

# DuPont Water Solutions



Growing a Cleaner World Together

Investor Presentation

March 24, 2022



# Global challenges drive strong demand for water technology investment

## GLOBAL CHALLENGES<sup>(1)</sup>



Today, 1 billion people live without access to clean water; 2.2 billion people live in water-stressed countries

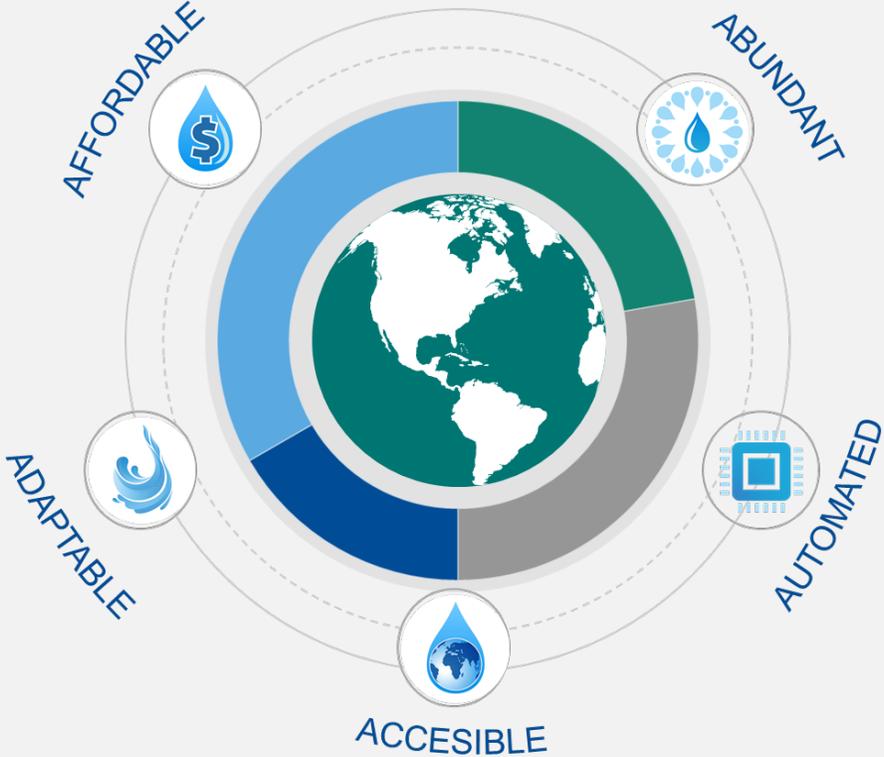


Industry must do more with less – industrial demand is projected to increase by 400%



Presently, 80% of discharged wastewater goes untreated

## DRIVERS FOR WATER OPTIMIZED WORLD



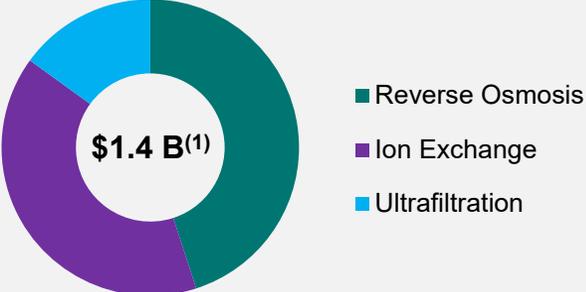
**DuPont Water Solutions Enables Customers to Address Global Challenges**

(1) Source: United Nations.

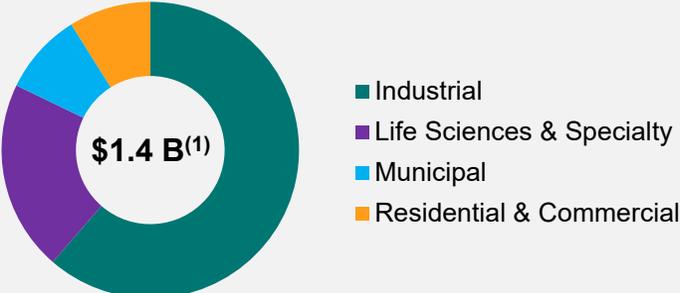
# Water Solutions: At a Glance

MARKET-LEADING TECHNOLOGY IN ATTRACTIVE MARKETS WITH A GLOBAL FOOTPRINT

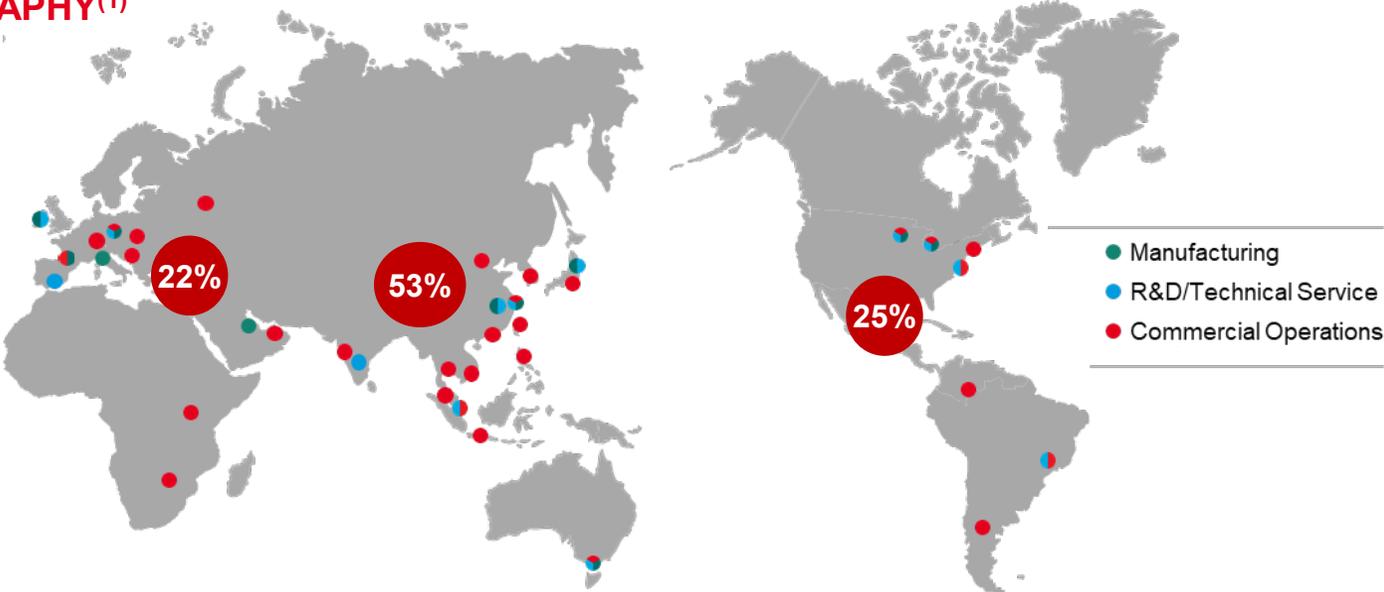
### BY TECHNOLOGY



### BY MARKET SEGMENT



### BY GEOGRAPHY<sup>(1)</sup>



- Manufacturing
- R&D/Technical Service
- Commercial Operations

**~2,200**  
COLLEAGUES

**11**  
MANUFACTURING  
SITES

**3-4%**  
R&D/REVENUE

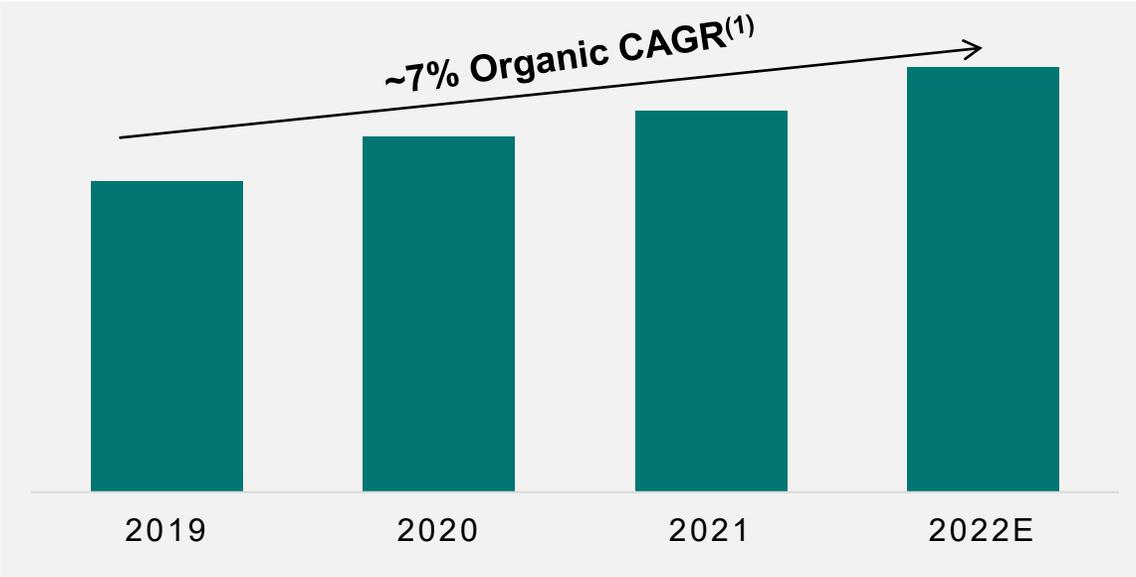


<sup>(1)</sup> Reflects 2021 FY net sales of DuPont Water Solutions

# Water Solutions: Financials and Growth Strategy

## STRONG FINANCIAL PROFILE & GROWTH STRATEGY

### NET SALES



- Consistent, mid-to-high single digit organic sales growth
- +70% replacement business reduces cyclicity of top-line growth
- Industry-leading profitability, >1.5X operating leverage
- Investing in R&D, differentiated technology, and capacity expansion to sustain growth momentum

### GROWTH STRATEGY

- ✓ Filtration and separation technology leadership
- ✓ Inorganic growth
- ✓ Tackling emerging challenges in life sciences & specialties
- ✓ Digital technologies and new business models
- ✓ Industry's broadest solutions portfolio, for customers' toughest sustainable water management challenges
- ✓ Global presence optimized for regional intimacy



<sup>(1)</sup> 2022E reflects Company's expectation based on assumptions included as part of Company's 2022 guidance provided as part of fourth quarter 2021 earnings call held on February 8, 2022. Organic sales is defined as net sales excluding the impacts of currency and portfolio.

# Industry-leading portfolio, well positioned for growth

*Portfolio is applied to solve high-value challenges for key customer segments*

## COMPREHENSIVE PORTFOLIO

### LEADING TECHNOLOGY POSITION



Ultra Filtration

- ✓ Membranes to remove viruses, bacteria, and particles for drinking and wastewater



Reverse Osmosis

- ✓ Leading desalination and demineralization water purification technology



Ion Exchange Resins

- ✓ Ionic level separation and purification of water and process streams

### NEW TECHNOLOGY OFFERINGS



CCRO<sup>(1)</sup>

- ✓ Breakthrough process innovation to enable RO operations at higher recovery, efficiency, and reliability



MBR<sup>(2)</sup>

- ✓ Integrated and efficient biological treatment for municipal and industrial wastewater



MABR<sup>(3)</sup>

- ✓ Biological treatment to save energy and capex for municipal wastewater facilities



Membrane Contactors

- ✓ Removal of dissolved gases from water in microelectronic, O&G, chemical, and industrial applications

## KEY CUSTOMER SEGMENTS

**Textiles**

**Food & Beverage**

**Microelectronics**

**Home Drinking Water**

**Power & Heavy Industry**

**Consumer Packaged Goods**

**Pharmaceuticals**

**Municipal Water**



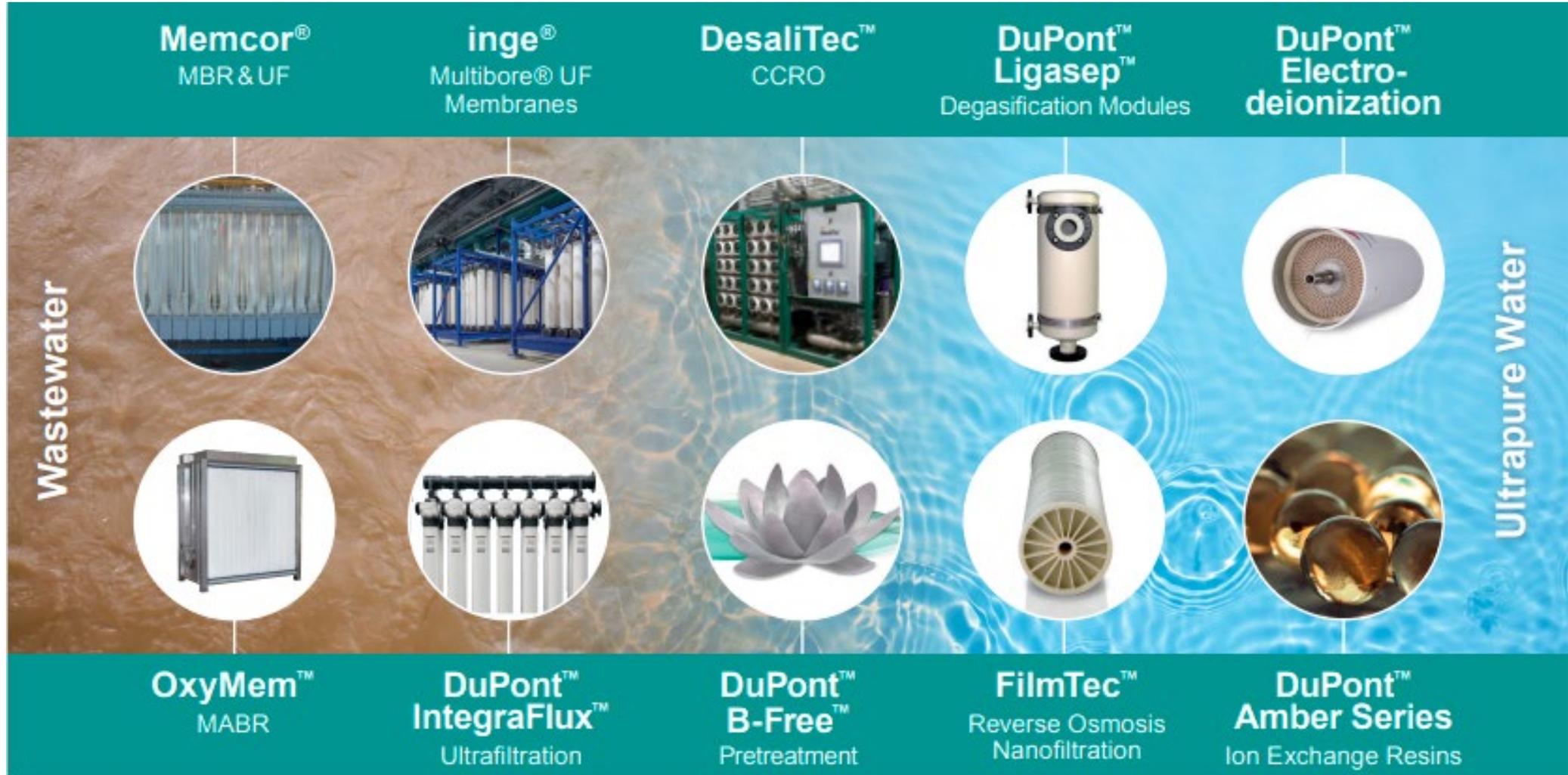
(1) Closed Circuit Reverse Osmosis  
 (2) Membrane Bioreactor  
 (3) Membrane Aerated Bioreactor

# DuPont Water Solutions Portfolio – The Broadest in the Industry

Ultrafiltration

Reverse Osmosis

Ion Exchange Resins



# Key megatrends in large market segments driving growth

Addressable market size

**Industrial & Desalination**  
\$8.0B

**Life Sciences & Specialties**  
\$2.0B

**Municipal**  
\$2.0B

**Residential & Commercial**  
\$1.0B

**Emerging Innovations**



**~300**  
Technical & Marketing Professionals

**~1,200**  
Active patents

**14**  
Global Technical facilities

**3-4%**  
R&D Spend/Revenue

- **CCRO**: lower energy, easier operation & higher recovery
- **Dry Seawater products** to save water and provide handling benefits
- **B-FREE**: Biofouling solution for lower downtime and cost



- **Healthy and liquid sweeteners purification** with high efficiency and energy savings



- **Durable nanofiltration membranes** for dairy, O&G, and bioprocessing

- **MABR** for efficient biodigestion to increase capacity within footprint constraints and lower aeration energy cost



- **MBR** fiber and module upgrades to lower capex and opex for municipalities and customers

- **High flow membrane** to save space and improve quality and taste



- **High recovery** element for water stressed geographies

- **Lithium-selective** membranes and resins for Li-Ion value chain

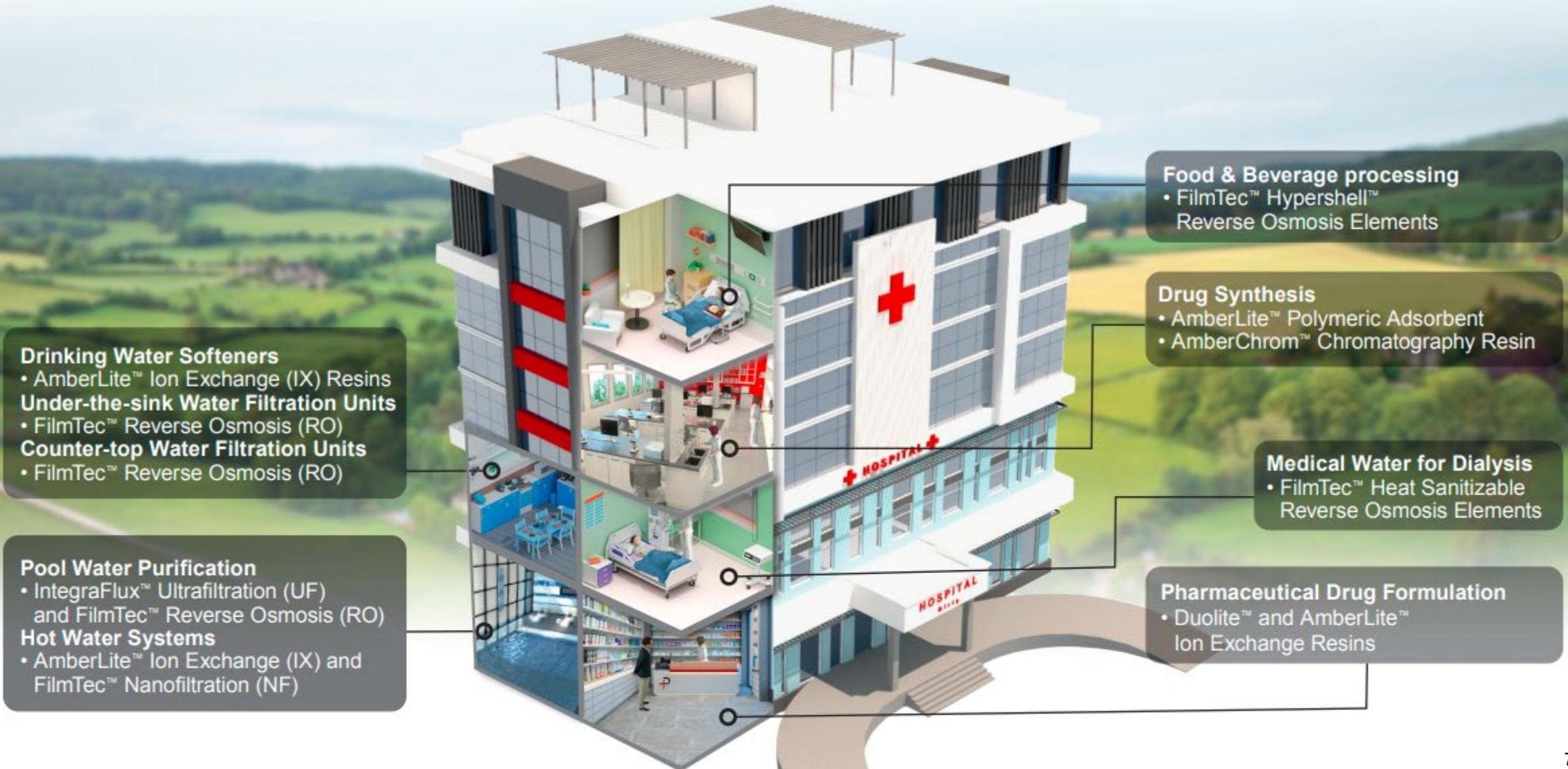


- **Membrane chromatography** for high efficiency pharmaceutical separations



**Mid-single-digit growth or greater across all addressable markets**

# Life Sciences, Residential & Commercial Applications



# Industrial and Municipal

## Membrane Degassing

- Ligasep™ Degasification Modules

## Industrial Water Pretreatment

- B-Free™ Biofouling Prevention
- DesaliTec™ CCRO Systems, IntegraFlo™ Ultrafiltration Multi-Element Vessel, MEMCOR® Ultrafiltration Systems

## Water Softening, Demineralization, Dealkalization and Carbon removal

- AmberLite™ Ion Exchange Resins and SCAV Resins

## Drinking Water Treatment

- IntegraPac™ or IntegraFlux™ Ultrafiltration Modules, IntegraFlo™ Ultrafiltration Multi-Element Vessel

## Wastewater Treatment

- IntegraFlo™ Ultrafiltration Multi-Element Vessel, MEMCOR™ MBR Modules, DesaliTec™ CCRO Systems, FilmTec™ Reverse Osmosis Elements

## Desalination

- IntegraPac™ or IntegraFlux™ Ultrafiltration Modules, DesaliTec™ CCRO Systems

# Sustainability engagement with brand leaders

*Differentiated solutions with operational and sustainability benefits designed to meet tough challenges*

## Fortune 500 Brands Sharing Bold, Public Water Ambitions



**25% reduction in fresh water by 2025**



**50% water footprint reduction by 2030**



**Net water positive by 2050**



**Replenish more than 100% of water used in high-risk water sheds**



**35% increase in water efficiency by 2030  
five billion liters from circular sources by 2030**



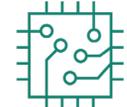
## Helping Top Industries Solve Major Water Challenges



**Textile:** Zero Liquid Discharge requirements



**Pulp & Paper:** reuse driven by scarcity



**Semicon:** purity at parts per quadrillion



**Food & Bev:** water per unit reductions



**CPG:** aggressive water circularity

## Activating on Water Optimization Through Impactful Partnerships

**City Water Index:** optimize water in municipalities



**Collective action:** with industrials in at risk basins



**Brave Blue World:** Innovation solving global challenges



**Water access:** contributing to local communities to solve scarcity and quality



# Key Takeaways



Industry-leading, comprehensive technology portfolio with leading market position



Mid-to-high single digit organic growth business with >70% replacement sales and 60% revenue from emerging markets



Expansive innovation engine to continue differentiation and premium position including inorganic growth



Global reach with local execution to support strong customer engagement



Serving large, secular end-markets with long-term growth opportunities underpinned by sustainability

# Safe Harbor Statement

## Overview

On November 2, 2021, DuPont announced it has entered definitive agreements to acquire Rogers Corporation (“Rogers”), (the “Intended Rogers Acquisition”). On January 25, 2022, Rogers shareholders approved the transaction. Closing, is expected by the end of the second quarter 2022, subject to regulatory approvals and customary closing conditions.

On February 18, 2022, DuPont announced that it has entered into definitive agreements to divest a majority of its Mobility & Materials segment, excluding certain Advanced Solutions and Performance Resins businesses, to Celanese Corporation (“Celanese”), (the “M&M Divestiture”). Closing is expected around the end of 2022, subject to regulatory approvals and customary closing conditions.

The Company also announced on February 18, 2022, that its Board of Directors has approved the divestiture of the Delrin® acetal homopolymer (H-POM) business. In addition to the entry into definitive agreements, the Company anticipates that the closing of the sale of Delrin® would be subject to regulatory approvals and other customary closing conditions, (the “Delrin® Business Divestiture and together with the M&M Divestiture, the “M&M Divestitures”).

## Cautionary Statement Regarding Forward Looking Statements

This communication contains "forward-looking statements" within the meaning of the federal securities laws, including Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. In this context, forward-looking statements often address expected future business and financial performance and financial condition, and often contain words such as "expect," "anticipate," "intend," "plan," "believe," "seek," "see," "will," "would," "target," and similar expressions and variations or negatives of these words.

Forward-looking statements address matters that are, to varying degrees, uncertain and subject to risks, uncertainties, and assumptions, many of which that are beyond DuPont's control, that could cause actual results to differ materially from those expressed in any forward-looking statements. Forward-looking statements are not guarantees of future results. Some of the important factors that could cause DuPont's actual results to differ materially from those projected in any such forward-looking statements include, but are not limited to: (i) the parties' ability to meet expectations regarding the timing, completion and accounting and tax treatments of the M&M Divestiture to Celanese, including (x) any failure to obtain necessary regulatory approvals, anticipated tax treatment or to satisfy any of the other conditions to the proposed transaction, (y) the possibility that unforeseen liabilities, future capital expenditures, revenues, expenses, earnings, synergies, economic performance, indebtedness, financial condition, losses, future prospects, business and management strategies could impact the value, timing or pursuit of the proposed transaction, and (z) risks and costs and pursuit and/or implementation, timing and impacts to business operations of the separation of business lines in scope for the M&M Divestiture to Celanese, (ii) the timing and outcome of the Delrin® Business Divestiture, including entry into definitive agreements, and the risks, costs and ability to realize benefits from the pursuit of the Delrin® Business Divestiture; (iii) ability to achieve anticipated tax treatments in connection with mergers, acquisitions, divestitures and other portfolio changes actions and impact of changes in relevant tax and other laws; (iv) indemnification of certain legacy liabilities; (v) risks and costs related to each of the parties respective performance under and the impact of the arrangement to share future eligible PFAS costs by and between DuPont, Corteva and Chemours; (vi) failure to timely close on anticipated terms (or at all), realize expected benefits and effectively manage and achieve anticipated synergies and operational efficiencies in connection with mergers, acquisitions, divestitures and other portfolio changes including the Intended Rogers Acquisition and the M&M Divestitures; (vii) risks and uncertainties, including increased costs and the ability to obtain raw materials and meet customer needs, related to operational and supply chain impacts or disruptions, which may result from, among other events, the COVID-19 pandemic and actions in response to it, and geo-political and weather related events; (viii) ability to offset increases in cost of inputs, including raw materials, energy and logistics; and (ix) other risks to DuPont's business, operations; each as further discussed in DuPont's most recent annual report and subsequent current and periodic reports filed with the U.S. Securities and Exchange Commission. Unlisted factors may present significant additional obstacles to the realization of forward-looking statements. Consequences of material differences in results as compared with those anticipated in the forward-looking statements could include, among other things, business or supply chain disruption, operational problems, financial loss, legal liability to third parties and similar risks, any of which could have a material adverse effect on DuPont's consolidated financial condition, results of operations, credit rating or liquidity. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. DuPont assumes no obligation to publicly provide revisions or updates to any forward-looking statements whether as a result of new information, future developments or otherwise, should circumstances change, except as otherwise required by securities and other applicable laws.



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