



An Agricultural  
Sciences Company

# RESILIENT

2020 SUSTAINABILITY REPORT

# READY





# A MESSAGE

from Mark Douglas,  
President and Chief Executive Officer

As the world begins to emerge from a global health crisis unlike any other in our lifetime, there is perhaps no better time to reflect on an extraordinary year that showed us the resilience of the human spirit and the capacity of individuals to work together to solve societal problems.

While the global pandemic required all of us to live and work differently, I am proud of how our company rose to the challenge, from finding creative ways to engage customers and growers to maintaining operations while many employees worked remotely. Despite global supply chain disruptions, our manufacturing sites continued to safely produce and ship products that farmers desperately need to meet the world's ever-growing demand for food, feed and fiber. As a result, we continued to perform well throughout the year and delivered strong results.

As the pandemic evolved, FMC stepped in to support hospitals, emergency management agencies and others on the front lines. Employees were equally committed to helping the communities where they live and work, volunteering to disinfect schools and distributing food to those in need.

All of this is a testament to our culture, values and resolve.

This year's Sustainability Report theme, *Resilient. Ready.*, highlights the determination of our employees, customers and suppliers in overcoming any obstacle to support farmers in their critical role of providing food to help nourish people. Together, we are ready to take on the challenges of tomorrow.

## Office of the CSO

In October 2020, Karen Totland was named to the newly created role of Vice President and Chief Sustainability Officer (CSO). We want to constantly push ourselves to be progressive in our thinking and ensure our goals are as aggressive as they can be. The new Office of the CSO will bring greater focus and direction to our sustainability efforts around the world, driving meaningful change across the company and supporting global initiatives to address some of the world's most urgent challenges. Throughout the report, you will find examples of how FMC is approaching issues of climate change and food security, while advancing innovative technologies to support sustainable agriculture around the world.

## Diversity and Inclusion

At FMC, we believe we have a role to play in creating greater fairness, equity and opportunity in our workplace, in the communities where we operate and in broader society. In 2020, we launched two task forces led by FMC officers to understand and address issues of gender and race equity within our company. As a result of their work, we developed new global policies and practices to improve workforce diversity. This includes two objectives to increase the representation of women in our global workforce to 50 percent and Black/African Americans in our U.S. workforce to 14 percent across all job levels by 2027.

In setting ambitious diversity goals and continuing to foster a diverse and inclusive workplace, we are committed to expanding our reach and removing barriers that have disproportionately impacted underserved and underrepresented communities. We are confident this will expand opportunities for all employees and create value for our business as we bring together the best minds and talent from all backgrounds and corners of society.

## Ready for What's Next

We understand that the long-term health and vitality of our planet, communities and business is connected to our people and their actions. Sustainability continues to be a catalyst for innovation across our product lines, and employees are passionate about bringing new solutions to growers to sustainably protect their crops. It is what drives us, what drives our performance and what will drive our growing company well into the future.

I hope you enjoy reading this year's Sustainability Report and learning more about how FMC is *Resilient* and *Ready* when it comes to tackling some of today's biggest challenges around sustainable agriculture and global food production.



**Mark Douglas**  
President and Chief Executive Officer  
FMC Corporation



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## Explore [fmc.com/sustainability](https://fmc.com/sustainability)

We invite you to visit our website for more information and data. You can explore the website to access FMC reports and videos related to our sustainability programs, as well as FMC policies and statements on several important topics including climate change, Sustainable Development Goals (SDGs), human rights, supplier code of conduct and animal welfare.

## Global Reporting Initiative (GRI)

This report and our web-based content at [fmc.com/sustainability](https://fmc.com/sustainability) have been prepared in accordance with the GRI Standards: Core option. A detailed GRI Content Index can be found on the website.

## United Nations Global Compact

FMC became a signatory to the United Nations Global Compact (UNGC) in 2015. This report represents our fifth Communications on Progress in support of the UNGC principles. A summary of our Communication on Progress can be found on our website.

## External Assurance of Environmental Data

FMC engaged ERM Certification and Verification Services to provide limited assurance in relation to specified 2020 environmental and safety data. Further details about our external assurance can be found on page 38 of the report.

## Materiality

The information and topics covered in this report were guided by our 2020 materiality assessment that was completed in accordance with GRI standards. This assessment was accomplished through surveys with stakeholders. Further details on this assessment and the materiality matrix can be found on page 5 of this report and our website.

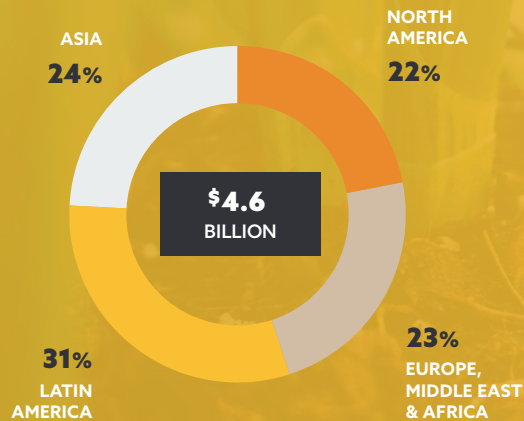
# ORGANIZATIONAL PROFILE

FMC Corporation, an agricultural sciences company, provides innovative solutions to growers around the world with a robust product portfolio fueled by a market-driven discovery and development pipeline in crop protection, plant health and professional pest and turf management.

## FMC REPORTING AND CONSOLIDATION PRINCIPLES

The environmental and safety data in this report include all sites under FMC's operational control in the 2020 calendar year as well as environmental data supplied by active ingredient contract manufacturers (except where noted). Scope 1 and Scope 2 greenhouse gas (GHG) emissions are reported in accordance with the Greenhouse Gas Protocol.

### REVENUE BY REGION 2020 FY



### 2020 FINANCIAL PERFORMANCE SUMMARY

For the year ending December 31, 2020, FMC Corporation recorded the following results:

**\$4.6**

ANNUAL SALES  
(billions)

**\$550.6**

GAAP NET INCOME  
(millions)

**\$1.25\***

ADJUSTED EBITDA  
(billions)

**\$4.22**

GAAP DILUTED  
EARNINGS  
Per Share

**\$6.19\***

ADJUSTED DILUTED  
EARNINGS  
Per Share

**15.6%\***

RETURN ON  
INVESTED CAPITAL

\*Represents a non-GAAP financial term. Refer to our [website](#) for definitions and reconciliations of non-GAAP terms to the most directly comparable GAAP term.



# 2020 PROGRESS ON COMMITMENTS

-  Conduct an extensive shareholder outreach project to better understand how they assess FMC through an Environmental, Social and Governance (ESG) lens.
-  Develop and introduce the sustainability brand to engage both internal and external stakeholders.
-  Start utilizing Sustainability Accounting Standards Board's (SASB) chemical standard and the Task Force on Climate-related Financial Disclosures (TCFD) framework for sustainability disclosures.
-  Summarize baseline Scope 3 GHG emissions for 2019 and externally report the information; determine where there are opportunities to refine the data and reduce the impact.
-  Conduct biennial Materiality Assessment.
-  Develop life cycle assessments for Rynaxypyr® and Cyazypyr® active ingredients.
-  Incorporate sustainability in Capital Deployment Plan.
-  Measure our global logistics footprint to better understand and reduce our impacts and risks.
-  Develop a renewable energy strategy.
-  Gain further understanding of our suppliers' sustainability programs.

# 2021 COMMITMENTS

-  Develop a comprehensive renewable energy strategy.
-  Conduct a TCFD-aligned climate change scenario analysis to gain deeper insight into how climate change may impact our business over time.
-  Complete pre-assurance of Scope 3 data to determine readiness for future assurance activities.
-  Evaluate, enhance and expand global framework for philanthropic initiatives.
-  Continue to progress on practices and policies to increase female representation in our global workforce to 50 percent and Black and African American representation in our U.S. workforce to 14 percent across all job levels by 2027.
-  Review environmental goals to be more aggressive, particularly on climate.
-  Increase engagement with external stakeholders around the safe and responsible use of our products.



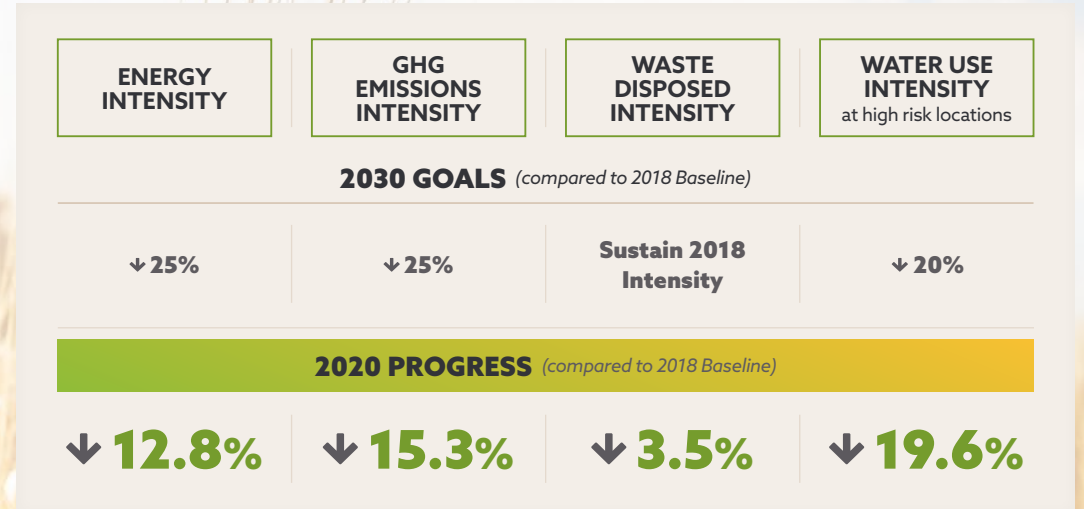
completed



in progress

# PROGRESS ON 2025/2030 GOALS

In 2019, we reset our sustainability goals to ensure we are a more sustainable company by 2025 and 2030. These goals encompass innovation, safety, community engagement, environmental metrics and the UN Sustainable Development Goals. We consistently monitor our progress toward these goals and are challenging ourselves to set more aggressive targets. Below is our 2020 progress:



## 2020 PROGRESS TOWARD THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)



**SDG 2**  
Zero Hunger

**FMC Initiatives:**

- > Products that increase crop yields
- > Products that ensure a quality food supply
- > Technologies that contribute to resilient agricultural practices



**SDG 15**  
Life on Land

**FMC Initiatives:**

- > Technologies that save water and fuel and reduce GHG emissions and soil compaction
- > Products that increase crop yields thus preserving land from being converted to farmland
- > Targeted and low application products
- > Biological products
- > Continued commitment to R&D spending on developing sustainable products



# 2020 MATERIALITY ASSESSMENT

The results of our materiality assessment, which identifies sustainability topics of most importance for our business based on inclusive stakeholder feedback, are indicated in the matrix to the right. This assessment was completed in accordance with GRI standards.

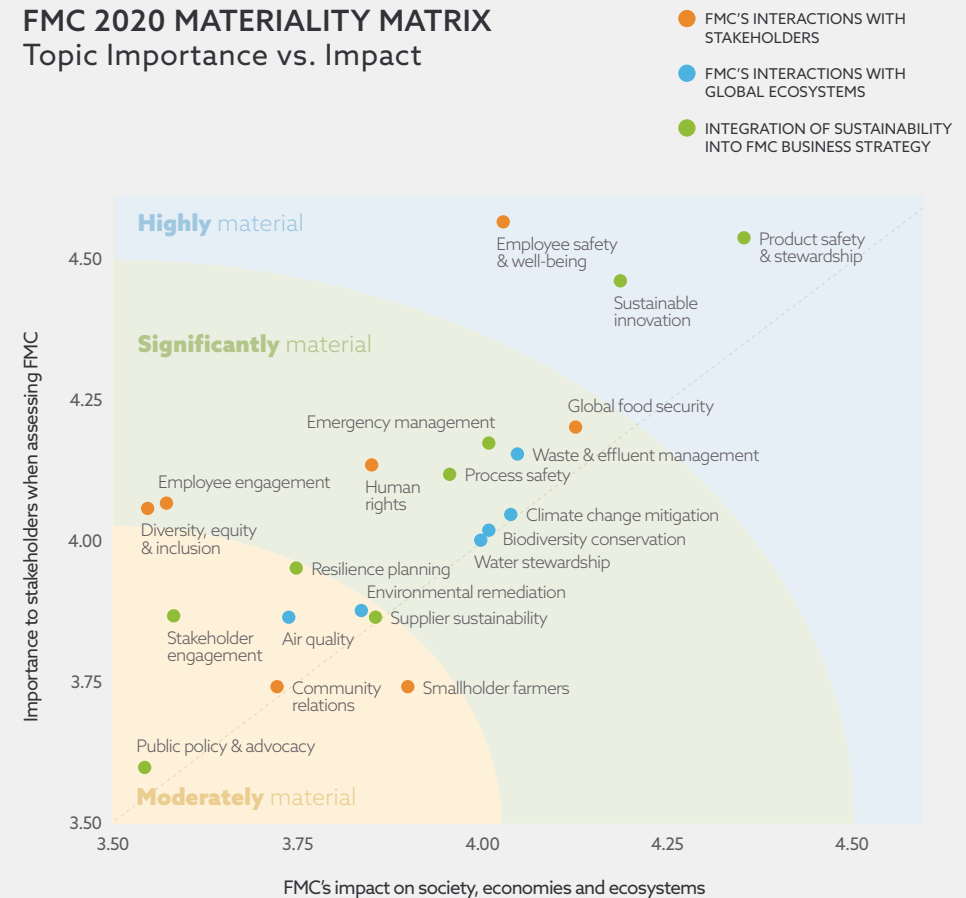
The assessment was conducted via online surveys with internal and external stakeholders. Internal stakeholders included employees from all major functions, including operations, sales, regulatory affairs and research and development, among others. External stakeholders included customers, investors, consultants and representatives from academia, government, trade associations and non-governmental organizations.

We analyzed 22 potential material topics based on GRI, SASB, United Nations Global Compact and other expert recommendations. Respondents were asked to rate topics on a scale of 1-5 based on two dimensions:

- > The importance to the stakeholder when assessing FMC (Y-axis)
- > FMC's impact on societies, economies and/or ecosystems (X-axis), as per GRI recommendations

Based on the results of the assessment, as well as additional analyses conducted across participant responses, we have identified six core material issues that will help inform the development of FMC's sustainability strategy and reporting going forward. Three of the six – innovation, stewardship and safety – are foundational to FMC's business and work with growers across the globe. The remaining three – climate, biodiversity and food security – are areas where we see opportunities to take bigger, bolder steps to affect positive change related to some of the world's most urgent challenges. More detailed information on this strategy will be included in future reports.

## FMC 2020 MATERIALITY MATRIX Topic Importance vs. Impact



# Q&A

with Karen Totland,  
Vice President and Chief Sustainability Officer



## Looking ahead five to 10 years, what does success look like for Sustainability at FMC?

We want to be part of the solution to some of the world's most urgent challenges – climate change, food security, social and racial inequity – for example. We have an opportunity and an obligation to look outside our walls at the stresses on our planet and population and seize opportunities to drive positive change. Our focus on sustainable agriculture contributes meaningful solutions that impact many United Nations Sustainable Development Goals, such as Climate Action, No Poverty,

and Reduced Inequalities, in addition to Zero Hunger and Life on Land, which we are committed to today.

## What do you believe is fundamental to achieving success? What must FMC get right?

First and foremost, our ESG impact must be fundamentally aligned with FMC's core purpose and commitment to delivering products and solutions that protect crops while benefiting the environment and contributing to a more resilient and sustainable food system. Sustainable innovation is a big part of this. As regulatory thresholds become more stringent, we must develop new products that have less impact on soil, water, air and non-target organisms than other products in the market.

At the same time, our commitment must extend beyond simply providing products and services. We also need to foster meaningful engagement with growers around the world to assure the sustainability of their land and livelihoods. If we are to grow well as a global company, we must do it together with our customers, employees and communities.

## Is there anything else you are focused on in the short-term?

Since we established the new, expanded Sustainability organization, we have focused on understanding and evaluating the most material ESG issues for FMC. We want to be more intentional about where we direct our sustainability efforts to maximize impact and create the most value for all our stakeholders.

For example, reducing FMC's environmental footprint is an area we know is critical to our stakeholders and business. We continue to build on the progress we have made on our environmental goals while also building a strategy to further reduce greenhouse gas

(GHG) emissions that are in line with efforts to limit global warming to well below 2°C. Looking externally, we also see tremendous opportunity to partner more closely with customers and growers around the world to develop climate solutions together. Agriculture has enormous capacity to shift the trajectory of climate change - and we are working to harness that capacity while sustainably increasing agricultural productivity.

“

Looking externally, we also see tremendous opportunity to partner more closely with customers and growers around the world to develop climate solutions together.”

Another topic vital to agriculture is biodiversity. We are looking closely at issues related to biodiversity loss and identifying not only where we currently have a positive impact, but also new areas of opportunity. These could come from our own innovation capabilities, unique technologies or external partnerships, to promote healthy soil, protect beneficial insects and conserve natural resources that help biodiversity thrive.

## FMC reset its sustainability goals in 2019, but since then the landscape has changed and there are increased calls for companies to adopt more stringent climate goals (science-based targets, net-zero emissions, etc.). How is FMC adapting to this?

One of the challenges for our growing company is to continue reducing our environmental footprint in absolute terms, rather than just focusing on “intensities” which are calculated on a per unit basis. In order to mitigate climate change, it is



the absolute decrease in GHGs that really matter and everyone needs to do their share. So, we are challenging ourselves to set more aggressive targets, developing a plan to procure more renewable energy sources and reduce our company-wide energy consumption.

### **How has COVID-19 changed your perspective on sustainability?**

COVID-19 has made the unimaginable imaginable – from the global chaos and disruption it has caused to the incredible speed with which scientists developed highly effective vaccines. Like many sustainability efforts, the rapid vaccine development is a great example of what can be accomplished when individuals, private institutions, corporations and governments work together toward a common goal. I also think the pandemic has served as a wake-up call for many industries as it highlighted the fragility of the global supply chain and the urgency of strengthening our global food systems. Thriving food systems are critical to the health and well-being of everyone on the planet. As a leading agricultural sciences company, we have an important role to play in that.

### **What are some personal commitments that you are making related to environmental stewardship?**

As Chief Sustainability Officer, it's important that I 'walk the talk' and that my personal actions are aligned with the goals we are trying to achieve for the organization. For example, I am committed to evaluating and reducing my own environmental footprint. I live close enough to work that I walk to the office every day, which is good for the planet and great for my health! My partner and I have also been mindful of our waste generation by registering for an urban composting program and committing to reduce single use plastics at home. We have even lowered our water consumption by using rain barrels to collect rain from the roof which we use to water our plants. This also contributes to stormwater management in the city of Philadelphia.

## **SUSTAINABILITY GOVERNANCE**

### **BOARD OF DIRECTORS SUSTAINABILITY COMMITTEE**

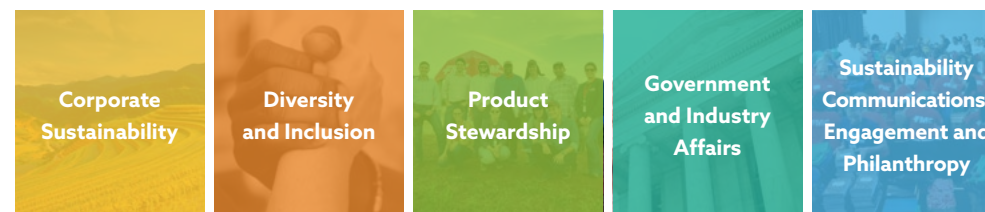
FMC's Board of Director's Sustainability Committee is tasked with overseeing and evaluating the effectiveness of FMC's sustainability strategy to ensure it continues to create value and deliver real impact for the company and society. The Committee reviews and provides guidance to management on FMC's sustainability initiatives including those relating to its environmental and social impact, climate change, community engagement and diversity and inclusion. The Committee meets four times a year.

### **EXECUTIVE SUSTAINABILITY COUNCIL**

The Executive Sustainability Council meets four times a year to review progress on goals, new initiatives, commitments and challenges. It recommends actions, as necessary, to ensure continuous performance improvement and alignment with constituent expectations (both internal and external).

### **OFFICE OF THE CSO**

The new Office of the CSO will bring greater focus and direction to our sustainability efforts around the world, driving meaningful change across the company and supporting global initiatives to address some of the world's most urgent challenges. **There are five key functions that report to the Chief Sustainability Officer:**



### **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. Council meetings are held twice a year and have focused on topics such as sustainably-advantaged innovation, sustainability goals, materiality, diversity and inclusion, issues management strategy, product stewardship and stakeholder engagement.





# PEOPLE



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When the people around us thrive, so do we. To truly grow well as a company, we must do it together. From our employees to the wider community, our goal is to create an inclusive and safe environment where all of us can thrive.



## STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an integral part of the way we do business. We regularly work with different stakeholder groups on initiatives and topics important to our global community.

Our full stakeholder engagement reference table is listed on our [website](#). This table lists our major stakeholder groups, channels of engagement and key topics covered. Below are some examples of our engagement outcomes in 2020.

### Customers

#### SUPPORTING SMALLHOLDER FARMERS

FMC in Indonesia expanded its collaboration with the Australia-Indonesia Partnership for Promoting Rural Incomes through Support for Markets in Agriculture (AIP-PRISMA) to include additional provinces, crop varieties and products.

The partnership, which began in 2017, is an agricultural development project between the two governments to increase smallholder farmers' competitiveness and access to new markets and technology. AIP-PRISMA and FMC work together on field activities, joint-market research and capacity building.

Joint events between FMC and AIP-PRISMA have engaged more than 8,500 farmers across the country. Determined to exceed these numbers and driven by COVID-19 restrictions on large farmer gatherings, FMC in Indonesia reached out to farmers through its digital platforms, inviting customers to attend the online events. A Facebook® Live Farmers Field Day conducted in June drew more than 56,000 views in just 48 hours.

### Investors

We engaged with many of our shareholders to discuss environmental, social and governance (ESG) topics. In January 2020, we held multiple board outreach calls (representing approximately 45 percent of our shareholders) and also organized an ESG roadshow with investors later in the year. Investors were interested in our sustainability assessment tool and the ways FMC is using innovation to improve the company's ESG position. We also received valuable feedback that drove us to make meaningful improvements in our data analysis and reporting. As an outcome of these meetings, FMC began to utilize the SASB and TCFD frameworks for sustainability disclosures and committed to conducting a Climate Change Scenario Analysis Assessment in line with TCFD recommendations in 2021.



An example of FMC in Indonesia and AIP-PRISMA online events during COVID-19 restrictions.

We have set a high bar in sustainability, with new targets that further reduce our environmental footprint, improve our industry-leading safety performance and commit more R&D spending—100 percent—on developing technologies that are better for the planet than current products in the market.

We are looking beyond environmental targets by broadening investments in Social and Governance areas, including Diversity and Inclusion, racial and gender equity, transparency and risk management, to name a few."

**Mark Douglas**

*Investor Technology Update, November 2020*

In November, FMC conducted an Investor Technology Update where leaders shared FMC's sustainability commitments, introduced the new Office of the CSO and provided an overview of FMC's technology portfolio, including the sustainability profile of our precision agriculture solutions and key products in our R&D pipeline.

### Employees

In August 2020, FMC launched an internal sustainability tagline – **Grow Well, Together** – to underscore our commitment to growing well as individuals, as teams, as members of our local communities and as a global company.



The sustainability team developed monthly educational emails, a sustainability-themed family activity booklet and hosted a webinar titled 'Introduction to Sustainable Agriculture' to initiate a dialogue with employees about FMC's efforts to advance sustainable agriculture.



## DIVERSITY AND INCLUSION (D&I)

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

At FMC, our position on Diversity and Inclusion (D&I) is clear. We embrace it, celebrate it and help it flourish at our locations around the world. Our company's success comes from the unique voices and viewpoints of people from different backgrounds, nationalities, race/ethnicities, genders, sexual orientations, gender identities, disabilities, professional capabilities and other diversity dimensions. FMC is better, stronger and more successful due to the collective wisdom and perspectives that come from 6,200 people at more than 100 sites worldwide.

We have made strong progress on D&I over the past several years, reshaping policies, training our leaders and engaging our employees in meaningful dialogue to build awareness, understanding and a culture of inclusion.

2020 was a reckoning for companies, customers, investors, employees and the world at large to demand meaningful change. Throughout the year we experienced multiple generation-defining events that exposed systemic racism and gross inequity in our society. To address and solve these complex problems take leadership, listening and real action.

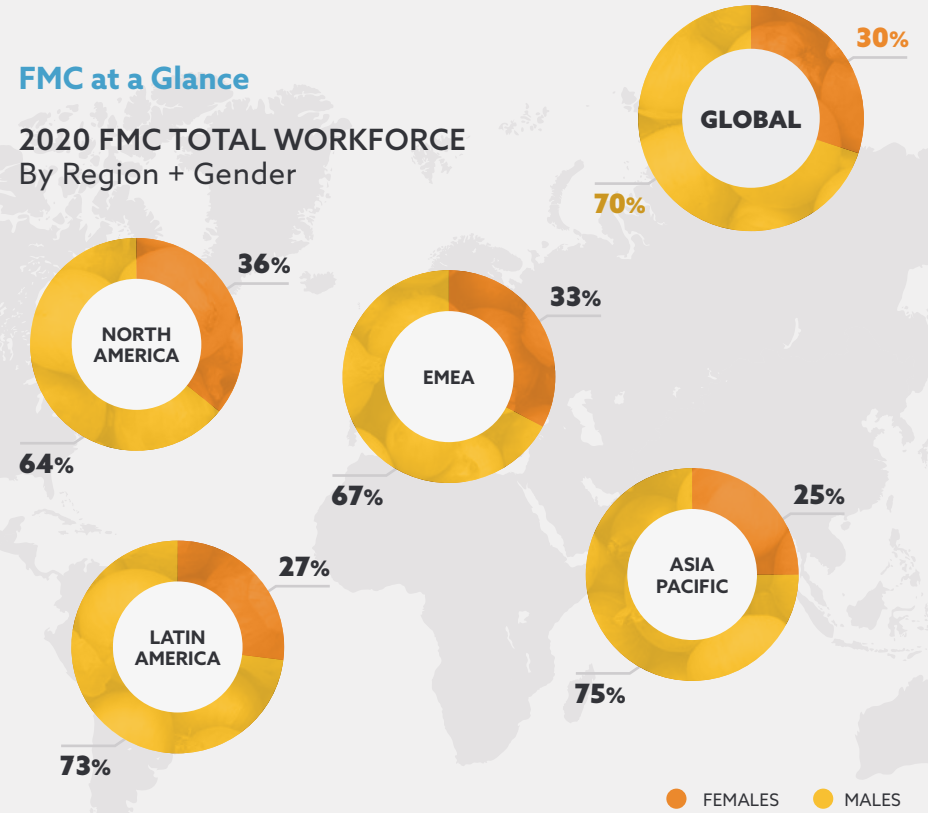
At FMC, we believe we have a role to play in creating greater fairness, equity and opportunity in our workplace, in the communities where we operate and in broader society. Together, we will continue to advance our D&I strategy to ensure FMC and all of us are doing our part.

### ENGAGING LEADERS AND EMPLOYEES ON EQUITY AND RACE

In 2020, FMC organized a series of RACE (Raising Authentic Conversation on Equity) Ahead Webinars. The first session focused on listening and learning about the experiences of others while later sessions allowed space for employees to talk with one another about race and everyone's role in creating an inclusive workplace and supporting diversity, equity and inclusion. Over 1,500 employees attended these sessions.

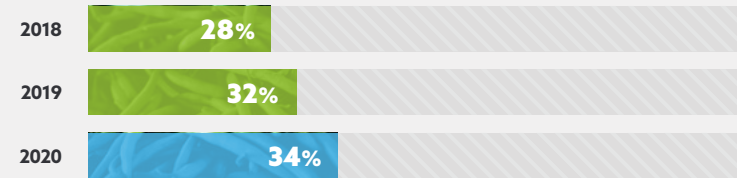
### FMC at a Glance

#### 2020 FMC TOTAL WORKFORCE By Region + Gender



Our total workforce includes 6,192 full-time regular employees as of December 31, 2020.

### WOMEN IN SENIOR MANAGEMENT (Grade 25+)



A full list of publicly available metrics are available in the data section on our [website](#).

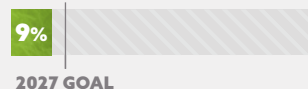


## New Representation Goals

In 2020, we set two long-term goals to ensure we are building a more diverse workforce by expanding our reach and removing barriers that have disproportionately impacted marginalized and underrepresented groups. These goals have been included as a key performance indicator for senior leadership in the organization. Annual progress against them will be included in future reports.

### BLACK/AFRICAN AMERICAN REPRESENTATION

PROGRESS AS OF 2020



#### GOAL

**Achieve 14% representation**  
in the U.S.  
workforce by 2027

### FEMALE REPRESENTATION

PROGRESS AS OF 2020



#### GOAL

**Achieve 50% representation**  
in the global  
workforce by 2027

## Diversity Task Forces

To hold ourselves accountable and ensure progress toward our race and gender equity goals, we established two diversity task forces. These task forces are led by FMC officers and consist of cross functional teams from various levels of the organization.

### 2020 ACTIONS FOR GENDER EQUITY AND SOCIAL JUSTICE AND RACE EQUITY TASK FORCES

- > Established monthly **Gender and Race Equity Scorecard** to track progress and analyze trends relevant to representation goals
- > Conducted **Female Exit Overview** analyzing 2020 exits by age group, tenure and grade to determine areas of focus for retention
- > Established **global themes on gender equity for operations** around **leadership, recruiting and retention**
- > Performed global **analysis of prospective opportunities and challenges to female hiring** and retention in operations by region and country
- > Established **company-wide** requirement of diverse candidate slates and diverse interview panels
- > Established **partnership with Mathison** as a resource to advance efforts to increase the diversity of our applicant pool
- > Expanded the **Talent Acquisition team** to recruit diverse candidates for the U.S.



## Employee Resource Groups

In 2020, we continued to expand and grow our Employee Resource Groups (ERGs) to better support the needs of our organization. Below is a list of our ERGs with a spotlight on The Bridge, FMC's multicultural ERG.



**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.



Screenshots of events organized by the EBEx and AZN subgroups

### 2020 Bridge event 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 Asian Zone Network Subgroup (AZN)
- > Personal Branding Workshop
- > Support Anti-Racism Listening Sessions



**Mission:** To increase the visibility of LGBTQ+ issues within FMC through education and awareness initiatives. Encourage fellowship, thoughtful dialogue and an inclusive understanding of LGBTQ+ identity through formal and informal interaction and engagement with the FMC community at large.



**Mission:** To leverage multi-generational differences and commonalities for personal and professional growth to attract and retain talent that enhances FMC's strength in D&I in the marketplace. Thereby, the iGen Network will serve to develop, connect and empower employees from all generations to have a voice and cultivate leadership within FMC.



**Mission:** To foster an environment that supports FMC employees and their families who have a disability. The VIVID network strives to raise awareness about the unique needs and talents of individuals living with disabilities and helps to ensure all employees and partners are accepted, valued and treated fairly in all communities.



**Mission:** To promote veterans, family and friends of the military in their careers at FMC and to help FMC recruit and retain employees who are veterans. It will also provide members a way to engage, collaborate and learn from others with shared experiences.



**Mission:** To create a D&I culture within Cork Shared Services centered on core values and commitment to inclusion and excellence.



**Mission:** To raise the profile of women at FMC encouraging well-being, education, development and networking in the workplace.



## Creating an Inclusive Workplace

Beyond creating a diverse workforce, we are also committed to ensuring that every employee feels comfortable bringing their whole self to work. We design activities and initiatives that encourage all of our employees to feel involved, engaged and educated on issues of diversity and inclusion.

### INCLUSION MONTH

FMC dedicates the month of October to the awareness, education and engagement of its employees around all dimensions of D&I, globally. More than 4,600 employees participated in eight global events and over 20 regional events.

### REGIONAL INCLUSION COUNCILS

We currently operate three regional inclusion councils that help support and translate the global D&I strategy into regional action. These councils are sponsored by executive leaders and co-chaired by business leaders and human resources leaders. Initiatives undertaken in 2020 include establishment of a comprehensive toolkit for supporting those living with disabilities (Asia Pacific) and programming on topics such as multiculturalism, generational differences and gender (Latin America).

#### 2020 Highlights:

**Global keynote** addresses featuring Linda Sarsour (Activist and Co-founder of the first Muslim online organizing platform, MPower Change) and Winona LaDuke (Environmentalist and Executive Director, Honor the Earth). Both women shared their personal stories of fighting for racial and environmental justice.

#### Global activities including:

- > **Understanding Autism Webinar** – A caregiver’s perspective that focused on topics such as signs and symptoms, causes, testing, diagnosis and how all of us can help support someone with autism and their caregivers
- > **National Coming Out Day** – Webinar on recognizing LGBTQ+ stereotyping and how stereotypes in the media impact the LGBTQ+ community

- > **Women’s Leadership Panel** – A discussion with the women in FMC’s Operating Committee on gender equity, career growth, navigating workplace culture and comfort zones
- > **Navigating Cybersecurity: Through the Lens of Diversity** – A panel on the journey of four women in various stages of their career as they navigate through the cybersecurity industry
- > **Doing the Gender Dance at Work** – An employee’s presentation about their own journey of discovering what it means to be queer and gender fluid
- > **Top Chef FMC Cooking Competition** – Collected employees’ favorite recipes and stories of how the food represents them and their culture



Women's Leadership Panel

## INTERNATIONAL WOMEN'S DAY 2021

Since the early 20th century, people worldwide have recognized the efforts, impact and achievements of women during the month of March. In partnership with FMC's Women's Initiative Network (WIN) ERG, our company joined in the global celebration by raising awareness on the need for gender equity. Among other activities, FMC recognized the remarkable women in our organization and men who advocate for gender equity through the Women Who Rock and Men Advocating Real Change (MARC) awards.

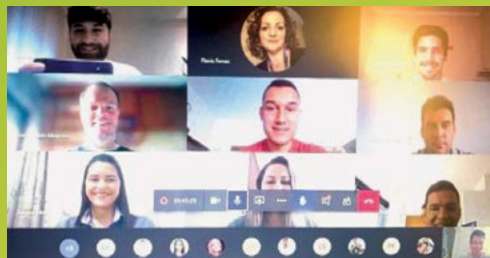
### INTERNATIONAL WOMEN'S DAY KEYNOTE FEATURING REBECCA SHAMBAUGH

*Disruptive Times Call for Great Leadership - The Door is Open and it is Time for Women to Walk Through and Take the Lead!*

Best-selling author, internationally recognized speaker and thought leader on gender equity, **Rebecca Shambaugh**, empowered FMC employees by sharing her research and experience coaching hundreds of women leaders. In her keynote, she shared the top attributes, behaviors and actions women can take for being resilient and reaching their full potential while bringing greater value and change to their teams and organizations.

## BRAZIL LAUNCHES DIVERSITY AND INCLUSION AMBASSADORS PROGRAM

FMC in Brazil launched a D&I Ambassadors Program to promote and deepen conversations about diversity with our customers and distributors. Throughout July, 19 D&I Ambassadors from FMC underwent training on D&I issues, opportunities and connection to our business and customers. Through this initiative, we are strengthening our partnership with our customers and distributors and driving progress on our own journey to create a diverse and inclusive workplace.



## FMC AND NUTRIEN DIVERSITY AND INCLUSION PARTNERSHIP

In 2020, FMC partnered with Nutrien Ag Solutions, a valued FMC customer, to launch Nutrien's D&I program in Australia. Both FMC and Nutrien share a vision for greater diversity within their teams. At the launch event for this partnership, representatives from the national Nutrien network and FMC employees shared personal experiences of challenge and triumph, career advice from women leaders and ideas for how to better support diversity. Both Nutrien and FMC have committed to progressively support, strengthen and improve diversity across their businesses as well as foster many more opportunities for women in Australian Agriculture. Nutrien launched a mentorship and regional networking program internally across its Australia workforce. Senior female leaders from across FMC, including Kathy Shelton, Vice President and Chief Technology Officer, Bethwyn Todd, FMC Asia President and Kristina Hermanson, Managing Director, FMC ANZ, signed on to participate in the program as speakers and mentors.



## HUMAN RIGHTS CAMPAIGN: 100 ON CORPORATE EQUALITY INDEX



For the second year in a row, FMC received a score of 100 percent on the Human Rights Campaign Foundation's 2021 Corporate Equality Index, the nation's premier benchmarking survey and report measuring corporate policies and practices related to LGBTQ workplace equality.



## TALENT MANAGEMENT

Employees are FMC's most valuable asset. We are committed to empowering our people to develop their skills in line with their career aspirations. Over the past year, we have focused on growing our talent management platform and programs.

### 2020 Highlights:

- Embarked on an **HR modernization program** that includes updating and optimizing our talent processes through an integrated technology platform. With this platform, we aim to simplify the hire to retire processes, improve the employee experience through self-service features and support data-driven decisions through improved workforce analytics. The roll-out will occur in two phases with the first phase going live in 2021.
- Completed the **global roll-out of Interview for Success**, our standard global guide for ensuring our interview process integrates FMC's core competencies and values and reduces bias in the interview and selection process. In 2021, we will implement a global Applicant Tracking System (ATS) which will enable further consistency in our recruiting practices.
- In North America, we moved from a recruitment process outsourcing model to **in-house recruiters** supplemented by carefully selected partners. This allows us to better communicate our brand to potential applicants, access diverse talent pools, build talent pipelines and thus attract the best talent to FMC.

## Learning and Development

Fostering a development-focused culture is vital to our employees' and our company's future growth. As part of this, we refreshed our strategy to focus on three pillars – learning, leadership and agile performance. We strive to create rich, experiential learning opportunities for all employees, supported by formal training programs and eLearning. In 2020, we piloted an eLearning solution, which will be rolled out globally in 2021. Following is a selection of key learning and development programs we conducted in 2020.

## LEADERSHIP DEVELOPMENT

With the postponement of in-person leadership programs in 2020 due to the global pandemic, FMC employees who were selected for our annual Science of Leadership (for future/new people managers) and Art of Leadership (for experienced people managers) participants were given the opportunity to attend Managing for Success – an optional precursor training to the planned 2021 in-person programs. This program was designed to develop FMC's leaders to their fullest capabilities by learning about leadership skills and FMC's best practices for recruiting, growing and rewarding its employees.

## DISCOVER LEARNING SERIES

The DISCOVER Learning Series is a monthly, global presentation given by FMC employees for FMC employees that spotlights educational business topics such as personal branding, virtual meetings, sustainability and communication strategies. In addition to strengthening team members' business acumen and capabilities outside of their respective roles, the Series builds connectedness and a sense of community across our global organization.

Upon the transition to working from home due to COVID-19, employees expressed an interest in more virtual learning. In 2020, the DISCOVER Learning Series delivered nearly double the number of virtual presentations from the previous year. 2020 topics ranged from leading in turbulent times to organizing effective virtual meetings, improving communication, introduction to sustainable agriculture and personal branding.



“As organizations manage an increasingly diverse, multi-generational workforce, and remote work becomes more common, leaders need to know how to adapt and respond to new challenges while continuing to build on their leadership skills. I found this series to be a really great way of continuing to build self-awareness and developing these skills. I definitely recommend it to both new and seasoned leaders.”

**Keith Quiney**  
Head of Operations, ANZ



## DEVELOPING FUTURE LEADERS

In 2020, FMC continued to partner with Cristo Rey Philadelphia High School, a Philadelphia-based school that offers economically disadvantaged students access to a high-quality college preparatory education. FMC sponsors the school's work-study program, in which 16 students come to FMC once per week to work in various departments. Each student is supervised by an FMC employee and gains experience in a professional work setting. The work study program helps each student fund a substantial portion of the cost of their education. The experience not only enriches the perspective of the students but also the perspective of our employees by connecting them more directly to the community in which we operate. The Cristo Rey model's success is impressive - 100 percent of Cristo Rey graduates have been admitted to a four-year college. In 2020, due to the global pandemic, the students joined FMC virtually to participate in two consultancy projects: Wellness in the Workplace and Working with Millennials and Gen Z. The Wellness study highlighted the importance of mental health and stress management. When working with Millennials and Gen Z, the students recommended continuous feedback and recognizing the importance of technology in communication for these generations.

FMC also continued its partnership with Drexel University through the University's cooperative (co-op) program in which students alternate classes with full-time employment. Students across different areas of study join FMC for six-month co-op terms and receive practical experience to enrich their classroom theory. In spring of 2020, FMC welcomed a cohort of 24 co-op students, and in the fall of 2020, FMC welcomed an additional cohort of 17 students. These students worked in areas as diverse as Finance, Marketing, Engineering, Procurement, Legal and Sustainability. While the students normally work from FMC's headquarters in Philadelphia, in 2020, the co-op program transitioned to operating remotely. Students participated in virtual orientation sessions and FMC-sponsored events, and continued to carry out impactful work while interacting with FMC leaders and employees. At the end of the semester, co-op students present their work to FMC leaders. We are proud to support students in our community and in recent years have hired graduating students as full-time employees in procurement, internal controls, finance and engineering.



**CRISTO REY**  
PHILADELPHIA  
HIGH SCHOOL



## SUPPORTING EMPLOYEES THROUGH A CHALLENGING YEAR

As the pandemic took hold throughout the world, FMC was committed to providing additional support to employees as they juggled new caregiving responsibilities at home. Initiatives included:

- > Expansion and increased marketing of our Employee Assistance program in the U.S. to include COVID-19 specific support. Utilization for the year was 8.7 percent of the total employee population, which was above the provider's average (4-6 percent)
- > Frequent communications from the benefits team with COVID-19 related information and resources
- > Development of new support groups such as the Working Parents and Caregivers Resource group
- > Development of new flexible work policies including additional days off for dependent care needs
- > Additional communications on how to use Dependent Care Flexible Spending accounts
- > Increased dialogue with employees to better understand their needs during the pandemic





**Michael Reilly**  
Executive Vice President, General Counsel,  
Secretary and Chief Compliance Officer

**Can you describe your role in the Ethics Office?**

As Chief Compliance Officer, I am ultimately responsible for managing the Ethics Office and ensuring that our employees understand the importance of the Code in doing their work, and to oversee investigations of matters that come to the Office.

**What is the Corporate Responsibility Committee's role?**

The CRC provides top management oversight, including from our CEO, to oversee the ethics and compliance program and any serious allegations of violations of the Code or the law.

## "PULLING BACK THE CURTAIN" ON THE ETHICS OFFICE

Launched in the fourth quarter, "Pulling Back the Curtain, An Inside Look at the FMC Ethics Office," introduced the FMC Ethics Office and provided insight into how compliance-related internal reporting and investigation processes are managed. Spotlight articles featured team members and highlighted the reporting processes, policies and procedures that support the FMC Ethics Office.

## ETHICS AND COMPLIANCE

In 2020, FMC upheld its longstanding commitment to ethics and compliance – driving a global compliance culture, growing risk-based compliance programs at both the global and regional levels, updating policies, enhancing various compliance processes and engaging employees in conversations and activities related to ethics and compliance.

Enterprise-level system changes contributed substantially to the continuous improvement of FMC's compliance processes and controls. FMC's SAP implementation, which included a new and fully integrated global trade compliance system, introduced additional controls, automated workflows and overall governance mechanisms to build even greater transparency at the transactional level. The FMC Ethics Response Line also underwent a series of enhancements (with more planned for 2021), including a mobile phone report submission capability.

Employee engagement is a core part of maintaining FMC's culture of integrity. In addition to our quarterly ethics and compliance newsletter, "E + C = FMC," FMC led several awareness campaigns on topics such as ethical behavior and corporate culture, insider trading and trade compliance. To reinforce key concepts, all FMC employees were required to take a micro-training course, "Our Code of Conduct: Navigating the Workplace," which reviewed ethical issues employees may encounter in the workplace and what to do about them. New employees were also onboarded with ethics and compliance training, including topics such as FMC's Code of Ethics and Business Conduct,

Data Security, Human Rights, and Diversity and Inclusion. The awareness materials were available in many languages and shared with the global FMC audience.

Around the world, FMC's regional teams launched additional compliance initiatives to complement and enhance the global program. For example, on FMC's 2020 "Compliance Day" in Brazil, the team worked with an external motivational speaker to deliver powerful compliance messages on fair competition, respect for people and avoiding conflicts of interest. FMC also achieved tremendous compliance growth in Asia Pacific, launching several new culture initiatives (including E&C music videos) and implementing a new compliance structure called the "Evolving Circle," which is risk-based and founded on continuous improvement principles.

## FMC ETHICS AND COMPLIANCE AWARD WINNERS

The Ethics and Compliance Achievement Awards recognize employees who make significant compliance-related contributions and are champions of good behavior at FMC. **The 2020 winners were:**



*North America*  
**ROBERT ALBRIGHT**

For setting a strong example of ethical leadership and consistently exhibiting ethical behaviors in North America.



*Asia Pacific*  
**EUFROSINA MERCADO**

For demonstrating high ethical standards in her projects, such as implementing warehousing guidelines, improving inventory records and streamlining documentation for consignment imports to ensure seamless goods clearance.



*Europe, Middle East and Africa*  
**BIRGITTE HILLIGSØE LISBY & LENE LUNDHUS**

For their leadership of the BREXIT – UK/EU REACH compliance program. In a very short time frame, they ensured legislation requirements were met and found innovative solutions to minimize business disruption.



*Latin America*  
**FABIO MARQUES**

For assuming the role of an Ethics and Compliance Ambassador and being instrumental in reinforcing messaging and training regarding ethics and compliance.



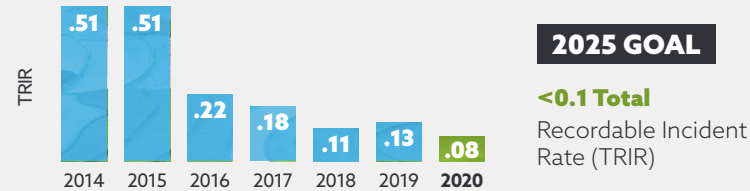
*Asia Pacific*  
**MUHAMMAD HASHIM**

For setting a strong "tone at the top" and prioritizing various compliance-related objectives in Pakistan.



## SAFETY

### 2020 SAFETY PERFORMANCE



Despite significant challenges due to COVID-19, our manufacturing facilities around the world continued to operate safely to ensure growers received the critical crop protection products they need. In the early days of the pandemic, we swiftly instituted protective protocols and alternate work schedules. Employees working remotely continued to receive information and resources to promote safe work environments and behaviors. During an unprecedented time of uncertainty and distraction for all employees, we are proud that we surpassed our 2025 goal and achieved our lowest TRIR rate of the past seven years.

## COVID-19 Response

### COVID-19 CORPORATE INCIDENT MANAGEMENT TEAM

In early 2020, when COVID-19 was largely localized to Asia Pacific (APAC), FMC's cross-functional COVID-19 Corporate Incident Management Team (CIMT) quickly mobilized and began meeting daily with APAC's leadership and local incident management teams. The region instituted daily temperature screenings, symptom checks and travel questionnaires for anyone arriving at an FMC facility.

Simultaneously, Business Continuity Plans (BCPs) were reviewed, updated, or drafted for each site. These plans focused on employee health and safety, including but not limited to protocols on personal protective equipment (PPE) requirements, social distancing, modification of operator stations, routine disinfection of operator stations and common areas and procedures for employees who may have been exposed to or infected with the virus. Importantly, PPE needs for each site were evaluated based on a three-month projection to ensure the sites had what they needed without pulling critical resources from healthcare professionals and other first responders.

As protocols continued to evolve, employees received frequent updates, and to maintain key customer contacts, sought out innovative solutions on new communication platforms that allowed safe, productive interaction.

## SAFETY COMMENDATION FROM THE INDIAN GOVERNMENT

For its efforts in advocating a culture of safe use of pesticides among farmers, FMC in India received a letter of appreciation from the Director of Agriculture in Maharashtra.

### An excerpt from the commendation letter:

*"The Department of Agriculture appreciates your company's good work and the endless hours of service that you have dedicated... we appreciate your field staff doing work with a positive attitude and the ability to motivate farmers through these awareness programs that promote safety measures for spraying of pesticides, especially during this crucial phase of the COVID-19 pandemic."*

FMC in India teamed up with Maharashtra State government officials and the Agriculture Technology Management Agency (ATMA) to conduct an extensive product safety campaign. As part of the campaign, FMC's safety awareness mobile van team trained 9,000 farmers from 280 villages on correct pesticide application techniques. The team also distributed 2,000 personal protection equipment kits to farmers and farm workers.





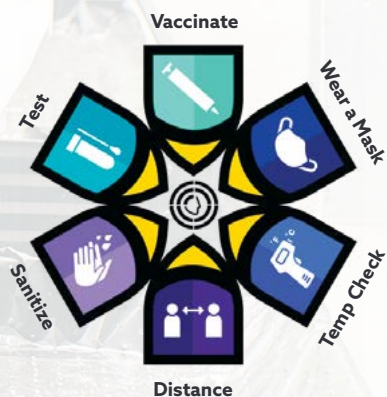
The CIMT later expanded the core team to include participants from each region, allowing all sites to develop proactive BCPs in advance of a significant outbreak. Manufacturing sites also held roundtable sessions to learn from one another and improve their approach to managing the spread of the disease.

Ultimately, once COVID-19 became a global issue, each FMC site around the world adopted similar procedures and safety measures based on a series of guidelines established by the CIMT. These guidelines continue providing the framework for each site to manage COVID-19-related safety topics such as:

- > Appropriate PPE
- > Cleaning and disinfecting best practices
- > Managing suspected or confirmed cases and quarantining timetables
- > Indicators and procedures for safely returning employees to on-site work
- > Travel restrictions

### SHIELDS UP!

In early 2021, FMC launched Sh!elds Up! – a weekly campaign that provided all employees essential information and science-based education on COVID-19 vaccines and ongoing safety precautions. As a science-based company, we are promoting the COVID-19 vaccine to the greatest extent possible. Our Sh!elds Up! campaign tagline reminds us the vaccine is *“For Yourself. For Your Coworkers. For Your Community.”*



## RESPONSIBLE CARE® OUTSTANDING COVID-19 RESPONSE AWARD

FMC received the ACC's Responsible Care® Outstanding COVID-19 Response Efforts award. This award was given to companies that minimized employee exposure to COVID-19 while providing contributions to assist local communities and value chain stakeholders. We experienced **zero** community transmission cases at our facilities while manufacturing sites operated at the full production plan. We also developed innovative platforms to virtually connect FMC employees to farmers and retailers, such as virtual field days, online advisory services and live stream training.

### Emergency Response System

FMC has emergency response programs in place to safely manage an emergency at any facility. There are a few standards each site is required to update and maintain independently:

- > **Environmental, Health and Safety Incident Reporting Standard** – Provides a requirement for all FMC sites to report, categorize and perform the appropriate level of incident investigation for all incidents. It includes procedures to report injury, illness, process safety, environmental incidents or other crisis incidents. The standard applies to FMC employees, contractors and visitors while at company operated sites, FMC employees and contractors while conducting FMC business at alternate locations, FMC operated equipment and company owned property or products while in transit.
- > **Corporate Incident Management Standard** – Establishes a framework for managing incidents at a site. This standard creates two levels of response for sites, depending on the criticality of the incident. Level 1 response requires engagement of the Corporate Incident Management Team (CIMT) to manage issues and provide direction to the sites via a Local Incident Management Team (LIMT). Level 2 response puts the CIMT in a support role, allowing the LIMT to manage the incident. This standard, along with regulatory requirements, determine required Standard Operating Procedures that are developed for every FMC facility.
- > **Process Safety Management Standard** – Establishes requirements for sites to prevent fires, explosions and unintended releases from manufacturing processes. The standard requires sites to develop emergency action plans to identify site hazards and mitigation procedures for various scenarios. These plans must include roles and responsibilities, reporting requirements, training and periodic emergency drills. Additionally, the standard requires an incident investigation for all Process Safety Category 1, 2 and 3 events using 'Root Cause Analysis' methods and communication of findings to site personnel.

As part of each site's emergency response procedures, it must either enter into an agreement with local agencies or engage its own Emergency Response Team (ERT) to manage a variety of emergency scenarios. All sites are required to perform evacuation drills and test emergency alarm systems annually.

## Process Safety

Process Safety Management (PSM) is a core element of our safety culture at FMC. Below is an example of how we are continuously working to improve the safety of our employees and systems:



### Combustible Dust Hazard Management

Since FMC first developed its Combustible Dust Standard in 2018, we have continued to update the characterization, identification and mitigation of combustible dust. This information is critical to fully understand dust hazards and to better design protective measures for employee safety. FMC's internal validation team reviews the existing reports and leverages data across the sites to recommend new testing when required. In 2020, the team reviewed 84 materials. From this exercise we found that 22 materials required new testing. This is scheduled to be completed by early 2021.

Dust Hazard Analyses (DHA) that use checklists and specific risk-based templates have also been incorporated into our process hazard analysis programs. In 2020, more than 30 DHAs were conducted for existing processes or new capital projects.



### Management by Walking Around

In 2020, we also expanded the Management by Walking Around (MBWA) program to include process safety. MBWA is an informal front-line safety leadership technique that puts leaders directly in operational areas to observe behaviors and conditions, engage with employees, address questions or concerns and identify signs of complacency.

As a result of the program, site leaders were able to identify process safety issues and take corrective actions before they became a hazard. In some cases, leaders' observations led to the development of education and awareness campaigns on specific process safety topics such as bolting, hose connections, dust processing equipment, missing end caps or transport of portable equipment. FMC will continue to use this program to improve process safety moving forward.



## COMMUNITY ENGAGEMENT

At FMC, we recognize that operating a site is not a right but a privilege. We work hard to earn the trust and support of every community in which we operate. If surrounding communities thrive, so do we.

### 2020 RESULTS ON COMMUNITY ENGAGEMENT INDEX

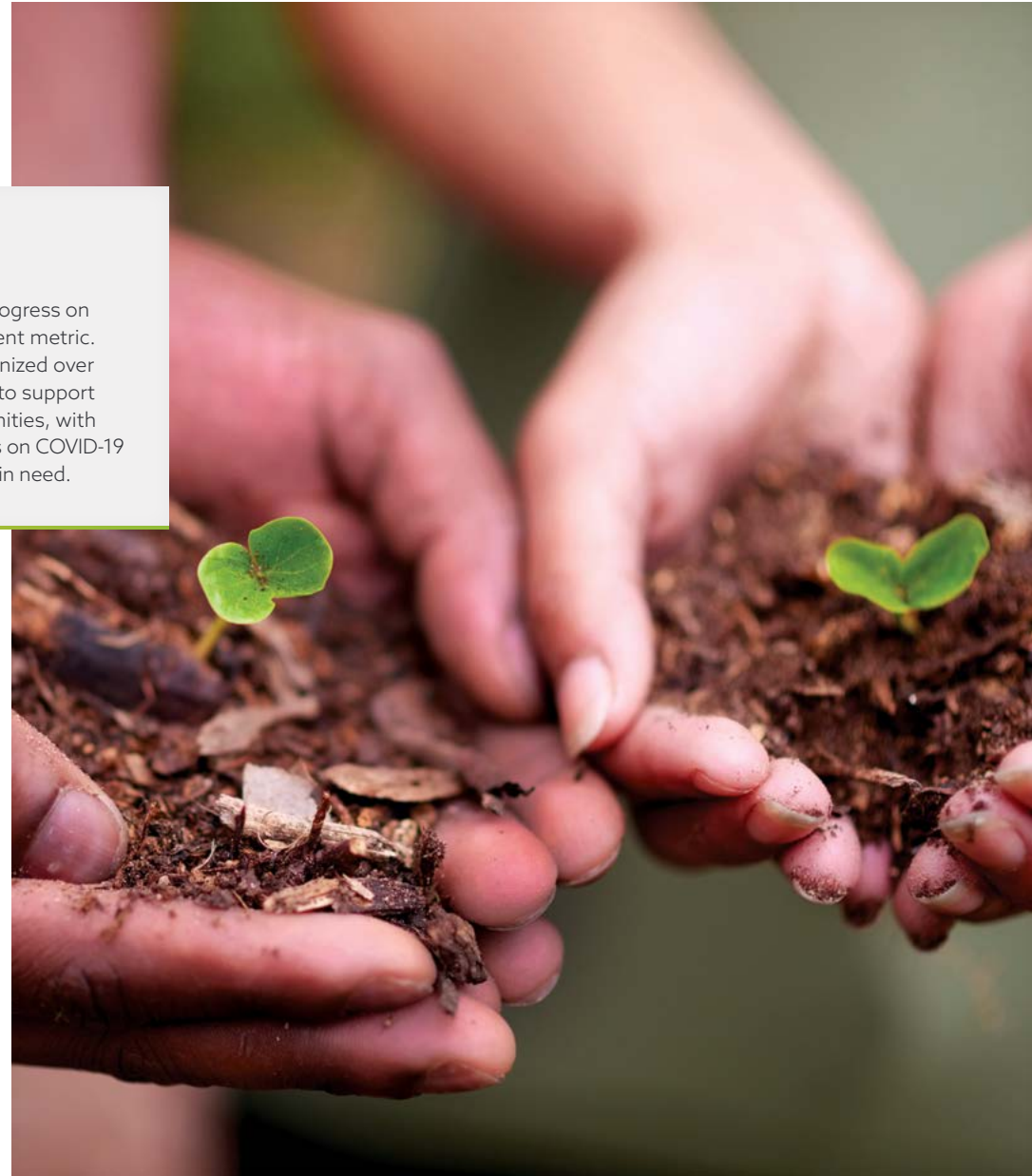


In 2020, we made good progress on our community engagement metric. Collectively, our sites organized over 200 events and initiatives to support their surrounding communities, with many focusing their efforts on COVID-19 related support for people in need.

To monitor our community engagement progress at key FMC-owned manufacturing sites and select R&D facilities, each site reports on its community activities quarterly. If a site completes an activity in each of FMC's four community engagement categories, it earns 100 on the community engagement index. The four categories are:

- > **Community Leadership** - Application of FMC's skills or expertise to advance community efforts and ensure its continued wellbeing
- > **Community Partnership** - Donation of employee time or FMC resources to benefit the community
- > **Operational Transparency** - Demonstrating that FMC is open and transparent with the community in its operations
- > **Safety** - Sharing FMC's core value of safety through an activity that will contribute to community safety

The final score on the community engagement index is an average score across all participating sites. The community engagement metric was designed to ensure that sites complete a well-rounded set of activities that address a variety of community needs. Following are highlights from two sites:



## STINE RESEARCH CENTER

**Location:** Newark, Delaware, U.S.  
**Type of Site:** Research and Development Center



### Community Leadership

Stine employees are passionate about sharing their knowledge and skills with the local community. In 2020, they organized over 10 community leadership events. Most notably, FMC scientists supported the development of Delaware State University’s (DSU) environmental toxicology course. The team designed the syllabus and provided lectures and grading support throughout the semester. Through this program, FMC was able to bring an environmental toxicology course to DSU for the first time in 10 years, providing a valuable learning opportunity for students.

### Operational Transparency

The site hosted its bi-annual Community Advisory Panel meeting with the local community to share progress on sustainability goals, COVID-19 safety protocols, ongoing investments in the site and community engagement activities. The discussion generated interest from community business leaders to learn more about Stine’s work with FAME (an organization that motivates K-12 students, primarily under-represented minorities and girls, to pursue STEM degrees) and FMC’s Sustainability Assessment Tool.

### Community Partnership

The site organized 12 community partnership events throughout the year. For example, in recognition of World Food Day on October 16, employees sponsored a food drive to fight hunger. The drive collected 376 pounds of food. All donations benefited the Food Bank of Delaware, which helped meet an increased need in the local community due to the pandemic.



### Safety

The site hosted local responder Aetna Fire Company from Newark to conduct combined search and rescue training with our Emergency Response



Team and presented a donation to the Aetna Fire Company to support the organization. The site also donated 192 Tyvek suits and 70 N-95 masks to Aetna when its supplies were severely limited.

## LAHORE

**Location:** Lahore, Pakistan  
**Type of Site:** Formulations and Packaging Site



### Community Leadership

Lahore’s surface water quality has been decreasing due to a variety of issues, including contamination from raw municipal waste and agricultural runoff. Because of this, members of the community have had difficulty accessing clean water. Employees worked together to improve their neighboring community’s access to clean drinking water by installing filters that clean, purify and cool well water at two drinking points. Approximately 70-100 people have been positively impacted by this initiative.



### Operational Transparency

The site held meetings and site tours with local government and school officials to discuss community welfare projects, emergency response protocols and safety precautions. These meetings have established a direct connection to the local community and have helped FMC better direct our social initiatives.

### Community Partnership

The site provided monthly scholarships for 24 students from local schools. Each student received 500 Pakistan Rupees, which covered school fees and supplies. Students were selected based on merit, financial need and situational difficulties.



### Safety



In 2020, the site pivoted its safety outreach to support the community in safely managing COVID-19. It provided informational flyers and 400 COVID-19 kits to help curb the disease’s spread to local farmers and other community members.

The kits contained medical masks, disposable gloves, hand sanitizer, disinfectant and a disinfectant spray bottle.



In addition to our community engagement metric, other global sites (such as our regional and country headquarters) are encouraged to complete larger-scale, ongoing community engagement events based on local and regional needs. Below are two examples of projects that made great progress in 2020.

### PROJECT SAMARTH, INDIA

Unsafe drinking water in India is a significant problem that has resulted in adverse healthcare, economic and social impacts. Over 163 million people in India are unable to procure drinking water to meet their daily needs. As a result, nearly 400 million people are affected by waterborne diseases, with over 500 children a day dying of diarrhoeal disease from contaminated water.

FMC's Project Samarth (Hindi for *Empowered*) is a three-year program to make potable water accessible to India's rural communities. FMC is funding the Rural Economic and Educational Development Society (REEDS) to install Reverse Osmosis treatment centers (RO centers) in select villages in India, specifically in Uttar Pradesh, Haryana and Punjab. FMC targets to install over 140 RO centers throughout the three-year project that will potentially serve over 140,000 people, including smallholder farmers and their families.



Reverse Osmosis Center installed in Kanhari, Uttar Pradesh in early 2021

Each installed plant will be managed by the village community on a co-operative basis. FMC staff will provide support with training and management. To assess the impact of the RO centers on these communities, FMC is working with Drexel University and a local research agency to collect, organize, analyze and report baseline and follow-up data on health and socioeconomic conditions in the targeted villages.

Project Samarth has installed 39 RO centers as of early 2021 and has plans to continue installations over the next few years. FMC will continue to provide progress updates on this project in future reports.



María de Lourdes Fustaino, FMC Latin America Regulatory Director and the cast of "Tree of Life"

### ENGAGING COMMUNITIES ON AGRICULTURE THROUGH THE ARTS, BRAZIL

FMC believes in the importance of helping communities understand the role of agriculture in their lives. FMC in Brazil supported the development of two plays to engage communities around good agricultural practices.

From late 2019 to 2020, FMC sponsored the production of "Tree of Life," a play that highlights

the importance of good agricultural practices in preserving and protecting biodiversity. Designed to engage and entertain a wide range of audiences, the show follows the journey of insects trying to save a large tree and its ecosystem. It has been performed more than 270 times for over 73,000 spectators throughout several Brazilian municipalities.

FMC also sponsored the theatrical production, "Plantando o 7" (Planting the 7). Produced by Companhia de Teatro Sia Santa (a local theater company), the play deals with the seven habits of responsible agriculture and the impacts of burning straw in sugar cane production. Planting the 7 has been presented in several Brazilian cities. The presentations are aimed at children and use several classic stories retold to fit the agricultural context. In 2020, over 530 plays were viewed by more than 137,000 spectators.







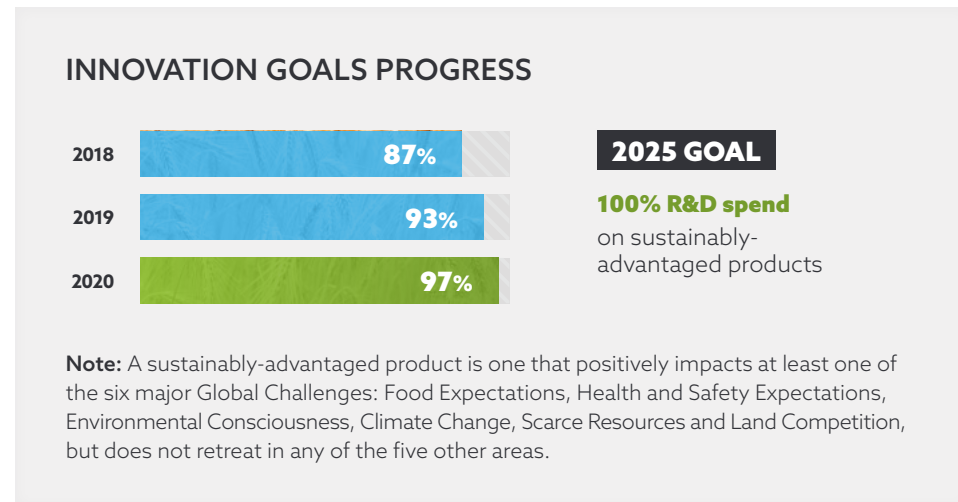
# PROGRESS

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Innovation is at the heart of our work to create sustainably-advantaged solutions that protect crops from pests and help address issues related to climate change and biodiversity loss. As agricultural technology evolves, we look to broaden our investments and collaborations to augment our existing capabilities.



## INNOVATION



Society is facing monumental challenges. According to the World Economic Forum's Global Risks Report 2020, environmental-related risks now rate the highest in their impact and likelihood to affect the world's economy. Extreme weather events, extended drought conditions, biodiversity loss and other effects of climate change pose major threats to agriculture, globally. At the same time, demand for protein, food and feed is rising every year.

Expectations are high for meaningful innovation in sustainable agriculture. Investors, customers and employees want to invest in, do business with and work for socially progressive companies that are committed to protecting the environment and willing to take bold actions.

### R&D Pipeline

Our technology organization is driven by a set of priorities that guide how we approach our mission every day. Foremost, it is anticipating grower needs, translating their needs into potential market opportunities and directing our research to create new sustainable products that address those opportunities.

At FMC, we have more than 35 new synthetic and biological active ingredients currently in Discovery and Development. These active ingredients have unique properties that

address major grower challenges, including better resistance management, improved application timing windows and enhanced residual control, to name a few. Many also feature new modes of action.

The graphic below describes FMC's R&D pipeline. It is managed through a stage gate process—we advance a molecule only when it meets a gate's objective criteria.



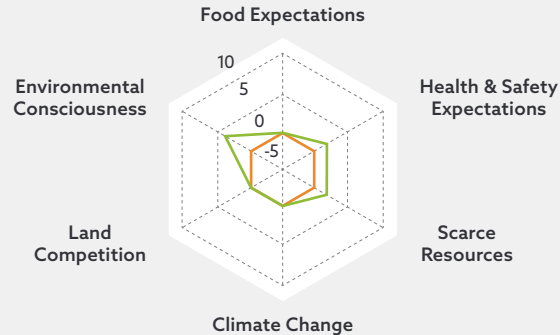
We are driven in our constant pursuit of new, more sustainable options for growers, and holistic solutions that protect crops while safeguarding our environment for future generations. Core to this is our focused investment in innovative technologies that can accelerate and augment our current capabilities.

## Sustainability Assessment Tool

To ensure that our R&D pipeline is meeting FMC's sustainable innovation goals, each product is assessed using FMC's Sustainability Assessment Tool. The results of these assessments inform our innovation goals outlined on the previous page. If a product is not considered sustainable, then FMC works to mitigate the area of concern.

### SUSTAINABILITY MATRIX

- BENCHMARK
- FMC PRODUCT



The Sustainability Assessment Tool was developed in 2016 by a team of internal experts. Recognized by the American Chemistry Council (ACC), this award-winning tool was designed to compare an active ingredient or formulated product to a benchmark active ingredient or product.

The questions in the tool focus on six major global challenges including Food Expectations, Health and Safety Expectations, Scarce Resources, Climate Change, Land Competition and Environmental Consciousness (outlined in the matrix above). The questions were also designed to ensure that our innovation strategy incorporates the United Nations Sustainable Development Goals #2: Zero Hunger, #13 Climate Action and #15: Life on Land. An R&D project or product is considered sustainably-advantaged if it is better than the benchmark in at least one of the six global challenges, but it cannot retreat in any of the five other areas.

FMC has openly shared the tool and its methodology on our sustainability [website](#) and with peer companies so the agriculture industry and other industries can benefit from it.

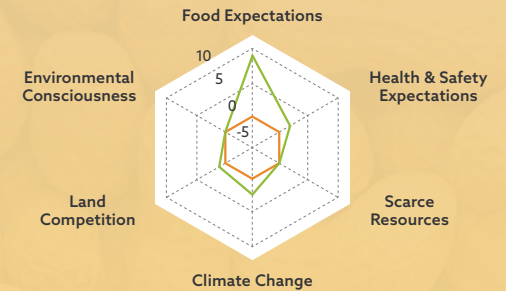
## SPOTLIGHT: ISOFLEX™ ACTIVE

Overwatch® herbicide, our newest product with the Isoflex™ active ingredient, launched in Australia in early 2021. This herbicide helps growers address problem grass and broadleaf weeds across a wide range of agronomic environments. Below are some of the key highlights of Isoflex™ active that give it a sustainable advantage:

- New Mode of Action in wheat and barley. This provides farmers with a valuable additional option of weed control as part of their toolkit.
- Controls/suppresses difficult grasses such as ryegrass and some key broadleaf weeds. In Australia, annual ryegrass is an extremely damaging weed with heavy infestations causing significant losses for farmers.
- Can be applied pre-emergent and early post-emergent, providing a longer interval time to spray and thus maximizing grower productivity.
- Excellent tool for resistance management in pre-emergent and early post-emergent crop segments on a wide range of major crops.



Ryegrass treated with Overwatch® herbicide (left) compared to untreated (right)



- BENCHMARK
- ACTIVE INGREDIENT OR PRODUCT

The sustainability assessment of Isoflex™ active showed improved profiles in Food Expectations, Health & Safety Expectations, Climate Change and Land Competition compared to industry benchmark.



## FMC VENTURES

In June 2020, FMC launched a new venture capital arm focused on strategic investments in start-ups and early-stage companies, primarily in artificial intelligence, biopesticides, precision agriculture and emerging business models. These early-stage investments provide us a better view of where crop protection, biologicals and precision agriculture markets may be heading. Below are key highlights from our investments in 2020:

### TRACE GENOMICS



FMC Ventures announced its first investment in **Trace Genomics**, a start-up that combines superior DNA sequencing and machine learning to explain how soil diseases emerge. These data can identify beneficial organisms, which may ultimately be developed into biological products that counter harmful pathogens.

Trace Genomics was recently selected as one of the World Economic Forum's Technology Pioneers, which recognizes the world's most promising start-ups and scale-ups that are at the forefront of technological and business model innovation.

"To create a future where this planet can feed 10 billion people, we need to collaborate across the food and agriculture system. All stakeholders in agriculture—and certainly solution providers like FMC—want science-backed soil intelligence to unlock the full potential of our living soil. We look forward to collaborating with them as we expand agricultural practices and solutions to help improve farm productivity in a more sustainable manner and restore our living soil."

**Dan Vradenburg**  
CEO, Trace Genomics

In the second half of 2020 and early 2021 we began collaborations and investments with a number of other key partners:



**Scanit Technologies** is the creator of the SporeCam™ instrument, a wireless sensor that proactively detects airborne pathogen spores before they can infect crops. FMC and Scanit will partner on analyzing Asian soybean rust in Brazil using the SporeCam™ instrument beginning in early 2021. When combined with other parameters, Scanit holds the promise of alerting the grower before disease onset so they can better manage their fungicide sprays.



**Guardian Agriculture** (Formerly Kiwi Technologies) is an autonomous aerial spraying start-up. This technology uses robotics to do more with less and do it safely and sustainably.



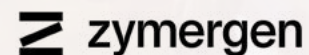
**BioPhero** is an innovative pheromone start-up based in Copenhagen. Through the investment from FMC and other organizations, BioPhero will ramp up production of several pheromone products at the quantity, quality and price required to allow farmers to control major pests in a variety of row crops.

### Other Key Collaborations

In addition to our investment through FMC Ventures, our R&D team has initiated collaborations with two organizations to support their research efforts.



**Cyclica** is a leading biotech company specializing in artificial intelligence and computational biophysics. Augmenting our traditional research and screening processes with the power of artificial intelligence will help us identify and assess more molecules faster and with greater precision.



**Zymergen** is a science and material innovation company focused on rethinking biology. Zymergen's proprietary metagenomic library will help FMC scientists identify new natural crop protection products—potential starting points for new molecules in our discovery efforts.

## PLANT HEALTH

For agriculture, the effects of climate change have resulted in a less stable environment in which to grow food. Our Plant Health business discovers and develops biologicals such as biostimulants and biopesticides that can help plants overcome difficult growing conditions, fight pests and disease, and assist in regulating a plant's uptake of nutrients and water. These products are derived from microorganisms, metabolites, pheromones and other naturally occurring materials.

Our vision is to be a **top-tier global provider of biologicals that delivers high-performing, sustainable solutions for growers.**

We want to offer integrated solutions to specific grower needs that:

- > Use biologicals, synthetics and crop nutrition components in an integrated approach
- > Leverage the complementary effects of biologicals and synthetics
- > Extend synthetics' lifecycle through resistance management

To achieve this vision, FMC has already been establishing a strong presence in key biological segments.

## Biostimulants

Protecting food systems' resilience requires the sustainable alleviation of environmental or abiotic stresses such as temperature extremes (notably heat), drought, flood, high winds and salinity, and biotic stresses such as viruses, bacteria and fungi, that result in crop yield reduction and possibly crop failure. Recent advances in research through gene mapping have clearly shown how biostimulants can enhance a crop's abiotic stress response. These products are usually sourced from plant material (such as seaweed or amino acids) or are microbe-based (such as bacterial strains) and may be applied via foliar spray, soil application or even seed treatment.

FMC's award-winning biostimulant portfolio provides growers with science-backed solutions that are sustainably sourced, unique in composition and focused on crop needs. Our products are designed to alleviate aspects of environmental stress – whether from temperature extremes, moisture levels or other locally prevalent issues. The use of sustainably sourced raw materials (e.g. seaweed) is a hallmark of our biostimulant portfolio. Following are some examples of FMC's offerings in the biostimulant space.

Crop Science  
Forum & Awards 2020  
Online

Best New  
Biological Product  
WINNER



FMC Corporation was recognized with top honors in the Best Biological Product (Biostimulant) category at the Crop Science Forum & Awards 2020 with its Accudo™ biostimulant, a microbial innovation valued for enhancing yield gains greater than 15 percent.

Accudo™ biostimulant enhances root development and has anti-fungal tolerance, delivering superior yield increases compared to competitive products. It also has a superior shelf life of two years compared to competitive biological crop protection products on the market.



## LEGEND™ ORGANIC FERTILIZER

Legend™ is an organic, certified biostimulant that helps growers improve crops' response to stresses caused by drought. The product works at a very low dose rate and is powered by SURGE Technology (Selective Upregulation of Gene Expression) that improves a plant's gene activation responsible for various plant functions. The product is partially made from a renewable source by cultivating Rhodophytes (Red Seaweed) and extracting Sulphated Oligosaccharides as an active ingredient. It also provides bioavailable potash and contains sulphur to enhance a plant's hormonal activity and improve the shape, size, shine and color of fruits.



Treated with Legend™  
organic fertilizer

Farmer Practice



## SEAMAC™ RHIZO BIOSTIMULANT

Seamac™ Rhizo biostimulant is a proprietary FMC formulated biostimulant for root promotion and plant establishment. It delivers a unique blend of amino acids, seaweed extract, major nutrients and six different micronutrients including manganese, zinc and boron to enhance crop vigor, harvest and quality. It can be applied drip, drench or foliar across many different varieties of crops including vegetables, citrus, maize,

sunflower, cotton, olive, grapes and others. Seamac™ Rhizo biostimulant also increases soil respiration, reduces soil evaporation and improves beneficial microorganisms' colonization in the plant's roots.

## Biopesticides

Biopesticides feature new modes of action that complement our synthetic portfolio. They also have excellent sustainability profiles by presenting a very low risk to beneficial insects. Growers can re-enter the field and crops can be harvested shortly after application.

Our Plant Health R&D team at our European Innovation Center (EIC), which serves as FMC's Biologicals 'Center of Excellence,' collaborates with our Global R&D organization to focus on biopesticides with performance attributes that exceed the competition, such as

high stability, long shelf life, low use rates and broad compatibility with other chemistries. Our current biopesticide portfolio features the award-winning bionematicides Presence® and Quartzo® that have been improving the yields of Brazilian growers since their launch.

Looking ahead, FMC has eight biopesticides in our Discovery pipeline. There are also four biopesticides currently in our Development pipeline on the path to launch globally. Many of these new products will have new modes of action that can be applied in various methods across a variety of crops. These will be valuable tools for growers to complement existing pest and disease control methods.

FMC is actively considering partnerships for product and technology access and pipeline acquisition, as well as go-to-market opportunities to continue to bolster our biological crop protection portfolio. A recent example of this is our strategic collaboration with Novozymes, a world leader in biological solutions, to research, co-develop and commercialize biological enzyme-based crop protection solutions for growers around the world.

The demonstrated success of using an integrated approach with our biologicals, synthetics and crop nutrition portfolios illustrate FMC's presence and advancement in the biological space. Below is one example of FMC's integrated offerings.

## PROJECT GENNESIS CANA

FMC's Project Genesis Cana is an integrated program for sugarcane in Brazil that includes FMC's synthetic, biopesticides and biostimulant products to tackle pest and disease threats and enhance crop health.

By using a combination of products, the program provides growers a holistic solution that addresses their market challenges. In addition to needing fewer applications, the solutions are applied via in-furrow processes, which lowers applicator risk and uses more targeted application. To date, over 60,000 hectares of cropland benefited from Project Genesis Cana.



## PRECISION AGRICULTURE

FMC's Precision Agriculture solutions are designed to ensure the right crop protection products are applied precisely where and when they are needed to increase sustainability, optimize yield quality and quantity, and improve ROI. FMC currently has three major precision agriculture applications in its portfolio that are driving the future of crop care.

- **3RIVE 3D™ Application System** – A revolutionary crop protection delivery system that helps growers efficiently cover more ground in less time with fewer refills – saving water, fuel, labor and time.
- **PrecisionPac® Solutions** – A distribution system that allows retail agronomists to create custom herbicide combinations specific to each grower, their crop and field. The PrecisionPac® machine pre-measures and mixes custom combinations for growers that fit the desired field or sprayer tank.
- **Arc™ farm intelligence** – FMC's newest precision agriculture platform that enables growers and advisors to predict pest pressure more accurately before it becomes a problem.

### Arc™ farm intelligence

In 2020, we launched Arc™ farm intelligence, an exclusive precision agriculture platform with unique technology that provides growers real-time data and predictive modeling of future pest pressure. Predicting pest pressure with high accuracy before it impacts a grower's crops delivers many benefits, including the ability to treat infestations before they escalate and manage insect resistance through more effective application schedules.

One of the key pests targeted by Arc™ farm intelligence is the highly invasive fall armyworm (FAW). This pest is endemic to the Americas but has rapidly spread to Africa and parts of Asia. This spread has been due to a variety of factors, including the pest's ability to fly long distances and the expansion of FAW habitats due to climate change. Uncontrolled infestations of FAW have the ability to severely affect food systems, particularly in developing regions. Through Arc™ farm intelligence and a number of our innovative crop protection solutions, we are committed to helping growers address these infestations to prevent the losses of crops and further spread of these pests.



In 2020, Arc™ farm intelligence was successfully piloted in Greece, Spain, Brazil, Russia, the U.S. and Argentina. We also announced a partnership with Nutrien to use the platform for the prediction of diamondback moths in California (read more about this customer collaboration below). There are close to 4 million acres covered by Arc™ farm intelligence with more than 500 active users this year. In 2021, we plan to expand the program to 20 countries and about 25 million acres covered, including monitoring 13 different crop types and 21 different insects.



The visualization of real-time data and predictive modeling helps growers make the best possible decision about which crop protection products to apply and when.

### DRIVING SUSTAINABILITY ACROSS THE VALUE CHAIN

FMC partnered with one of our key customers, Nutrien Ag Solutions (Nutrien), on a pilot program for FMC's Arc™ farm intelligence platform. The program was designed to deliver real-time pest mapping and predictive forecasts of diamondback moth populations in brassica crops to Nutrien Pest Control Advisors (PCAs) in the Salinas Valley of California, U.S. Brassica crops, such as broccoli, brussels sprouts and cabbage, are some of the most nutrient dense vegetables and play a key role in promoting human health. The diamondback moth is one of the most prolific pests on brassicas, with an estimated annual economic impact exceeding \$4 billion. These insects feed on the crops, causing physical damage and creating a vector for disease, rendering them commercially unviable. As such, early detection and treatment are essential in making sure these vegetables reach our plates.

Using FMC's Arc™ farm intelligence platform, Nutrien PCAs and growers were able to easily track, and ultimately predict, the progression of pest pressure from May to September 2020, the peak season for diamondback moths. For Nutrien's PCAs, the highly visual and accessible pest information helps them be more efficient and effective in scouting and delivering pest management recommendations to growers. FMC plans to refine and validate an advanced pest prediction model for diamondback moths based on current and historical data.





## DIAMIDES PORTFOLIO

### Vantacor™ Insect Control (Powered by Rynaxypyr® Active) A new and sustainably-advantaged formulation

FMC's Rynaxypyr® active ingredient belongs to the diamide class of insect control products, highly selective chemistries that only target certain classes of pests. When Rynaxypyr® active ingredient was first introduced in 2008, it offered a new mode of action for insect control as well as other performance characteristics that led to its rapid adoption by farmers worldwide.

In 2020, FMC launched a new sustainably-advantaged Rynaxypyr® active ingredient formulation called Vantacor™ insect control in the United States. Vantacor™ insect control is a highly concentrated formulation of Rynaxypyr® active ingredient. The highly concentrated formulation results in a wide range of sustainability advantages.



#### Sustainability Advantages of Vantacor™ insect control:

- > Approximately **12 times less packaging** required
- > **80-95 percent less water** required for formulated product as compared to lower concentration formulations\*
- > **Less potential exposure** to applicators with fewer containers to open
- > **60-85 percent less weight** compared to lower concentration formulations\* that may result in lower transportation emissions and cost

\*Compared to Rynaxypyr® active ingredient 200 SC and 5 SC formulations

## GLOBAL SPECIALTY SOLUTIONS

FMC's focus on sustainable, precision application technology extends beyond crop protection to include professional (turf, ornamental and structural pests), consumer (home, lawn and garden) and environmental management (vector control) sectors. FMC's Global Specialty Solutions (GSS) business is a global leader in protecting public health and improving quality of life through sustainable innovation.

### Fyfanon® Insecticide – Supporting human health through the control of mosquitoes



Despite dramatic progress in recent years, the World Health Organization (WHO) notes that "Vector-borne diseases account for an estimated 17 percent of the global burden of communicable diseases and claim more than 700,000 lives every year."<sup>1</sup> For over 60 years, malathion, the active ingredient in Fyfanon® insecticide, has established a record of proven mosquito control around the world. Over the past three years, research conducted by FMC found that Fyfanon® insecticide can provide the same level of efficacy at an aerial application rate as low as one fluid ounce per acre. The combination of formulation technology and application precision greatly reduces the amount of active

ingredient in the environment without compromising the mosquito control benefits to human health. Additionally, in 2018, FMC introduced Fyfanon® EW insecticide, a water-based formulation that delivers the mosquito control efficacy of malathion at low application rates by ground-based equipment and with virtually no odor.

New formulations and application technologies help keep malathion in the very limited tool kit available to mosquito control professionals. The Centers for Disease Control and Prevention (CDC) and other agencies recognize that continued use of any one class of chemistry (pyrethroids in the case of mosquito control) inevitably leads to the development of resistance in many mosquito species.<sup>2</sup> Both Fyfanon® ULV and Fyfanon® EW insecticides are important, non-pyrethroid rotation partners to reduce the risk of resistance. Regulatory agencies have an ongoing mandate to protect public health at the minimum effective level of active ingredients in the environment. FMC works with mosquito control professionals around the world to comply with this mandate.



An example of truck-mounted application equipment for mosquito-control measures

<sup>1</sup> <https://www.who.int/news-room/fact-sheets/detail/vector-borne-diseases>

<sup>2</sup> <https://www.cdc.gov/mosquitoes/mosquito-control/community/adulticides.html>





# PLANET



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There is only one Earth. We strive to reduce the impact that our products and manufacturing processes have on the environment and the surrounding communities. We are committed to increasing the transparency of our operations and report on progress toward our environmental goals.



## PRODUCT STEWARDSHIP

Product stewardship is an integral part of how we do business and our broader relationship with our customers and the environment. From the moment we discover a new molecule to the moment a farmer throws away an empty container, we are working to ensure the health and safety of the people, wildlife and natural resources our products touch. For FMC, this is about ensuring the safe, sustainable and ethical use of our products along the product life cycle. We also work closely with other industry participants, locally and globally, to promote good agricultural practices that contribute to more sustainable crop production.

### FMC'S PRODUCT STEWARDSHIP FOCUS AREAS IN 2020

- 
> **User/Retailer Engagement** – Engaging with and/or training farmers and retailers in the responsible use of our products
- 
> **Employee Training** – Training employees to increase awareness of Product Stewardship and leverage their knowledge
- 
> **Managing Adverse Incidents** – Emergency telephone numbers on labels and Safety Data Sheets (SDS) and processes to handle incidents
- 
> **Product Stewardship Due Diligence** – Stewardship reviews of new products to identify potential risks and implement mitigation measures to ensure their safe use
- 
> **Label Reviews** – Label Review Process to ensure accuracy, consistency and completeness of product labels

### Product Stewardship Due Diligence Process

Over the last few years, FMC has formalized a stewardship assessment process that helps identify potential risks and opportunities related to our products as well as measures to ensure products can be used safely and sustainably. As part of the process, a team of in-house experts reviews risk factors as associated with human exposure, environmental exposure, storage, transportation, preparation and application procedures. These assessments are updated whenever we develop a new use for the product, such as extending its use to a new crop or adding a different application method.

## Customer Engagement on Stewardship

Customer engagement is a core focus of FMC's stewardship program. It is critical that our customers and farmers around the world understand how to use our products responsibly and that they have the tools, resources and support they need to do so. Below is an overview of 2020 customer training activities across the globe.

REGION	CUSTOMER ENGAGEMENT ACTIVITIES
North America	<ul style="list-style-type: none"> <li> <span style="color: #E67E22;">&gt;</span> Delivered training with a focus on Integrated Pest Management (IPM) and Insect Resistance Management (IRM)                 </li> </ul>
Asia Pacific	<ul style="list-style-type: none"> <li> <span style="color: #E67E22;">&gt;</span> More than 105,000 farmers and dealers received at least one hour of training on stewardship topics such as application techniques, Integrated Pest Management, Integrated Resistance Management, pest scouting, use of personal protective equipment (PPE) and safe handling                 </li> <li> <span style="color: #E67E22;">&gt;</span> Engaged with more than 3.08 million farmers on stewardship as part of digital marketing meetings                 </li> </ul>
Latin America	<ul style="list-style-type: none"> <li> <span style="color: #E67E22;">&gt;</span> Relaunched 7 Habits of Responsibility stewardship training program in the Andean region with over 1,800 customers trained                 </li> <li> <span style="color: #E67E22;">&gt;</span> Expanded 7 Habits of Responsibility stewardship training program to Argentina, Bolivia, Chile, Paraguay and Uruguay                 </li> <li> <span style="color: #E67E22;">&gt;</span> Due to the proliferation of smartphone messaging apps in Brazil, the FMC team regularly disseminates the 7 Habits of Responsibility training through simple, easy to digest 'WhatsApp' informational cards                 </li> </ul>
Europe, the Middle East and Africa	<ul style="list-style-type: none"> <li> <span style="color: #E67E22;">&gt;</span> Delivered training with a focus on application methods, Good Agricultural Practices and IPM                 </li> <li> <span style="color: #E67E22;">&gt;</span> Trained growers from Saudi Arabia in the proper use of products in greenhouses in order to minimize the risk of inhalation. During the training, we distributed masks to farmers to actively ensure the use of protective equipment.                 </li> </ul>

## Digital Stewardship in Asia

In response to the challenges in reaching retailers and growers during the early stages of the COVID-19 pandemic, FMC in China quickly took to its digital platforms, finding creative ways to continue to engage customers. Following its lead, the Asia Pacific team developed a plan to continue customer outreach activities through virtual field days, online advisory services and live stream training. These initiatives extended our grower stewardship outreach at a fraction of the environmental footprint due to lower travel emissions. Moving forward, digital programs will be an integral part of our customer engagement programs alongside more traditional face-to-face engagement.

### Examples of Digital Stewardship Programs:

- FMC in India's newest online program, **E-fields**, live broadcasts on-field demonstrations on Facebook®, YouTube® and Zoom™ to thousands of farmers in the region. The online show features conversations with farmers on crop safety, product performance, application recommendations and stewardship. The program has reached more than 5,000 farmers and is becoming increasingly popular.
- FMC in Malaysia launched **FMC Kongsi TV**, which streams daily to educate farmers on rice and vegetable crops, and has reached more than 4,000 views for each live program.
- FMC in the Philippines launched **FMC Learning Center Live**, which broadcasted to farmers and retailers twice a day through Facebook® live to explain how to grow crops successfully and sustainably with FMC technologies. Each episode generated approximately 2,000 views.



FMC E-fields program in India

## Highly Hazardous Pesticides

FMC is continuing to phase out Highly Hazardous Pesticides (HHPs) from our product portfolio. We evaluate HHPs using the criteria and process defined by the United Nations Food and Agriculture Organization (FAO) which is the globally accepted regulatory classification scheme. At the end of 2019, we ceased sales of carbofuran in the few remaining countries where it was sold. We currently have five HHPs remaining in our portfolio and continue to monitor and phase out uses as appropriate. In 2020, these HHPs accounted for less than 0.3 percent of global sales. Risk assessments and product stewardship programs for the remaining HHPs in the specific countries of sales continue so we are aware of any issues that may occur and can address them immediately. Utilization of our Product Stewardship and Sustainability Assessment tools ensures we screen out potential HHPs early in the development process of new products. Our commitment is steadfast to not develop any new HHPs.

## OUR ENVIRONMENTAL PERFORMANCE

We have made a commitment to deliver products that maintain a safe and secure food supply and to do so in a way that protects the environment for future generations. To reflect this commitment, in 2019 we reset our sustainability goals to challenge ourselves to further reduce our environmental impact. Below is FMC's 2020 progress on our environmental goals and other key metrics. A downloadable list of our full environmental data points is available on our [website](#).

GOAL METRIC	2030 GOAL (compared to 2018 Baseline)	2020 PROGRESS (compared to 2018 Baseline)
Energy Intensity	↓ 25%	↓ 12.8%
GHG Emissions Intensity	↓ 25%	↓ 15.3%
Waste Disposed Intensity	Sustain 2018 Intensity	↓ 3.5%
Water Use Intensity at High-Risk Locations	↓ 20%	↓ 19.6%

## Environmental Boundary

FMC has a network of manufacturing sites that produce active ingredients (AIs) and perform product formulation, mixing and packaging. We also conduct extensive R&D activities to develop sustainably-advantaged products.

Our environmental goals and metrics pertain to our most material sites, in terms of environmental footprint, unless otherwise stated. These material sites include 25 global manufacturing sites and our largest R&D facility in Newark, Delaware. FMC also has a number of smaller R&D facilities, field stations, regional headquarters and country offices. The footprint of these sites is only included in our Scope 1, 2 and 3 emissions reporting to satisfy the GHG Protocol's completeness principle.



Additionally, some independent companies not under FMC's operational control reside and operate from within FMC's sites. Their consumption of energy, water and waste are reported separately and are not included in FMC's sustainability goals or our GHG emissions reporting at this time.

FMC works with several third-party contract manufacturing sites to produce select AIs and intermediate products. These sites are not under FMC's operational control and thus excluded from our 2030 environmental goals. We track and report their energy consumption and waste generation amounts separately (more information on these sites listed on page 36).

## External Assurance

In 2020, we engaged ERM CVS to perform limited assurance of our select environmental and safety data. The scope of assurance is in line with our environmental boundary and does not include active ingredient contract manufacturers. This partnership with ERM CVS has not only increased transparency in our disclosures, it has also resulted in significant improvement in our data gathering process and accuracy. This year, we have assured an expanded list of metrics that are detailed below. ERM CVS's assurance letter is on page 38.

## Environmental Metrics

### ENERGY

EXTERNALLY ASSURED METRICS	2020
Total Energy Use (Terrajoule)	2,106
FMC Energy Intensity (Gigajoule/Metric tonne production)*	6.14
Total Renewable Energy (Terrajoule)	4.65

\*The energy intensity indicator excludes energy provided to third parties.

In 2020, our overall energy intensity (Gigajoule/Metric tonne production) decreased 12.8 percent compared to our 2018 baseline. Energy efficiency projects and infrastructure upgrades to include more efficient HVAC systems and lighting fixtures at our sites contributed to overall performance improvement.

### Spotlight

#### HVAC modernization at Stine Research Center

In 2020, we upgraded the HVAC controls in a Discovery laboratory at Stine Research Center in Delaware, U.S. The old system often caused compressed air leaks, excess airflow in the laboratories and inefficiencies in temperature management. The new system allows air to circulate more efficiently and generates significant energy savings (approximately 3,000 MWh per annum). This project is currently being replicated at several other FMC locations.

## GREENHOUSE GAS (GHG) EMISSIONS

EXTERNALLY ASSURED METRICS	2020
Total GHG Emissions, Location-Based (Kilo tonne CO <sub>2</sub> e)	151.95
Total GHG Emissions, Market-Based (Kilo tonne CO <sub>2</sub> e)	150.61
FMC GHG Emissions Intensity (Metric tonne CO <sub>2</sub> e/Metric tonne production)	0.44
Gross Scope 1 Emissions (Kilo tonne CO <sub>2</sub> e)	83.58
Gross Scope 2 Emissions, Location-Based (Kilo tonne CO <sub>2</sub> e)	68.36
Gross Scope 2 Emissions, Market-Based (Kilo tonne CO <sub>2</sub> e)	67.03

### Notes about emissions reporting:

The GHG emissions intensity indicator excludes energy provided to third parties.

To satisfy the completeness principle in accordance with the GHG protocol, all material and non-material sites are included in our Scope 1, 2 and 3 emissions reporting.

Scope 3 emissions are not externally assured at this time and will be available on our website and through our annual CDP Climate Change Questionnaire.

In 2020, GHG intensity was calculated using market-based emissions while 2018 and 2019 intensities were calculated using locations-based emissions.

Our overall GHG emissions intensity (Kilo tonnes of CO<sub>2</sub> equivalent/Metric tonne production) decreased 15.3 percent compared to our 2018 baseline. This was achieved primarily through energy usage reductions, as described in the previous section. A significant driver of our GHG emissions footprint is our electricity use. While electricity is only 27 percent of our energy mix, it contributes to 41 percent of GHG emissions. In 2020, we purchased renewable energy credits at some of our sites. We also began developing a strategy to significantly expand our use of renewable electricity globally.

### Spotlight

#### Innovative GHG emissions management at Panoli, India

Our Panoli, India site is one of FMC's key AI manufacturing locations. It is also a significant source of GHG emissions, partially due to the use of briquettes as an energy source. The briquettes are made from an agricultural byproduct (groundnut shells). FMC purchases these briquettes from the local farmers who would otherwise burn their ground nut shells without energy recovery. With this additional stream of income for the community, the use of briquettes is closely tied to the local economy and positively contributes to the community's socio-economic sustainability. In mid-2020, the site also began procuring renewable electricity through a virtual power purchase agreement that reduced the GHG footprint from electricity by 3 percent. In 2021, the site plans to extend it to cover 10 percent of the site's electricity consumption.



Briquettes (shown above) add to the circularity of agricultural byproducts that would otherwise be burned without energy recovery.

## WASTE

EXTERNALLY ASSURED METRICS	2020
<b>Total Waste Disposed</b> (Kilo tonne)	<b>50.2</b>
<b>Waste Disposed Intensity</b> (Kg/Metric tonne production)	<b>146.4</b>
<b>Total Waste for Beneficial Reuse</b> (Kilo tonne)	<b>22.4</b>
<b>Total Hazardous Waste</b> (Kilo tonne)	<b>45.2</b>
<b>Total Non-Hazardous Waste</b> (Kilo tonne)	<b>27.4</b>

At FMC, we report on our waste in two categories based on disposal methods.

- **Waste Disposed** – Disposal methods such as incineration without energy recovery, landfill, waste going to a wastewater treatment plant
- **Waste to Beneficial Reuse** – Disposal methods such as fuel blending, composting and incineration with energy recovery and recycling

In 2020, FMC executed several projects that reduced the amount of waste disposed through more efficient water usage and diverting waste for more beneficial uses. As a result of these initiatives, our overall waste intensity (Kilo tonnes of waste disposed/metric tonne production) reduced 3.5 percent compared to our 2018 baseline.

### Spotlight

#### Waste Reduction Project

At our Mobile, Alabama manufacturing site, we made improvements to one of the solvent recovery processes to increase efficiency and also altered chemical concentrations to reduce aqueous waste. These projects reduced incinerated waste by more than 2.7 million kg and increased the amount of solvent recovered by 65 percent leading to greater circularity in our manufacturing processes.

## WATER

We track water use at all sites within our reporting boundary. Eleven of our sites fall in the high-risk water category, as defined by the World Resources Institute's aqueduct tool V2.1. In 2020, we conducted an in-depth qualitative survey to assess imminent risk to each of our high-risk water sites. Through the survey, we concluded that there is no imminent risk of disruption to operations due to water-related issues. Our sites also undertook several

projects to reduce water consumption, such as replacing water with recyclable solvent to clean machinery, recycling water for cooling towers and condensate recovery. As a result of these initiatives, our overall water use intensity at high-risk locations (Thousand m<sup>3</sup>/Metric tonne production) reduced 19.6 percent compared to our 2018 baseline.

EXTERNALLY ASSURED METRICS	2020
<b>Total Water Use</b> (Million Cubic Meters)	<b>1.517</b>
<b>Total High Risk Water Use</b> (Million Cubic Meters)	<b>0.285926</b>
<b>High Risk Water Intensity</b> (Cubic Meters/Metric tonne production)	<b>2.95</b>

### Spotlight

#### Condensate Recovery Project

Our Manati, Puerto Rico, AI manufacturing site executed a project to recover steam condensate that was otherwise being wasted. A skid-mounted surge tank was installed to provide the proper design capacity for the condensate return flow from the process streams. Due to this project, the site recovers and recycles approximately 15,000 gallons per day of steam condensate resulting in significant reductions in waste water volume. The project also reduced energy consumption due to recovered heat.



Newly installed condensate recovery tank at our Manati Site

## FMC Active Ingredient Contract Manufacturing Sites

FMC works with several third-party contract manufacturing sites to produce select AIs and intermediate products. Many of the materials produced at our contract manufacturing sites are energy and waste intensive and we have an important responsibility to work with our partners to reduce their environmental footprint. Many of these sites utilize FMC's prescribed technology packages (technical information on how to produce specific products), which we consistently work to improve. Full performance metrics of these sites are available on our website.

### Spotlight

#### Waste minimization contract manufacturing sites

To continuously improve the sustainability of our supply chain, FMC partnered with one of our active ingredient contract manufacturers based in Jianshu province, China, to significantly reduce their waste output. The project, which was funded by FMC and based on similar efforts conducted by the contract manufacturer, improved yield and resulted in the reduction of solvent use by about 450 metric tonnes per year and waste by 550 metric tonnes per year.



## REMEDIATION AND BENEFICIAL REUSE OF OUR LEGACY SITES

FMC's approach to remediation focuses on transforming legacy sites, where possible, into usable spaces where people and ecosystems can thrive. Here are examples of two sites that are in various stages of completion:

### NEWARK, CALIFORNIA

FMC is remediating its legacy Newark, California site into a mixed-use area that includes residential buildings, retail space, a neighborhood park and a transportation hub. This is part of a broader development plan established by the city and will contribute to meeting the growing demand for housing in the San Francisco Bay Area.

In its first phase of development in 2019, FMC sold approximately 17 acres of land and construction began later that year. In 2020, FMC sold an additional approximately 16 acres for the second phase of residential redevelopment, which is scheduled to begin in 2022. The third and final phase of development includes remediation of the remaining approximately 5-acre parcel which will be converted into a public park. The remedy selected for the future park involves treating contaminants in-place, which significantly reduces waste generation, greenhouse gas emissions and worker/public safety hazards compared with off-site transportation and disposal. FMC began the remediation of the future park area in 2020 and it is scheduled for completion in 2022.



Conceptual designs of the Newark, California site

### BALTIMORE, MARYLAND

In 2020, FMC completed the sale of a former product facility to a brownfield redeveloper. The currently vacant 85-acre site will be converted into a business complex with warehouses, parking lots and landscaped areas. The project is expected to generate over 600 jobs for the surrounding community.

The site redevelopment plan will serve as the soil remedy, which will protect future site workers and visitors from contact with potentially contaminated soil. Completing the soil remedy and redevelopment activities at the same time reduces overall resource consumption and emissions, especially related to off-site waste disposal, greenhouse gases and imported soil. During and after the project, FMC will continue to operate and maintain an existing groundwater extraction and treatment system, which prevents impacted groundwater from discharging into the Chesapeake Bay watershed. Embarking on this important redevelopment project will reduce environmental impacts and contribute to the economic growth of Baltimore.



Conceptual designs of the Baltimore, Maryland site

# ASSURANCE STATEMENT

## INDEPENDENT ASSURANCE STATEMENT TO FMC CORPORATION

ERM Certification and Verification Services (ERM CVS) was engaged by FMC Corporation (FMC) to provide limited assurance in relation to the specified 2020 environmental, health and safety data in the 2020 FMC Sustainability Report ('the Report') and on <https://fmc sustainability.com/data-gri/> as set out below.

### ENGAGEMENT SUMMARY

Whether FMC's 2020 data for the following environmental (absolute and intensity) and safety indicators are fairly presented, in all material respects, with the reporting criteria:

#### ENVIRONMENTAL DATA

##### GHG emissions

- Scope 1 GHG Emissions (from direct energy use) [Kilotonnes CO<sub>2</sub>e]
- Scope 2 GHG Emissions (location-based methodology) [Kilotonnes CO<sub>2</sub>e]
- Scope 2 GHG Emissions (market-based methodology) [Kilotonnes CO<sub>2</sub>e]
- Total GHG Emissions (location-based and market-based methodologies) [Kilotonnes CO<sub>2</sub>e]
- GHG Intensity [Tonnes CO<sub>2</sub>e/Tonne of Production]

##### Energy

- Total Energy Use [Terajoules]
- Energy Intensity [GJ/Tonne of Production]
- Total Renewable Energy [Terajoules]

##### Water

- Total Water Use [Million Cubic Meters]
- Total High Risk Water Use [Million Cubic Meters]
- High Risk Water Intensity [Cubic Meters/Tonne of Production]

##### Production

- Total Production [Kilotonne of Production]

##### Waste

- Total Waste Generated [Kilotonnes]
- Total Waste Disposed [Kilotonnes]
- Waste Disposed Intensity [Kg/Tonne of Production]
- Total Hazardous Waste Generated [Kilotonnes]
- Total Non-Hazardous Waste Generated [Kilotonnes]
- Total Hazardous Waste Disposed [Kilotonnes]
- Total Non-Hazardous Waste Disposed [Kilotonnes]
- Total Waste for beneficial use [Kilotonnes]

##### Safety data

- Total Recordable Incident Rate (TRIR)

#### Scope of our assurance engagement

<b>Reporting criteria</b>	WBCSD/WRI GHG Protocol (2004, updated 2015) for the Scope 1 and 2 GHG emissions (excluding refrigerants and process emissions); FMC's internal reporting criteria and definitions
<b>Assurance standard</b>	ERM CVS' assurance methodology, based on the International Standard on Assurance Engagements ISAE 3000 (Revised).
<b>Assurance level</b>	Limited assurance.
<b>Respective responsibilities</b>	FMC is responsible for preparing the Report and for the collection and presentation of the information within it. ERM CVS' responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

## OUR CONCLUSIONS

Based on our activities, nothing has come to our attention to indicate that the 2020 data for the specified indicators, as listed above, are not fairly presented, in all material respects, with the reporting criteria.

## OUR ASSURANCE ACTIVITIES

Our objective was to assess whether the 2020 data for the specified indicators are reported in accordance with the principles of completeness, comparability (across the organization) and accuracy (including calculations, use of appropriate conversion factors and consolidation).

We planned and performed our work to obtain all information and explanations that we believe were necessary to provide a basis for our assurance conclusions.

A multi-disciplinary team of EHS and assurance specialists performed the following activities:

- Interviews with relevant corporate staff to understand and evaluate the data management systems and processes (including systems and internal review processes) used for collecting and reporting the data for the specified indicators;
- A review of the internal indicator definitions and conversion factors;
- Virtual site visits to FMC operations in Barra Mansa, Brazil; Manati, Puerto Rico; Mobile, USA; Panoli, India; Stine, USA; and Ungaran, Indonesia to review local reporting processes and consistency of reported annual data with selected underlying source data for each indicator. We interviewed relevant staff, reviewed site data capture and reporting methods, checked calculations and assessed the local internal quality and assurance processes;
- An analytical review of the data from all sites and a check on the completeness and accuracy of the corporate data consolidation;
- Year-end assurance activities at corporate level including the results of internal review procedures and the completeness and accuracy of the consolidation of the data for the specified indicators from the site data; and
- A review of the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

## THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context. Our independent assurance statement provides no assurance on the maintenance and integrity of the website, including controls used to achieve this, and in particular whether any changes may have occurred to the information since it was first published.

Due to travel restrictions relating to COVID-19, our assurance activities consisted of desktop reviews of data and related information, and virtual meetings and interviews with FMC personnel responsible for the content of the 2020 FMC Sustainability Report.

*Beth C. B. Wyke*

**Beth Wyke**, Partner, Head of Corporate Assurance Services  
21 May 2021

**ERM CVS**

ERM Certification and Verification Services, London [www.ermcvs.com](http://www.ermcvs.com); Email: [post@ermcvs.com](mailto:post@ermcvs.com)

**ERM CVS IS A MEMBER OF THE ERM GROUP. THE WORK THAT ERM CVS CONDUCTS FOR CLIENTS IS SOLELY RELATED TO INDEPENDENT ASSURANCE ACTIVITIES AND AUDITOR TRAINING. OUR PROCESSES ARE DESIGNED AND IMPLEMENTED TO ENSURE THAT THE WORK WE UNDERTAKE WITH CLIENTS IS FREE FROM BIAS AND CONFLICT OF INTEREST. ERM CVS AND THE STAFF THAT HAVE UNDERTAKEN WORK ON THIS ASSURANCE EXERCISE PROVIDE NO CONSULTANCY RELATED SERVICES TO FMC CORPORATION IN ANY RESPECT.**



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# UNITED NATIONS GLOBAL COMPACT



## Communication on Progress

FMC became a signatory to the UN Global Compact (UNGC) in 2015. This is our sixth Communication on Progress indicating our activities and management systems in support of the UNGC principles. More information on our initiatives to support the UNGC principles can be found on [www.fmc.com/sustainability](http://www.fmc.com/sustainability)

TOPIC	UNGC PRINCIPLE	FMC'S INITIATIVES TO SUPPORT UNGC PRINCIPLES		
Human Rights	<b>Principle 1:</b> Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> <li>Human rights policy</li> <li>Code of Ethics and Business Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Human Rights in the Supply Chain training</li> </ul>	<ul style="list-style-type: none"> <li>Supplier code of conduct</li> <li>Supplier screening process</li> </ul>
	<b>Principle 2:</b> Make sure that businesses are not complicit in human rights abuses.	<ul style="list-style-type: none"> <li>Human rights policy</li> </ul>	<ul style="list-style-type: none"> <li>Code of Ethics and Business Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Supplier code of conduct</li> <li>Sexual harassment prevention campaign</li> </ul>
Labor	<b>Principle 3:</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>Human rights policy</li> </ul>	<ul style="list-style-type: none"> <li>Code of Ethics and Business Conduct</li> </ul>	
	<b>Principle 4:</b> The elimination of all forms of forced and compulsory labor.	<ul style="list-style-type: none"> <li>Human rights policy</li> <li>Code of Ethics and Business Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Supplier code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screenings</li> </ul>
	<b>Principle 5:</b> The effective abolition of child labor.	<ul style="list-style-type: none"> <li>Human rights policy</li> <li>Code of Ethics and Business Conduct</li> </ul>	<ul style="list-style-type: none"> <li>Supplier code of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Supplier screenings</li> </ul>
	<b>Principle 6:</b> The elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>Human rights policy</li> <li>Code of Ethics and Business Conduct</li> <li>FMC Employee Resource Groups</li> </ul>	<ul style="list-style-type: none"> <li>New representation goals</li> <li>Diversity Task forces</li> </ul>	<ul style="list-style-type: none"> <li>Regional inclusion councils</li> <li>D&amp;I training for leadership</li> </ul>
Environment	<b>Principle 7:</b> Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>CDP climate change module submission</li> <li>Climate change statement</li> </ul>	<ul style="list-style-type: none"> <li>Environmental risk assessments for agricultural products</li> <li>Sustainability assessments for products in R&amp;D pipeline</li> </ul>	<ul style="list-style-type: none"> <li>Adherence to stringent regulatory frameworks</li> </ul>
	<b>Principle 8:</b> Undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>CDP climate change module submission</li> <li>Responsible Care®</li> </ul>	<ul style="list-style-type: none"> <li>2030 environmental goals and progress</li> </ul>	<ul style="list-style-type: none"> <li>Product Stewardship programs</li> </ul>
	<b>Principle 9:</b> Encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>Precision agriculture</li> <li>Arc™ farm intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Evalio® AgroSystems</li> <li>Plant health products</li> </ul>	<ul style="list-style-type: none"> <li>Seed treatment products</li> <li>Sustainability assessments for products in R&amp;D pipeline</li> </ul>
Anti Corruption	<b>Principle 10:</b> Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>Ethics on-line training course</li> <li>The Foreign Corrupt Practices Act (FCPA) compliance standard process</li> </ul>	<ul style="list-style-type: none"> <li>Training of FMC organization and FMC's key third parties</li> <li>Anti-trust compliance campaign for FMC employees</li> </ul>	<ul style="list-style-type: none"> <li>FCPA audits</li> <li>Code of Ethics and Business Conduct</li> </ul>





#### **STOCKHOLDER DATA**

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