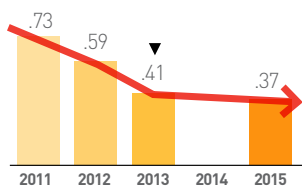


SHAPING THE FUTURE

Reducing Our Total Recordable Incident Rate



***SAFETY SHARE**

Safety-related ideas that employees exchange at the start of every meeting



With strong senior management commitment and employee involvement, safety vigilance is a constant ... and our effort is yielding results. Our 2013 safety results are the best in our history with a 35 percent reduction in injuries from 2012.

Embracing TH!NK. SAFE.

Shaping thinking and actions is a cornerstone of TH!NK. SAFE., the campaign we launched in 2012 to elevate safety awareness in all aspects of employees' lives. In 2013, to build on our momentum and keep safety messages fresh and top-of-mind, we routinely distributed highly visible posters, tabletop displays and door hangers throughout our facilities. These materials were translated into multiple languages to enable employees worldwide to have a more precise understanding of the initiative. The materials visually complement the prominent "safety share" ideas that employees exchange at the start of every meeting.

To heighten the impact of our safety messages, we produced three TH!NK. SAFE. videos featuring first-person accounts by FMC employees. In dramatic portrayals of the difference that "one moment" makes, individuals described how, in a split second, a lack of attention to safety led to hazardous and sometimes fatal outcomes. As a means to further stimulate employee safety engagement, we asked employees to tell their story through a safety video campaign. Employee teams from nearly every FMC location submitted creative and impactful safety videos that were shared across the corporation. **4**

Based on focus group and survey results, we found that our emphasis on safety is leading to behavioral changes. People are more careful, deliberate and attentive to the details that can make a difference in avoiding an injury. This safety focus contributed to a reduction in injuries and places us well on our path towards our 2015 goal of a Total Recordable Incident Rate (TRIR) less than 0.37.

In the area of process safety, FMC has been evaluating and benchmarking other companies' process safety programs as we work to enhance our own. In 2014 we plan to publish internal standards based on American Chemistry Council's (ACC)

	2011	2012	2013
Total Recordable Incident Rate (TRIR)	0.73	0.59	0.41
Lost Workday Case Incidence Rate	0.28	0.18	0.11
Work-related fatalities	1	0	0
Number of significant process safety incidents* (defined as ACC tier 1 & 2)	0	0	0

new process safety code. FMC did not experience significant process safety incidents in 2013.

Answering the Green River Challenge

We are undertaking additional safety initiatives that target the unique challenges of FMC's largest site – our Green River trona mining, soda ash, bicarb and caustic production facilities. In 2013 we assessed the actions that most frequently led to injuries and began work on communications and other mitigation programs to prevent reoccurrence.

The assessment revealed that both above and below ground there was a need for extra focus on identifying "line of fire" before and during tasks. Other key components involve keeping eyes on path and task, and concentrating on equipment – with surface activities needing to focus on using the correct tools for the task and mining operations conducting pre-shift inspections.

FMC site teams expanded formal and informal discussions about high hazard situations and other safety considerations. These topics are raised during small working group sessions, line manager meetings with staff, in one-on-one conversations as executives walk through the facility and during structured quarterly dialogues with the business president on progress and plans. To supplement site-wide communications, we developed a quarterly safety newsletter that is mailed to everyone's home to fully extend the safety education process. The in-home engagement also encourages greater safety conscientiousness among family members.