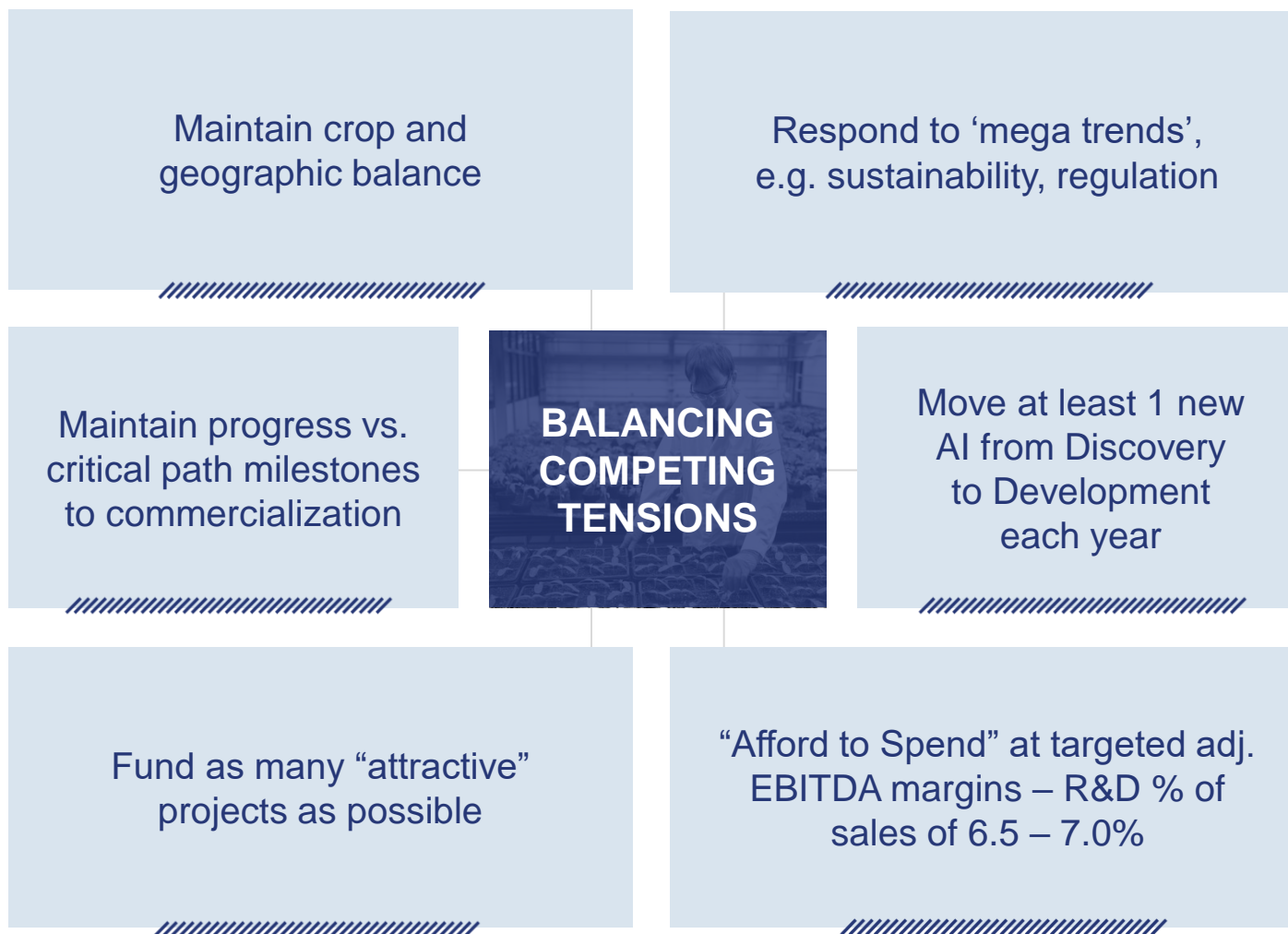
- Isoflex™ active
- Fluindapyr fungicide

World-class new active ingredient pipeline materially boosts organic growth through 2030

- \$1.8B to \$2.1B contribution to organic revenue growth by 2030

Very capital efficient growth – less than \$350M in capital investment required to support pipeline through 2030

Assessing the Attractiveness of Active Ingredient Innovation



WHAT MAKES AN "ATTRACTIVE" PROJECT

- Meaningful revenue potential
- Margin accretive to overall margin
- Project IRR > WACC

PORTFOLIO REQUIREMENTS

Overall IRR > 2X WACC and Payback Period < 10 years



Financial Policies

Balance Sheet Strength and Targets

What is Solid Investment Grade and Why?

- BBB/A-2, Baa2/P-2 or better
- Commercial paper as part of business model

SPLIT RATED TODAY

Moody's: Baa2 and P2 rating
S&P: BBB- and A3

Average 2.5X Gross Debt / Adj. EBITDA

- We believe consistent with BBB/Baa2 or better, recognizing other factors in our financial profile

CURRENT LEVERAGE OF ~2.5X

Expect to <2.5X at 12/31/20

Utilize incremental debt capacity at target leverage

ADJ. EBITDA IS GROWING SIGNIFICANTLY

Grow balance sheet with adj. EBITDA growth
Additional source of cash for deployment

Cash Deployment Policy

FUND GROWTH

Fully fund organic growth and opportunistically **enhance** with modest inorganic investments

1

DIVIDENDS

Grow dividends at rate of adj. earnings growth, maintaining 25-35% payout ratio

2

SHARE REPURCHASE

Substantial remaining **free cash flow** returned to shareholders through regular share repurchase

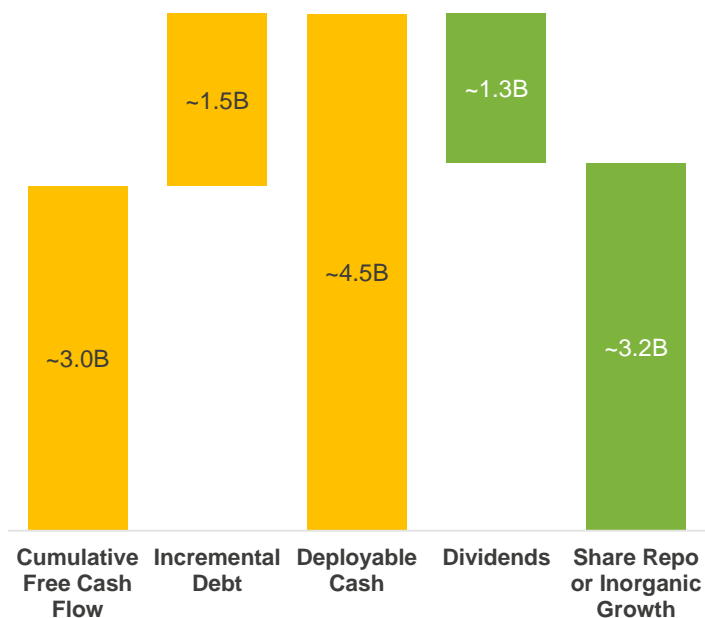
3



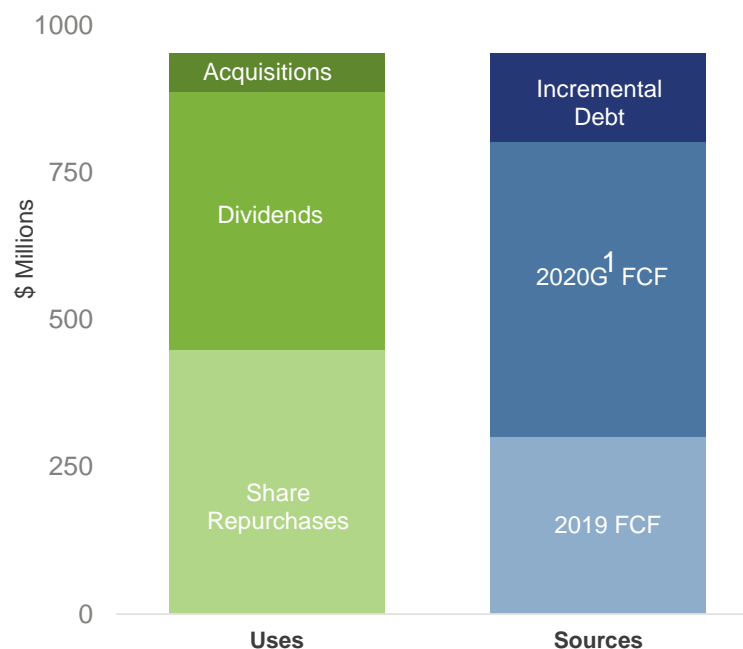
Share repurchases have restarted following our COVID-19 pause

Delivering on FCF Generation and Deployment

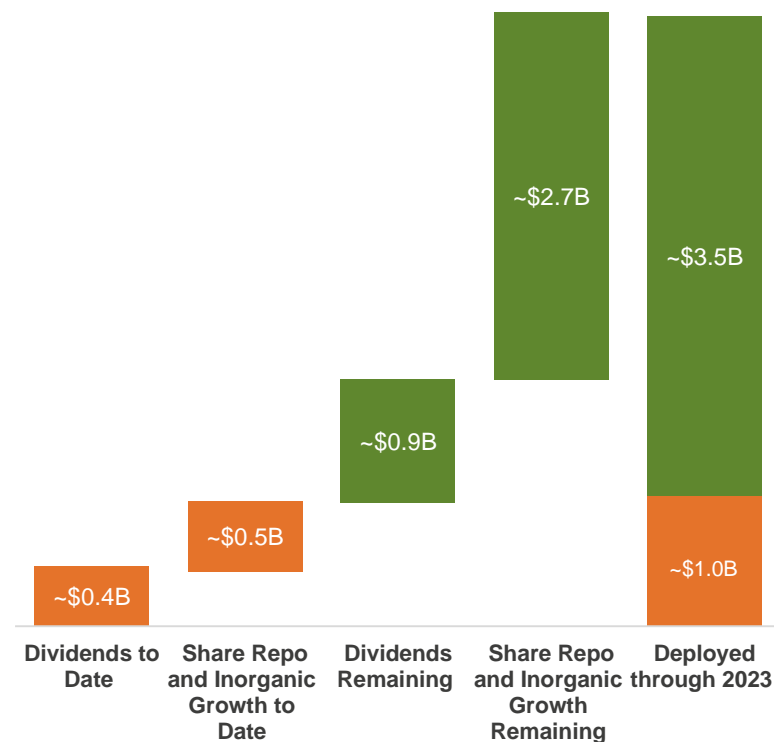
Continue to expect to generate
~\$3B cumulative FCF
over the 5-year plan horizon



Deployment in first 2 years balanced
across share repurchases and dividends
with modest inorganic growth investment

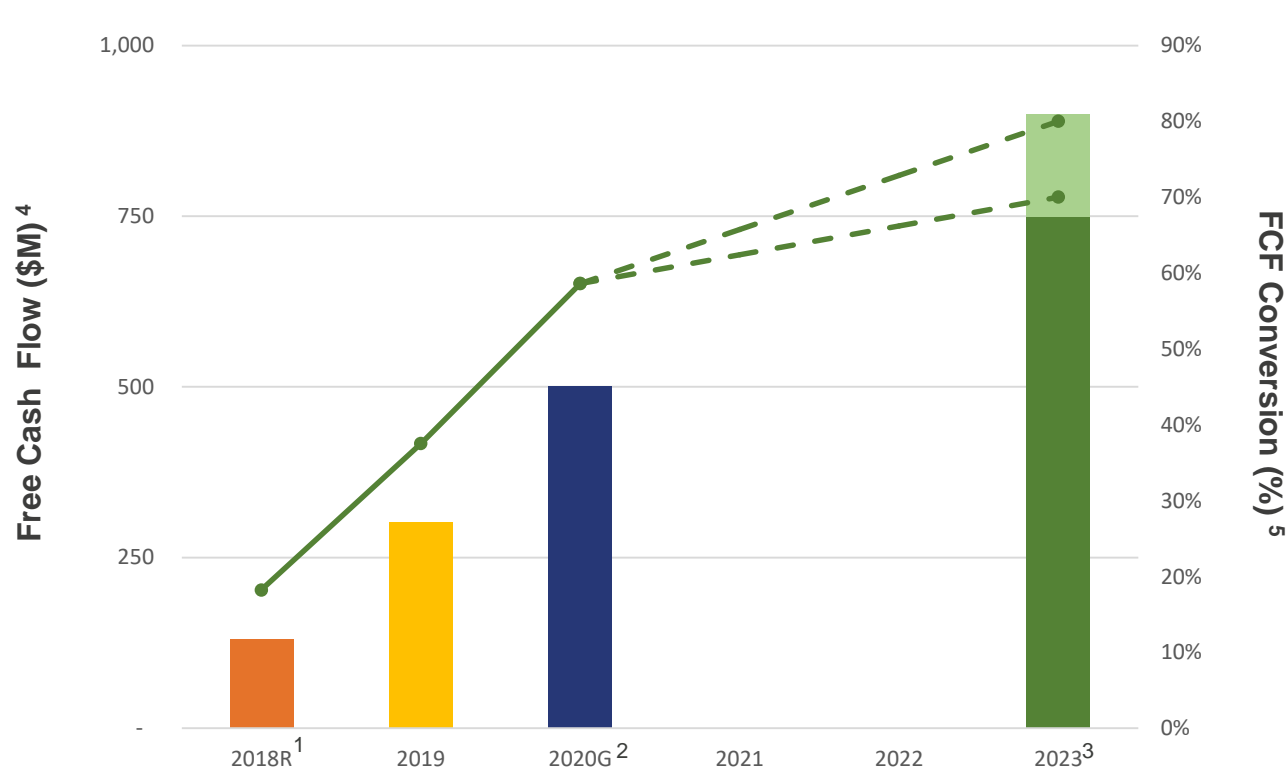


Deployment over remainder of 5-year
plan heavily weighted to share
repurchases and inorganic growth



¹ Midpoint of 2020 guidance range of \$475-\$525 million

FCF Generation and Conversion On Long-Range Trend



Free Cash Flow Generation Growing Strongly



Strong underlying adj. EBITDA growth



Working capital normalizes 2018 – 2020



Working capital efficiency improves 2021 – 2023



Transformation spend drops off after 2020



Legacy Spending Relatively Stable

Free Cash Conversion Expected to Improve to 70 – 80% of Net Income by 2023

¹ Recast 2018 (2018R) excludes the former Lithium segment ² Midpoint of 2020 guidance range of \$475 - \$525 million ³ Implied 2023 FCF at targeted 7% - 9% CAGR for EBITDA through 2023 ⁴ Free Cash Flow is a non-GAAP measure. See definition and reconciliation to nearest GAAP term on our website at <https://investors.fmc.com> ⁵ FCF Conversion is a non-GAAP measure defined as Free Cash Flow divided by Adjusted Net Income. See definition and reconciliation to nearest GAAP term on our website at <https://investors.fmc.com>

FMC Remains a Compelling Investment Opportunity



Compelling Expectations Through 2023

5 – 7 %
ORGANIC REVENUE
GROWTH

7 – 9 %
ADJ. EBITDA GROWTH

~29% Adj. EBITDA Margin
~300BPS EXPANSION

Adj. EPS GROWING
FASTER THAN ADJ. EBITDA

ROIC
MID-TO-HIGH TEENS

DEPLOYABLE CASH
UP TO \$4.5B

Long-Term Factors Supporting Sustained Value Creation

Sustained strong
organic growth

Strong innovation pipeline with material
impact over 5- to 7-year horizon

Disciplined capital
deployment policy

Sustainable, structurally low
tax rate vs. peers

Legal Disclosures



Isoflex™, Overwatch®, Bixlozone, Accudo®, Avodigen™, Fluindapyr and Tetflupyrolimet are not registered for sale or use in the United States or other jurisdictions. No offer for sale, sale, or use of any such products is permitted prior to issuance of the required U.S. EPA and state registrations, or other applicable regulatory authority registrations.

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An Agricultural
Sciences Company

November 17, 2020



Investor Technology Update