FMC Corporation

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As Prepared for Delivery

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Good morning and thank you for having FMC here today and allowing us to give a presentation on FMC Agricultural Solutions.

Before we begin, let me remind you that today's discussion will include forward-looking statements that are subject to various risks and uncertainties concerning specific factors, including but not limited to those factors identified in our release and in our filings with the SEC. Information presented represents our best judgment based on today's information. Actual results may vary based upon these risks and uncertainties.

Today’s slide presentation is available on our website. With me is Paul Graves, Executive Vice President and Chief Financial Officer, and he will join me for the Q &A at the end of this presentation.

Introduction

Today, I will focus primarily on our Ag Solutions business, particularly the opportunities ahead of us in 2018 as we continue to integrate the acquired DuPont crop business. We had a very strong fourth quarter, and the robust first quarter guidance is a reflection of how we see the year unfolding. I will lay out some of the reasons for this front-end loading and the overall calendarization pattern that we expect to materialize with our combined business. I will address some of the key factors that are driving the projected 6 to 10 percent top-line growth for the acquired products this year. And last, I will provide some color around various company-wide factors that are impacting FMC's free cash flow in 2018.

But first, let me start by giving an update on the integration of the acquired DuPont assets. Overall, we feel the process is progressing very well and is meeting all our expectations. From a commercial perspective, we began cross-training our sales personnel on day 1, and our sales teams, by region or by country, have a clear direction and goals regarding their go-to-market strategy to drive earnings growth. We are still in the process of quantifying the potential sales synergies. Cross selling of the increased portfolio is one opportunity – for example where DuPont had strong market access, like in India, we will now be using their market access to promote key legacy FMC products.

From a manufacturing standpoint, the integration of the 14 facilities we acquired from DuPont is going very well. You will recall that FMC has had an “asset” light strategy. In fact, with the acquisition, our overall balance between our manufactured AI’s and toll-produced AI’s has changed, but not substantially. Prior to this acquisition, about 90 percent of FMC’s AI manufacturing was done by our tolling partners, but DuPont’s reliance on tollers was at about 70 percent. The 4 acquired plants are strong additions to our own AI facilities in Denmark and India, giving us a very balanced global footprint for AI manufacturing. There are opportunities to realize cost synergies across our supply chain – which was baked into our synergy discussions last summer – and we expect a portion of those to roll through the P&L in 2018 and 2019.

When we look at the infrastructure and processes for running the business, IT and finance are the two areas that consume the majority of what we call transition service agreements, or TSA’s. The ‘clone’ DuPont is providing to us still needs plenty of support from additional personnel around the globe, and when you add those personnel costs to the costs of the TSA, plus FMC's previous IT cost infrastructure, you can see why the implementation of a new SAP system could save FMC up to $100 million per year, starting at the end of 2019. In the meantime, our team is working very well to manage the business under the current, complex structure. It's important to understand we are actively managing all the cost centers associated with the integration. We believe we have an opportunity to manage these costs in a way that comes in lower than our original plans, and we will only add costs, as absolutely necessary, as the year unfolds.

The last topic I will address about our integration is probably the most positive aspect over these last 4 months, and that is culture. We have seen an incredibly positive response from employees across our company, both on the FMC side and the DuPont side. Because the value of this deal has always been more about what we have *gained* in products, technology, R&D capabilities, et cetera, and much less about synergies, the atmosphere has been very positive and collaborative. This started with our Day 1 event we held at our Stine R&D center in Delaware, at which the excitement of the 400 or so people present was palpable. We shared this excitement via a live video feed to all our locations around the globe. The DuPont employees are clearly excited to be a critical part of FMC's growth story, bringing skills and knowledge to the new enterprise. From the FMC perspective, our legacy employees can easily see the valuable assets we have acquired, and the expertise of their new co-workers – people that they can work with to achieve common goals of outperforming the global crop chemical market on the top-line and driving meaningful earnings growth.

Moving now to slide 3, and a quick review of FMC Agricultural Solutions, post-acquisition.

The acquisition greatly increased the scale of our operations in Asia, more than doubling revenues in India and China. It also creates greater balance globally, with each of the four regions making up around 25 percent of our revenues.

Insecticides are now nearly 60 percent of our revenue, and herbicides make up a third of our revenue, but FMC's combined R&D pipeline is skewed towards herbicides and fungicides, which will bring greater balance to our revenues over time.

The transaction bolsters FMC’s product offerings in attractive crops, including cereals, rice, and vegetables, while enhancing our position in soybeans. The implied increases behind these pie charts represent a near tripling of sales in both rice and vegetables, while cereals will more than double, and soybeans and tree fruits & vegetables will grow by at least 50 percent.

Our new crop profile will still be heavily weighted towards niche crops. We expect to see further growth in these crops as we pursue label expansions, launch new formulations and pre-mixes, and as our pipeline of new active ingredients comes to market.

Turning to slide 4 briefly, you can see that our insecticides are more diversified with significant additional revenue in the selective-chewing / sucking modes of action versus our prior broad-spectrum offerings. Our herbicide portfolio also has a better balance between pre- and post-emergent applications, as well as across broadleaf and grass applications.

All of these factors create new opportunities for FMC, while bringing greater diversity, and therefore stability, in sources of revenue.

Turning to slide 5, I would like to take a step back to look at the trends in the crop protection market that our Ag business is operating in. Although Phillips McDougall has yet to publish 2017 data, we believe the global crop protection chemical market – on a U.S. dollar basis – grew by 1 to 2 percent last year, following 2 years of significant contraction. We see this as a positive trend. We currently expect the global market to be flat to up low-single digits this year.

We believe the market in Asia Pacific will grow the fastest, increasing by a low-to mid-single digit percent range, driven by India and Southeast Asia. We expect the market in Latin America will increase in the low-single digits. Brazil will be a bit ahead of that pace, benefitting from increased acreage for nearly all crops.

In North America, we expect the market will be flat to up low-single digits, as farm incomes remain below trend.

Growth will come from post-emergent herbicides and a modest increase in soybean acreage, in general. We expect the market in EMEA will be flat to up low-single digits. Improved weather and growth in Eastern Europe could provide upside to this forecast.

We believe the global market still has very positive long-term fundamentals driven by macro trends in population growth, declining arable land per capita, a growing middle class, and higher protein consumption per capita. We continue to see these trends favoring the larger, technology-focused companies, like FMC.

Moving now to slide 6, where we summarize the recent earnings and guidance for Ag Solutions. Obviously, Lithium is getting a lot of attention as we prepare for the IPO later this year. However, we feel that some may have missed the key messages we shared about the strength in our Ag Solutions business.

We wanted to highlight the strong top-line performance of FMC's legacy Agricultural Solutions business, which increased revenues 9 percent year-over-year in Q4, and 3 percent for the full year. We believe the full-year growth represents a 100- to 200-basis point outperformance, relative to the market as a whole.

The fourth quarter performance of FMC's legacy business was driven by double-digit revenue growth in North America, Asia and Europe. In North America, we saw increased demand for pre-emergent herbicides, as farmers plan for expanded soybean acreage this year. In Asia, our legacy FMC business was helped by successful product launches and strong growth in our plant health product portfolio. And in Europe, the legacy FMC business posted strong sales in Eastern Europe and in France, where we moved to direct market access.

In Brazil, FMC's legacy business grew 15 percent on a full-year basis – a very strong performance in a market that contracted approximately 10 percent.

Factoring in 2 months contribution from our acquisition, the full-year EBITDA for the Ag Solutions segment grew 20 percent, and segment EBITDA margins improved 170 basis points year-over-year to 22.8 percent. Our legacy Ag business posted strong earnings growth throughout the year.

Shifting to the right side of this slide, first quarter segment revenue is expected to be in the range of $1.0 to $1.07 billion, and Q1 EBITDA is forecasted to be in the range of $290 to $320 million. This level of Q1 revenue and earnings speaks to the seasonality of the combined business. From the published carve-out financials, you will see that the acquired business was weighted about 60 percent to the first half of the year. And Q1 is typically stronger than Q2 for the acquired business.

Turning now to slide 7, to review some of the key drivers for the Ag Solutions business in 2018 that we received the most questions about.

We expect revenue for our legacy Ag Solutions business will grow 2 to 4 percent. In Brazil, we expect to see a continuation of the positive trends in cotton and sugarcane markets, where we are well positioned, as well as increased demand in the soybean market. In Asia, we anticipate higher demand for our products going to rice, fruits & vegetables, as well as cotton. In Europe, the move to direct market access in France, new products for oil seed rape and price increases, will all drive growth for FMC in 2018.

We recognize the 6 to 10 percent growth we are projecting for our acquired business is well above the expected market growth in 2018. Taking a look back at the acquired products' performance in 2017, sales increased over 6 percent versus 2016, and this was muted somewhat by channel de-stocking actions in Brazil. Now we are operating with normal channel inventories, and we are expecting further penetration and continued acceleration of the insecticide business in India. Given these factors, we can see a path to 10 percent growth.

The key to this growth is on the insecticide portfolio, driven by our two patent-protected insecticides, which will account for well over $1 billion in sales in 2018. Some of you may have noticed that the pie chart on slide 3 shows insecticides accounting for 58 percent of our 2018 revenues. This is a higher percentage than what we found in due diligence, mainly driven by a combination of new registrations, product label extensions, and continued market share gain relative to older technologies.

We believe Cyazypyr® insect control is far from its peak in annual sales. In 2018, volumes are expected to grow for cotton and soybean applications in Brazil. New product registrations in EMEA will also drive growth.

Rynaxypyr® insect control will continue to expand into new crops and geographies – such as rice and sugarcane in India – and further penetrate into Southeast Asia.

Finally, we also expect to increase sales of our acquired SU herbicides with new formulations in North America for cereal applications.

R&D Update

I would like to speak now about our R&D pipeline, because this will have a big impact on our growth over the next decade, as we roll out new products and leverage the expertise of our combined R&D team.

We currently have 25 key projects that we are working on, including 10 herbicides, 9 fungicides and 6 insecticides / nematicides. This under-weighting of insecticides will help rebalance our portfolio, as I mentioned before.

One very important detail behind all these projects is that we are currently working on multiple molecules that target brand new modes of action. A new mode of action greatly increases the potential market value of the resulting products, as farmers are always looking to combat the resistances that insects, weeds and funguses can develop to older technologies. New modes of action allow us to effectively manage our portfolio and provide a continuous base to grow from.

In the next 2-3 years, we expect to launch the first few products out of our pipeline, and each of the product launches are expected to reach at least $100 million in peak sales.

Three of these are fungicides, as we look to increase our exposure to this important product group. Bixafen & fluindapyr are two broad-spectrum fungicides; bixafen targets soybean and corn markets, while fluindapyr is slated for soybean, cereals and fruit & vegetable applications. The third, valifenalate, is targeting the fruit & vegetable market.

We will provide more detail about these product launches, and the rest of the pipeline, at a later date.

Moving now to slide 8 and a discussion on what a normalized cash flow might look like for FMC. There are several moving pieces, and I will discuss a few that may help clarify why we are confident the longer-term, normalized cash flow at FMC will be very strong.

In the the left-hand column on slide 8, you see the mid-point values of our previously disclosed 2018 guidance ranges. On the right, we show what we would consider "normalized" data, which assumes Lithium is a standalone business, it assumes the SAP implementation is complete, and it assumes that the one-time working capital build we are experiencing in 2018 is behind us.

By stripping out Lithium's $190 million of EBITDA and CapEx, adding $100 million of future cost savings, eliminating one-time CapEx, and reducing working capital cash usage to A more normalized level, you can see how our free cash flow will increase. For simplicity, we have assumed that tax and interest remain the same, however both will likely fall as we remove the higher-tax rate Lithium business and reduce our debt load.

So where is that additional cash being allocated in 2018? Primarily, it is CapEx investments, all with a very quick payoff period. Our Lithium CapEx is expected to be around $105 million this year, with increased spending on capacity expansions for lithium carbonate and lithium hydroxide. The benefits of these investments will start to accrue later in 2018 for the carbonate debottlenecking, in 2019 for the hydroxide expansions and in 2020 for the larger carbonate expansion. Corporate-level capex will be approximately $50 million – $40 million higher than normal – as we ramp up spending on the two year implementation of a new SAP system. In the "normalized" column, we eliminate this spending, plus we add $100 million to the EBITDA line for the annual savings we expect from this new system.

Working capital is also a headwind in 2018, as we continue to build up the trade receivables we did not receive from DuPont. We saw some cash outflow from this already in Q4, but this will continue in 2018. We also intend to hold slightly higher inventories of the acquired products, as we do not want to miss any commercial sales of these very high gross margin products. Considering the one-time nature of these factors, we believe working capital cash usage will be much lower on a “normalized” basis. It should only grow modestly with our business growth.

If you set aside the Lithium CapEx and the SAP project CapEx, the core FMC business will have much lower requirements. Maintenance CapEx for Ag is likely to remain around $100 million annually, plus growth capital of $20 to $25 million in any given year as we expand capacity for Rynaxypyr® and Cyazypyr® insect controls or add capacity for new product launches. Corporate CapEx is likely to return to under $10 million per year following the two-year SAP cash investment.

We believe our cash allocations in 2018 will drive increased earnings for our investors in a very short timeframe, but we also want people to understand the underlying free cash flow that this business should provide.

<u>Conclusion</u>

In summary, we feel very good about where FMC Ag Solutions is today. We are set to deliver an exceptional 2018, with revenue growth significantly above the market growth rate, and the integration is progressing very well. We look forward to talking with you all throughout the year, to help you better understand our new Ag Solutions business.

I thank you for your attention today. And with that, Paul and I will take your questions.