SAFETY
FOSTERING
FOCUSED ON WHAT MATTERS MOST

Staff members at our Newark, Delaware, facility celebrate their safety achievements.

FORWARD TO 2015
Reducing Our Total Recordable Incident Rate

TH!NK. SAFE. MANIFESTO
WE BELIEVE NOTHING IS MORE IMPORTANT THAN THE SAFETY OF PEOPLE.
AND FIRST AND FOREMOST, WE ARE A COMPANY OF PEOPLE.

WE BELIEVE TO BE WORLD CLASS,
WE MUST BE SAFE, FIRST.

WE BELIEVE THERE ARE ENOUGH DANGERS IN THIS WORLD WITHOUT US CREATING NEW ONES.
WE ALL MAKE THOUSANDS OF CHOICES A DAY.
BUT IT ONLY TAKES ONE BAD ONE TO BE UNSAFE, A SINGLE ON-SAFE MOMENT CAN TRIGGER A LIFETIME OF NEEDLESS HURT, SORROW, STRESS AND LOSS.

WE BELIEVE SAFETY IS A UNIVERSAL HUMAN RIGHT.
WE EACH HAVE A FUNDAMENTAL RESPONSIBILITY TO OUR FELLOW EMPLOYEES, FRIENDS, FAMILIES AND COMMUNITIES TO BE SAFE.
WE DON’T BELIEVE THOSE WHO TELL US IT DOESN’T MATTER.
WE DON’T BELIEVE THOSE WHO TELL US IT CANNOT BE DONE.
IT CAN.

WE WILL BE SAFE:
AT WORK
by training employees and leaders in the behaviors, conditions and practices that create a culture of safety.
by inspiring others to do the same:
regardless of position, function or team.

AT HOME
by modeling our behaviors, efforts and neighbors in a continuous circle of support to establish and maintain safe places and practices where we live.

ON THE ROAD
by controlling the distractions, technologies and teen-processed distractions to keep us alert, attentive and safe in all modes of travel at all times.

FORWARD TO 2015
Reducing Our Total Recordable Incident Rate

2011 2012 2013 2014 2015
.74  .63  ≤.37
The safety of employees, customers, business partners and the public is one of our most important core values. We are determined to achieve an injury-free workplace. We know it will take time, effective systems, a steady focus and the total commitment of every employee to make it happen. As an intermediate target, we will work to at least halve our Total Recordable Incident Rate (TRIR) by 2015 compared to 2011. Although this goal is aggressive, particularly as FMC continues to expand worldwide, it is clear that our employees are embracing this important challenge.

Safety Performance Status

In 2011, the number of recordable injuries at FMC took a disappointing turn. We entered 2012 with a sense of urgency to assess our safety programs, refocus employee attentiveness to safety, and return to a positive trajectory of improvement.

We made significant adjustments to several safety processes in 2012 to heighten awareness, regain commitment and provide new tools that help us track and improve occupational safety.

These changes are already producing positive results. In 2012, FMC improved its TRIR by 15 percent compared to 2011 (see Safety Performance Indicators in adjacent table). This demonstrates only part of an important turning point in 2012.

FMC also saw 60 percent fewer recordable injuries in the second half of 2012 compared to the first half. Moreover, in January 2013, FMC achieved an important milestone: one full month without a single recordable injury at any of our sites worldwide. This fact illustrates to all of us that an injury-free workplace is more than a lofty idea; it is clearly an achievable reality that we will relentlessly pursue.

Safety Performance Indicators

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<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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</thead>
<tbody>
<tr>
<td>Total Recordable Incident Rate (TRIR)</td>
<td>.70</td>
<td>.74</td>
<td>.63</td>
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<tr>
<td>Lost Workday Case Incident Rate</td>
<td>.21</td>
<td>.33</td>
<td>.21</td>
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<tr>
<td>Work-Related Fatalities</td>
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<tr>
<td>Number of Significant Process Safety Incidents*</td>
<td>0</td>
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*Defined as ACC Tier 1 & 2. For more information visit our Data Center at www.fmc.com/sustainability

A New Era of Safety

Our 2012 safety progress was driven by a new, coordinated campaign called “Th!nk. Safe.” This program works to create a culture in which employees raise their safety consciousness in all areas of their lives – at work, at home and on the road.

The program is grounded in a “safety manifesto” (see image to left) that drives employees to be aware of their environment and alert to hazards and behaviors that may affect their own and others’ safety.

Reviewing Safety Measures

FMC reviewed its safety policies, procedures and systems across all company facilities, sought input from industry peers, and applied best practices to revise corporate environmental, health and safety standards for its global operations. We also increased communications to share experiences and effective practices related to safety.

All employees now receive a weekly EHS newsletter that comes directly from the vice president of operations. This newsletter includes performance updates as well as tips and advice regarding both safety and environmental awareness.

When an incident does occur, a Learning Review is conducted with senior management after the incident investigation is completed. Facts about the incident, including root causes, contributing
During 2012, we established a specific focus on improving safety among non-manufacturing employees. While non-manufacturing environments typically pose lower safety risks than our production sites, 22 percent of our 2012 recordable injuries occurred at non-manufacturing locations. This effort is led by FMC’s executive vice president and general counsel, demonstrating shared responsibility for driving safety improvement without functional or hierarchical boundaries.

**Process Safety Performance**

FMC has internal definitions for process safety incidents that are useful for driving improvements in our operations. Because these definitions are specific to FMC, we have decided to begin reporting externally in accordance with the more widely known American Chemistry Council (ACC) definitions*.

While FMC had no significant ACC process safety incidents to report in 2012, minor incidents did occur. FMC sees all process safety events, even near misses, as an opportunity to learn. By fully investigating each event and determining actions to avoid future occurrences, we will achieve our safety goals and retain the trust of the communities surrounding our facilities.

An example occurred on September 9, 2012 at our Tonawanda, New York, manufacturing plant. The plant experienced a minor process incident leading to a small chemical decomposition. Our plant operators assessed the situation and quickly followed our response protocol, which included a request for the fire department to respond. All chemicals were fully contained. However, some causes and key corrective actions, are discussed and put together in a form that can be shared with all employees.

**Sharing Best Safety Practices Globally**

Every quarter our sites now participate in a global safety conference call to share safety lessons learned across the company. Site leaders discuss injuries, near misses, and other experiences that can help provide insight into measures that can be taken to prevent similar occurrences elsewhere. The ultimate goal is to learn from one another’s experiences and improve our collective safety awareness and performance.

**Our Safety is in Our Hands**

In assessing safety throughout FMC, we noticed the most frequent incidents involved employees’ hands – more than twice the amount of the next most frequent type of injury. To address this issue, we instituted new glove and blade policies in 2012, providing a list of eight glove types that are approved for different types of jobs. Since introducing the new policies, we have reduced recordable injuries to hands by 28 percent over the previous year.

*More information about data, including definitions, can be found at www.fmc.com/sustainability/datacenter.aspx
media outlets incorrectly reported that a fire had occurred.

FMC realizes that in this age of social media and instantaneous information, it is important to communicate factual information as quickly and broadly as practical to prevent misunderstandings and unnecessary concerns. Tonawanda’s incident investigation identified the need to update FMC’s communication plans in addition to actions that will prevent future occurrences of this type of incident.

As a result of this important lesson learned, FMC is working to make sure we have the infrastructure to quickly engage local media to ensure our local stakeholders have accurate and timely information. We would be pleased to hear any other ideas on how FMC might communicate with our surrounding communities. Such ideas can be emailed directly to sustainability.info@fmc.com.

Food Safety and Supply

In addition to focusing on our own safety, FMC provides technologies that contribute to a safe and sustainable food supply – from increasing crop yields, to creating more nutritious products, to removing the need for refrigeration in the supply chain and protecting food from harmful bacteria.

Too many instances of sickness are caused by microbial contamination. To address this issue, FMC provides cost-effective solutions that protect the food supply. These products are highly effective and break down into environmentally benign substances, offering a sustainability advantage over other commonly used antimicrobial solutions.

In addition to protecting human health, these products help reduce the amount of food that goes to waste throughout the supply chain. Examples of FMC microbial products include the following:

- **Our Spectrum® program** uses antimicrobial agents to fight product spoilage or decay on processed poultry. Spectrum enables processors to achieve the most stringent USDA Tier 1 standards due to its performance in reducing pathogenic bacteria such as Salmonella spp., Campylobacter and E. coli.

- **Blitz™ peracetic acid for red meat** provides an economical solution for reducing contamination from pathogenic bacteria, including E. coli O157:H7 and Listeria monocytogenes.

- **VigorOx® 15 F&V** reduces decay and spoilage, as well as pathogenic bacteria on fruits and vegetables.

Aseptic Packaging

Global demand for a wider variety and availability of consumer beverages packaged for convenience, shelf life and portability continues to grow. To ensure freshness and safety, many beverages must be packaged aseptically to eliminate the presence and growth of mold and bacteria. FMC has engineered chemistries to respond to the demands of aseptic packaging processors worldwide.

Our engineers and scientists developed a technology that vaporizes peracetic acid (PAA) to sterilize plastic bottles and cartons in a unique and highly efficient manner. This technology combines the benefits of traditional PAA rinse systems with the latest advancements in hydrogen peroxide vapor systems, reducing energy costs and water consumption. The new technology leaves minimal residue on the filling equipment, resulting in less production downtime for cleaning and maximizing the production site’s output efficiency. We believe adoption of this technology will steadily increase, particularly in rapidly developing economies.

Product Safety and Stewardship

FMC has long supported ACC’s Responsible Care® program, an industry initiative to improve environmental, health, safety and security performance. Over the past two years, FMC worked with other ACC members on a strategic review of the existing Responsible Care program, which has served the chemical industry well for more than a quarter century.
In 2013, FMC will focus training on a product stewardship challenge faced by the entire agricultural products industry – secure storage and container management. Proper and secure storage helps make products accessible only to those who need to use them for their intended purpose and helps guard against both unintended and illegal use. Proper container management training is important to ensure that after a product is used, the associated container and packaging are disposed of responsibly. Training will focus on the Asia and Latin America markets. Topics will include how to securely store agricultural products and the appropriate treatment of used packaging containers through triple rinsing as well as the responsible disposal or recycling of used packaging containers.

Training Farmers on Responsible Product Use

FMC’s focus on safety extends throughout the product lifecycle: from design through development, manufacturing, distribution, storage and end use. We provide technical and safety information as well as training at each phase to foster careful use and stewardship of our products.

Last year alone, our Agricultural Products Group (APG) trained over 2 million farmers on the responsible and effective use of our products. We deliver this training through farmer meetings, educational materials and technical programs. APG tailors such efforts to different regions of the world to focus on the stewardship issues most pertinent to each locale and to relay messaging most effectively for the given audience.

For example, in Indonesia, APG aims its safety training at the importance of backpack sprayer maintenance and calibration. The program covers the risks associated with improper maintenance, the potential economic losses from using too much or too little product necessary to control pests and the related potential of crop failures. These issues resonate with farmers.

Across our global workforce, safety is an everyday practice – at work, at home and everywhere in between. Wearing the appropriate safety gear for one’s specific job function is a fundamental safety practice.

In 2013, FMC will focus training on a product stewardship challenge faced by the entire agricultural products industry – secure storage and container management. Proper and secure storage helps make products accessible only to those who need to use them for their intended purpose and helps guard against both unintended and illegal use. Proper container management training is important to ensure that after a product is used, the associated container and packaging are disposed of responsibly. Training will focus on the Asia and Latin America markets. Topics will include how to securely store agricultural products and the appropriate treatment of used packaging containers through triple rinsing as well as the responsible disposal or recycling of used packaging containers.

During the final quarter of 2012, all FMC facilities participated in the ‘Finish Strong’ campaign, an initiative bridging safety and community engagement. Facilities received a drawing entry for each month with zero work injuries. Winners received grants that were donated to a community cause of their choice. Our site in Lahore, Pakistan, won the grand prize, which was used for supplies, staff salaries and scholarships at three local schools.
**Taking Action Against Product Misuse**

We closely monitor the end use of our products and take action when required. In last year’s report, we discussed the issue of East African cattle herders misusing our product, Furadan 5G® granular insecticide, to harm lions that feed on their livestock. In this particular case we concluded that our stewardship programs could not adequately reduce the risk of improper use and we stopped distribution and sales to Kenya, Uganda, Tanzania and South Africa, along with taking other precautionary measures.

Luke Hunter, president of Panthera, the world’s leading organization devoted exclusively to the conservation of wild cats and their ecosystems, recently commented on FMC’s management of Furadan 5G distribution: “I have been greatly heartened by FMC’s response to the ‘Furadan issue’ in Africa. When it became clear to FMC’s assessors that it was simply impossible to prevent the misuse of Furadan 5G in remote parts of rural Africa, the company’s reaction was impressive. Buying back the product and halting distribution permanently has effectively removed Furadan from the equation. Unfortunately, livestock owners across Africa will always find ways to kill lions and other carnivores, but FMC can be proud that predators will not die from Furadan poisoning. FMC’s commitment to sustainability goes deeper. By supporting the Lion Guardians – former lion killers who are trained as para-biologists to help their communities avoid conflict with lions – the company is helping Panthera develop methods to improve the ability of rural people to co-exist with carnivores in the long term. So FMC’s consistent support has not only removed the abuse of Furadan 5G, but also helps target the underlying reasons why people want to kill lions in the first place. As a pragmatic, conservation scientist, it is very gratifying for me to work with FMC on resolving complicated problems where the need of people and wildlife collide. The FMC-Panthera collaboration is a wonderful model of finding those solutions."

**Safety Inside and Out**

We know we must extend our focus on safety beyond the way we work and the products we produce by demonstrating safety leadership in the communities where we live and operate.

FMC employees take pride in applying their knowledge and skills to make their communities safer (read more in the Cultivating Community section). We collaborate with our neighbors on a range of projects, from producing regional safety awareness newsletters in Newark, Delaware, to discussing the importance of safe driving with high school students in Ungaran, Indonesia, and leading the sharing of safety guidance and best practices with neighboring companies in Zhangjiagang, China.

As our “Th!nk. Safe.” manifesto proclaims: “We believe we all need each other to be truly safe. Each of our futures is connected and co-dependent. No one is safe until everyone is safe.”