
DUPONT™
Investor Day 2025
Transform. Innovate. Accelerate.

Welcome and Opening Remarks

Ann Giancristoforo

Vice President,
Investor Relations

Forward looking statements

On January 15, 2025, DuPont de Nemours, Inc. ("DuPont", or after the completion of the Intended Electronics Separation, "New DuPont") announced it is targeting November 1, 2025 to complete the intended separation of its Electronics business (the "Intended Electronics Separation") by way of a spin-off transaction, thereby creating a new independent, publicly traded electronics company ("Qnity Electronics, Inc." or "Qnity"). The Intended Electronics Separation will not require a shareholder vote and is subject to satisfaction of customary conditions, including final approval by DuPont's Board of Directors, receipt of tax opinion from counsel, the completion and effectiveness of the Form 10 registration statement filed with the U.S. Securities and Exchange Commission, applicable regulatory approvals and satisfactory completion of financing.

On August 29, 2025, DuPont announced a definitive agreement to sell the aramids business (the "Aramids Divestiture") to Arclin, a portfolio company of an affiliate of TJC LP, ("TJC"), in return for $1.2 billion of cash, subject to customary adjustments; a note in the principal amount of $300 million and a noncontrolling common equity interest (the "Equity Consideration") valued at $325 million in the future Arclin holding company that will hold the Arclin global materials and the aramids businesses being divested. The transaction is expected to close during the first quarter 2026 subject to customary closing conditions and receipt of regulatory approvals.

These materials contain "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, "outlook," "stabilization," "confident," "preliminary," "initial," and similar expressions and variations or negatives of these words. All statements, other than statements of historical fact, are forward-looking statements, including statements regarding outlook, expectations and guidance, including with respect to the potential impact of tariffs and discussion of trade sensitivity and macroeconomic uncertainties. 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 ability of DuPont to effect the Intended Electronics Separation and to meet the conditions related thereto; (ii) the possibility that the Intended Electronics Separation will not be completed within the anticipated time period or at all; (iii) the possibility that the Intended Electronics Separation will not achieve its intended benefits; (iv) the impact of Intended Electronics Separation on DuPont's businesses and the risk that the separation may be more difficult, time-consuming or costly than expected, including the impact on DuPont's resources, systems, procedures and controls, diversion of management's attention and the impact and possible disruption of existing relationships with customers, suppliers, employees and other business counterparties; (v) the possibility of disruption, including disputes, litigation or unanticipated costs, in connection with the Intended Electronics Separation; (vi) the uncertainty of the expected financial performance of DuPont or the separated company following completion of the Intended Electronics Separation; (vii) negative effects of the announcement or pendency of the Intended Electronics Separation on the market price of DuPont's securities and/or on the financial performance of DuPont; (viii) the ability to achieve anticipated capital structures in connection with Intended Electronics Separation, including the future availability of credit and factors that may affect such availability; (ix) the ability to achieve anticipated credit ratings in connection with the Intended Electronics Separation; (x) the ability to achieve anticipated tax treatments in connection with the Intended Electronics Separation and completed and future, if any, divestitures, mergers, acquisitions and other portfolio changes and the impact of changes in relevant tax and other laws; (xi) the ability to timely effect, if at all, the planned Aramids Divestiture and the impact of the Aramids Divestiture and ownership of the Equity Consideration on DuPont's results of operations; (xii) 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 among DuPont, Corteva and Chemours, including the outcome of any pending or future litigation related to PFAS or PFOA, including personal injury claims and natural resource damages claims; the extent and cost of ongoing remediation obligations and potential future remediation obligations; and changes in laws and regulations applicable to PFAS chemicals; (xiii) indemnification of certain legacy liabilities; (xiv) the failure to realize expected benefits and effectively manage and achieve anticipated synergies and operational efficiencies in connection with the Intended Electronics Separation and completed and future, if any, divestitures, mergers, acquisitions, and other portfolio management, productivity and infrastructure actions; (xv) the risks and uncertainties, including increased costs and the ability to obtain raw materials and meet customer needs from, among other events, pandemics and responsive actions; (xvi) adverse changes in worldwide economic, political, regulatory, international trade, geopolitical, capital markets and other external conditions; and other factors beyond DuPont's control, including inflation, recession, military conflicts, natural and other disasters or weather-related events, that impact the operations of DuPont, its customers and/or its suppliers; (xvii) the ability to offset increases in cost of inputs, including raw materials, energy and logistics; (xviii) the risks associated with continuing or expanding trade disputes or restrictions and responsive actions, new or increased tariffs or export controls including on exports to China of U.S.-regulated products and technology, and the significant uncertainties related thereto; (xix) the risks, including ability to achieve, and costs associated with DuPont's sustainability strategy, including the actual conduct of DuPont's activities and results thereof, and the development, implementation, achievement or continuation of any goal, program, policy or initiative discussed or expected; (xx) other risks to DuPont's business and operations, including the risk of impairment; and (xxi) other risk factors 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.

Basis of Presentation

<u>Non-GAAP Financial Information:</u> This presentation includes information that does not conform to accounting principles generally accepted in the United States of America ("U.S. GAAP") and are considered non-GAAP measures. These non-GAAP financial measures supplement disclosures prepared in accordance with U.S. GAAP and should not be viewed as an alternative to GAAP measures of performance. Furthermore, these non-GAAP measures may not be consistent with similar measures provided by other companies. Reconciliations of our non-GAAP measures included within this presentation are included in the "Non-GAAP Financial Measures" section of this presentation. We do not provide reconciliations for non-GAAP estimates on a forward-looking basis (including those contained in this presentation) because the Company is unable to predict with reasonable certainty the ultimate outcome of certain future events. These events include among others, the impact of portfolio changes, including asset sales, mergers, acquisitions and divestitures, contingent liabilities related to litigation, environmental and indemnifications matters; impairments and discrete tax items. These items are uncertain, depend on various factors, and could have a material impact on U.S. GAAP results for the guidance periods.

All 2019 metrics presented herein reflect the impact of numerous divested businesses and are based on the most reasonable estimate available. Due to the estimates involved in the calculation of these metrics, undue reliance should not be placed.

All 2025E metrics presented herein have been voluntarily provided to reflect the reclassification of the Aramids business and the ElectronicsCo segment to discontinued operations. We will reflect the Aramids business as discontinued operations starting in the third quarter of 2025 and ElectronicsCo segment following the separation of Qnity. Please see the Appendix for additional information.

Spin-off driving focus

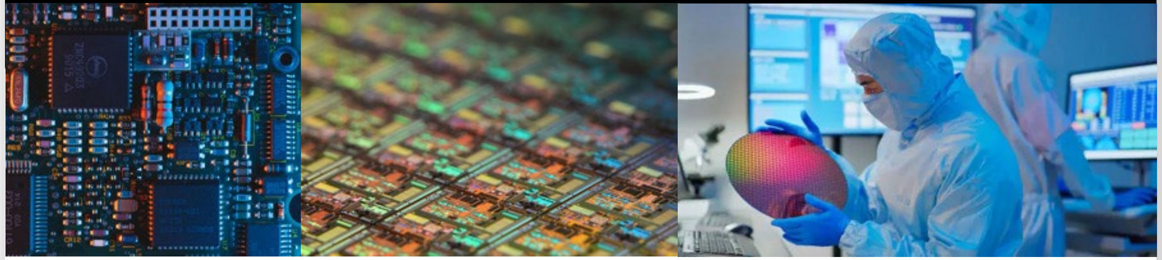
DUPONT

Healthcare & Water Technologies

Diversified Industrials

Leading advanced solutions provider with a simplified portfolio highlighted by high-growth end markets

Qnity™



Semiconductor Technologies

Interconnect Solutions

Premium pure-play technology solutions leader across the semiconductor value chain

Today's agenda

9:00 am

Welcome and Opening Remarks
Ann Giancristoforo | VP, Investor Relations

The New DuPont
Lori Koch | Chief Executive Officer

Healthcare & Water Technologies
Jeroen Bloemhard | President

Diversified Industrials
Beth Ferreira | President

Financial Overview & Outlook
Antonella Franzen | SVP & Chief Financial Officer

Closing Remarks
Lori Koch | Chief Executive Officer

Break

Q&A Session

The New DuPont

Lori Koch

Chief Executive Officer

Key messages

Executing transformation

Simplified portfolio, increasingly focused on high-growth end markets with secular tailwinds, further opportunity to optimize

Focused on excellence

Continuing to drive innovation, operational and commercial excellence, codifying into a business system

Poised for growth acceleration

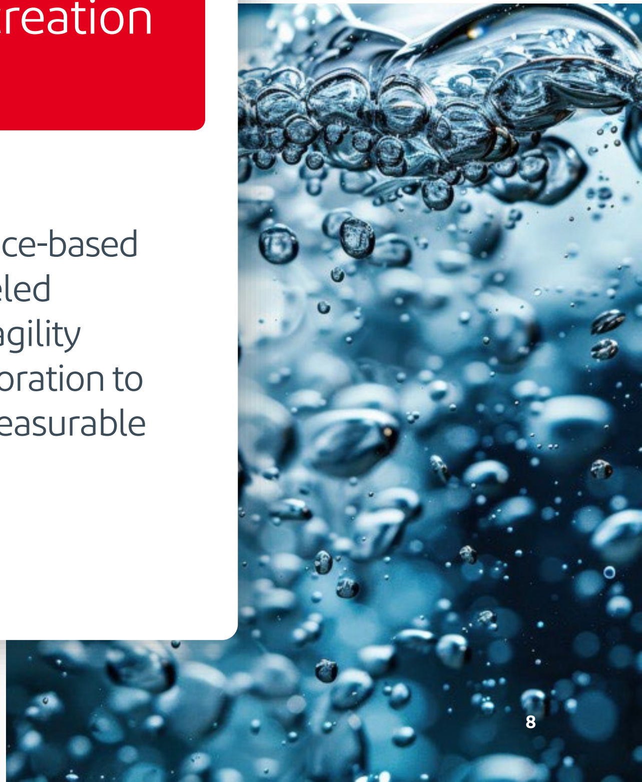
A more focused, agile organization leveraging core competencies in innovation and deep customer relationships to accelerate growth

Driving disciplined capital allocation

Unlocking significant value through targeted organic and inorganic investments and returning cash to shareholders

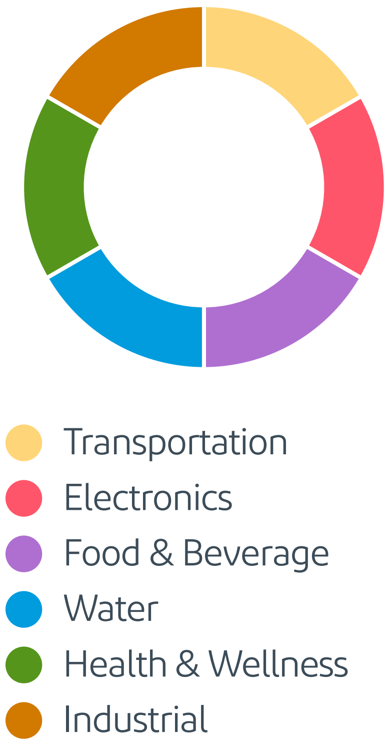
Enhancing culture to further enable value creation

Driving a performance-based culture fueled by speed, agility and collaboration to achieve measurable results

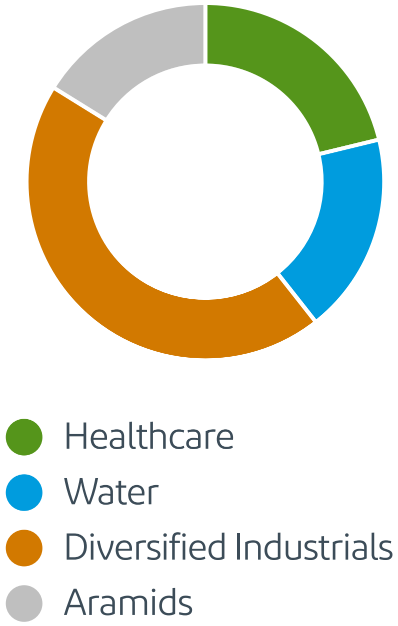


Transforming to a simplified, more focused portfolio

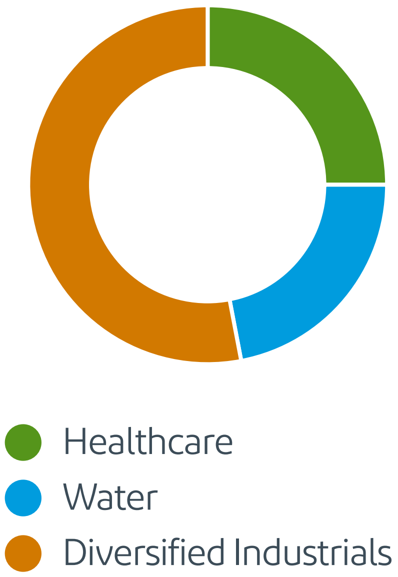
2019 Portfolio



2025 Portfolio



2025 Pro Forma Portfolio



Portfolio Actions

Since 2021

- **Divested Mobility & Materials**
- **Acquired Spectrum & Donatelle**

Intended

Qnity spin-off

Aramids divestiture

The New DuPont

Igniting change.
Unlocking potential.
Leading into the future.

~$6.9B
2025E Net Sales[1]

~$1.6B
2025E Operating EBITDA[1]

~23.6%
Operating EBITDA Margin[1]

~5,100 Patents

~13,000 Colleagues

19 Global R&D and Innovation Centers

Industry expertise and differentiated technology

Global scale with local presence

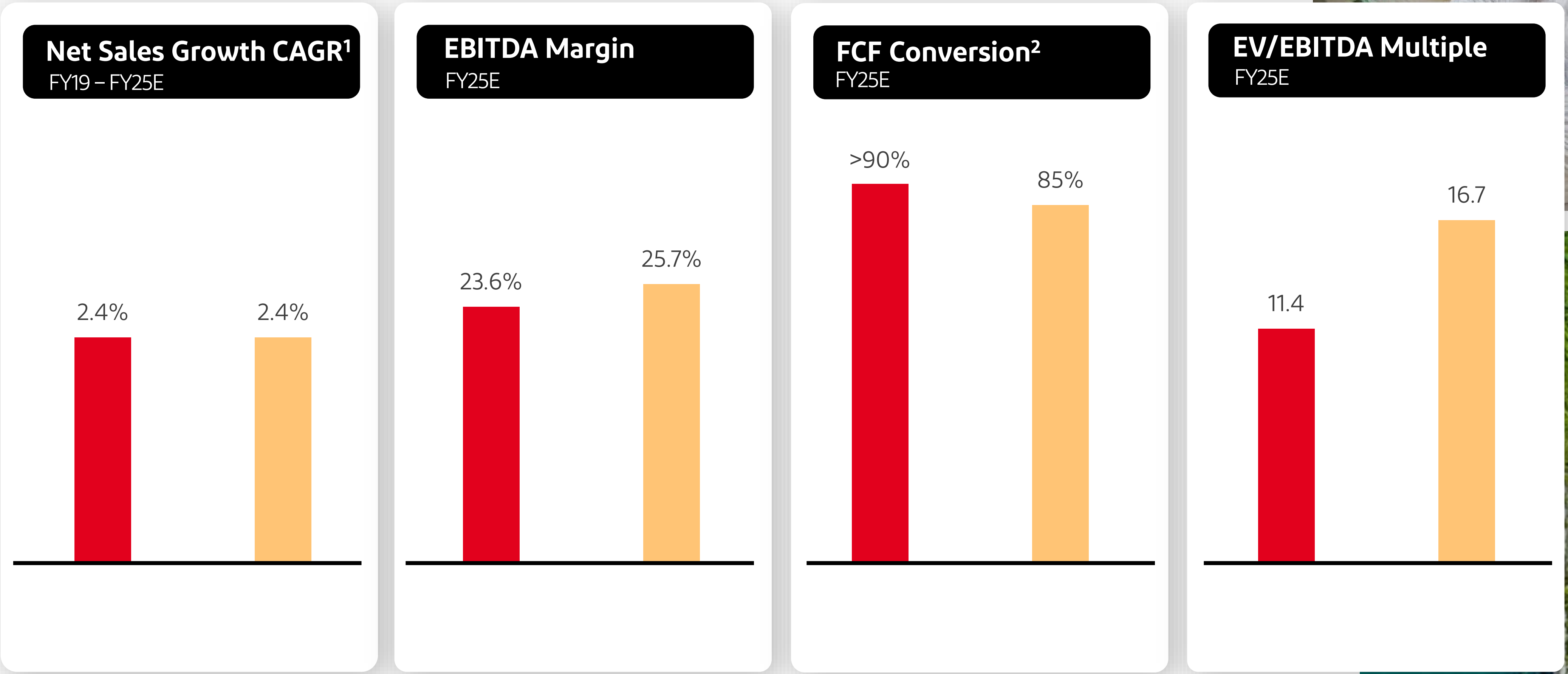
Long-term and deep customer relationships

Trusted reputation

[1] Financial information is provided on a pro forma basis giving effect to the expected Qnity Electronics spin-off and Aramids divestiture.
See appendix for description of non-GAAP measures.

Compelling financial position as a multi-industrial company

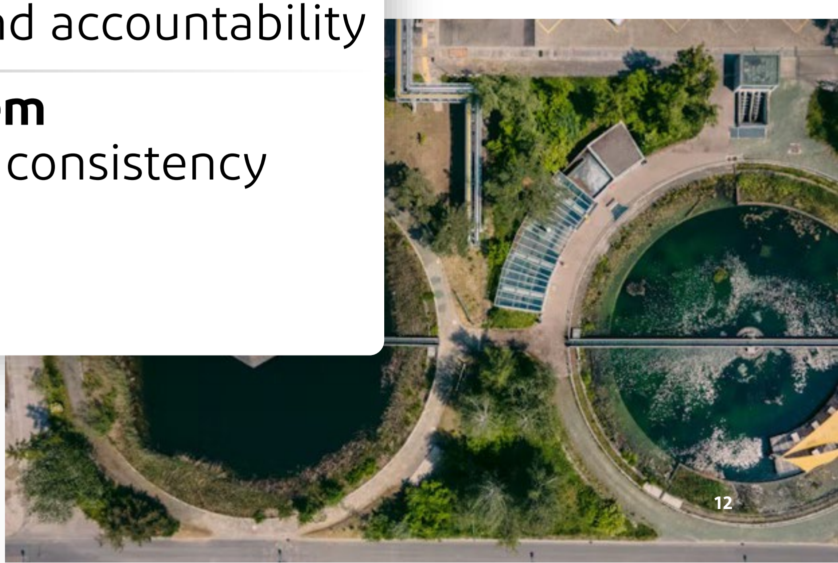
DuPont
Multi-Industrial Peer Average



Source: FactSet Market Data, Company Presentations. Peer set includes: 3M, Honeywell, Parker-Hannifin, ITW, ITT, and Dover. Financial information is provided on a pro forma basis giving effect to the expected Qnity Electronics spin-off and Aramids divestiture. See appendix for description of non-GAAP measures. 1) FY19 – FY25E sales growth CAGR is on an organic basis. 2) FCF conversion average is calculated as FCF/Net Income based on FY2025E consensus for the referenced companies.

Activating change to maximize value

	From	To
Market Focus	Multiple areas of focus	**More consolidated end market focus** Differentially investing in areas of higher growth
Organizational	Centralized segment leadership	**Decentralized lines of business** Enabling speed and accountability
Culture	Long-established	**Reinvigorated performance culture** Emphasizing growth and accountability
Operational Rigor	Building OpEx	**Codified business system** Driving excellence and consistency



Leading positions across attractive end markets

	Healthcare	Water	Diversified Industrials
Key end-markets	• Medical Packaging • Medical Devices • Protective Garments • Biopharma/Pharma	• Industrial Water • Municipal & Desalination • Life Sciences & Specialty • Residential & Commercial	• Construction • Automotive (including EV) • Industrial/Aerospace • Printing & Packaging
Leadership proof points	**>90% of top 25 U.S. medical device companies** rely on DuPont technology to deliver their most advanced products **200 million Tyvek® garments** protect workers every year across multiple industries	**50 million gallons of water every minute** are processed by DuPont water technologies **Over 60% of ultrapure water for semiconductor processing** is purified with DuPont ion exchange resins	**All 10 top global auto OEMs are using DuPont adhesives** to enhance safety, durability and thermal performance **97% of aircraft** builds use Vespel® parts

Well positioned to capture growth

	Healthcare	Water	Diversified Industrials
Addressable Market[1]	$13B	$7B	$21B
Market Growth[1]	GDP+	GDP+	GDP
Megatrend Growth Drivers	Single-Use Systems Occupational Safety Requirements Use of Higher Performance Materials Medical Device Miniaturization	Freshwater Scarcity Growth of Water-Intensive Industries Increasing Regulation Sustainability	Electrification U.S. Residential Under-Build Aerospace Sustainability

[1] Addressable market and market growth rates represent management estimates.

Innovation excellence drives high-value solutions for customers

Dedicated R&D Focus

~2.5% R&D Investment
as a % of Net Sales

19 Global R&D and Innovation Centers

~80% Innovation Portfolio
is Sustainably Advantaged

>800 Technology Colleagues

Commitment to Innovation Excellence

~30%
New Product Vitality Index[1]

>150 bps
Margin improvement from new product lines

~$2.2B
5-Year New Product Sales

Differential Resource Allocation Model

Prioritizing **High-Growth** Areas

Leverage DuPont core **technology expertise**

Rooted in a deep understanding of **customer needs**

Digital and automation capabilities increasing **speed to market**

[1] Revenue from new product introductions over last 5 years.

Clear focus on commercial excellence

Commercial Enablement

- Automate order entry
- Deploy AI tools
- Drive digital self service

Sales Effectiveness

- Optimize resource deployment
- Enhance lead and demand generation capabilities
- Streamline account, pipeline and distributor management

Strategic Marketing

- Optimize route-to-market
- Expand addressable market opportunity
- Accelerate new product launch cycles

Priority Actions

- Pipeline Discipline
- Performance Management
- Customer & Product Portfolio Optimization

Building on a foundation of operational excellence

2022 - 2025

Foundation building focus areas:

- Process standardization and stability
- People flexibility
- Automation

2025-2026

Build out domain systems focused on driving Lean and Continuous Improvement concepts and culture into every corner of the operation

- Safety
- Quality
- Supply Chain
- Reliability
- Manufacturing

2026 +

- Full integration of digital capabilities to unlock AI potential
- Proactive product lifecycle management and network optimization
- Lean/Continuous Improvement toolset deployed throughout supply chain

Productivity Targets

Gross Productivity

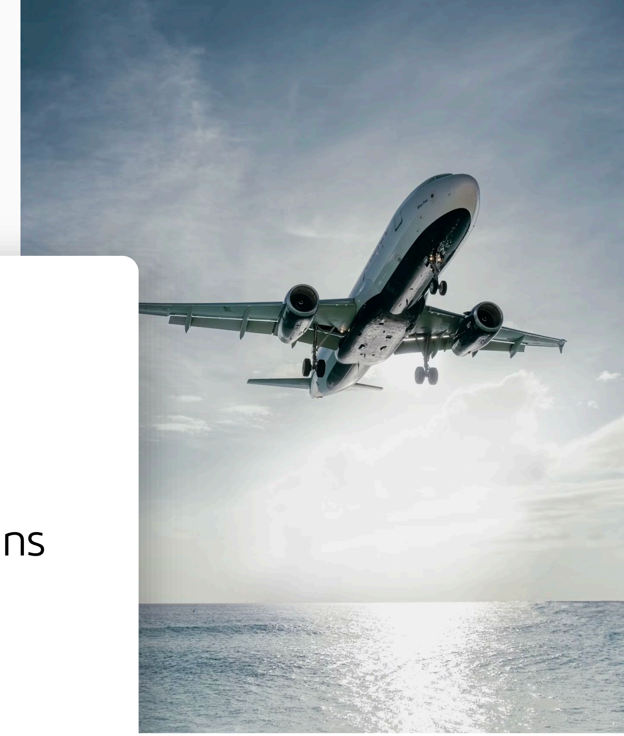
3% → 4%

Inventory Days

100 → 90

Building a business system to accelerate results

- System builds from foundational capabilities in innovation, operations & commercial excellence
- Evolving our managing processes to enhance visibility, rigor & speed
- Driving performance with a holistic set of KPIs that drive value for shareholders, customers & employees



Disciplined capital allocation

1

Strong Balance Sheet

<2x net leverage

2

Organic Growth Investment

~2.5% R&D target as a % of Net Sales

~3% Business Capex[1] target as a % of Net Sales

3

Dividends

Target 35 - 45% payout ratio

4

Inorganic Growth

Focus on high growth verticals

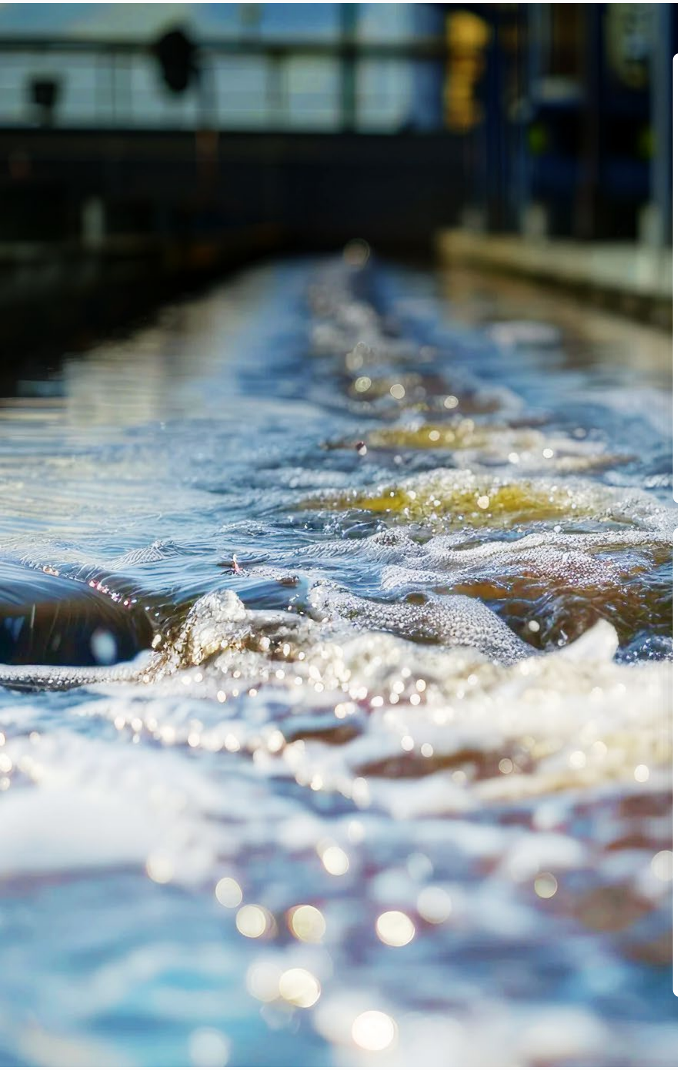
5

Share Repurchase

Return cash to shareholders

[1] Excludes corporate capex.

Focused M&A strategy



Strategic Filters

- Focused on Healthcare and Water platforms
- Adds key capabilities, improves existing capabilities
- Enhances our value proposition to customers

Financial Criteria

- Organic growth accretive to current portfolio
- Relatively low capital intensity
- Low cyclicality
- Ability to scale, capture synergies
- ROIC > WACC

New perspectives to drive accelerated value creation

Lori Koch
Chief Executive Officer
25+ YEARS

Antonella Franzen
Chief Financial Officer
25+ YEARS

Jeroen Bloemhard
President, Healthcare & Water Technologies
30+ YEARS

Beth Ferreira
President, Diversified Industrials
30+ YEARS

Marty DeGroot
Chief Technology Officer
20+ YEARS

Matthew Abbott
Chief Information Officer
25+ YEARS

Sasha Down
Chief Strategy Officer
15+ YEARS

Alex Khutorsky
Head of M&A
25+ YEARS

Chris Raia
Chief Human Resources Officer
25+ YEARS

Erik Hoover
General Counsel
20+ YEARS

David Koch
Chief Operations and Engineering Officer
15+ YEARS

LEGEND

Recent additions to the leadership team

INDUSTRY EXPERIENCE

250+ years
of combined experience across multiple leading companies

danaher

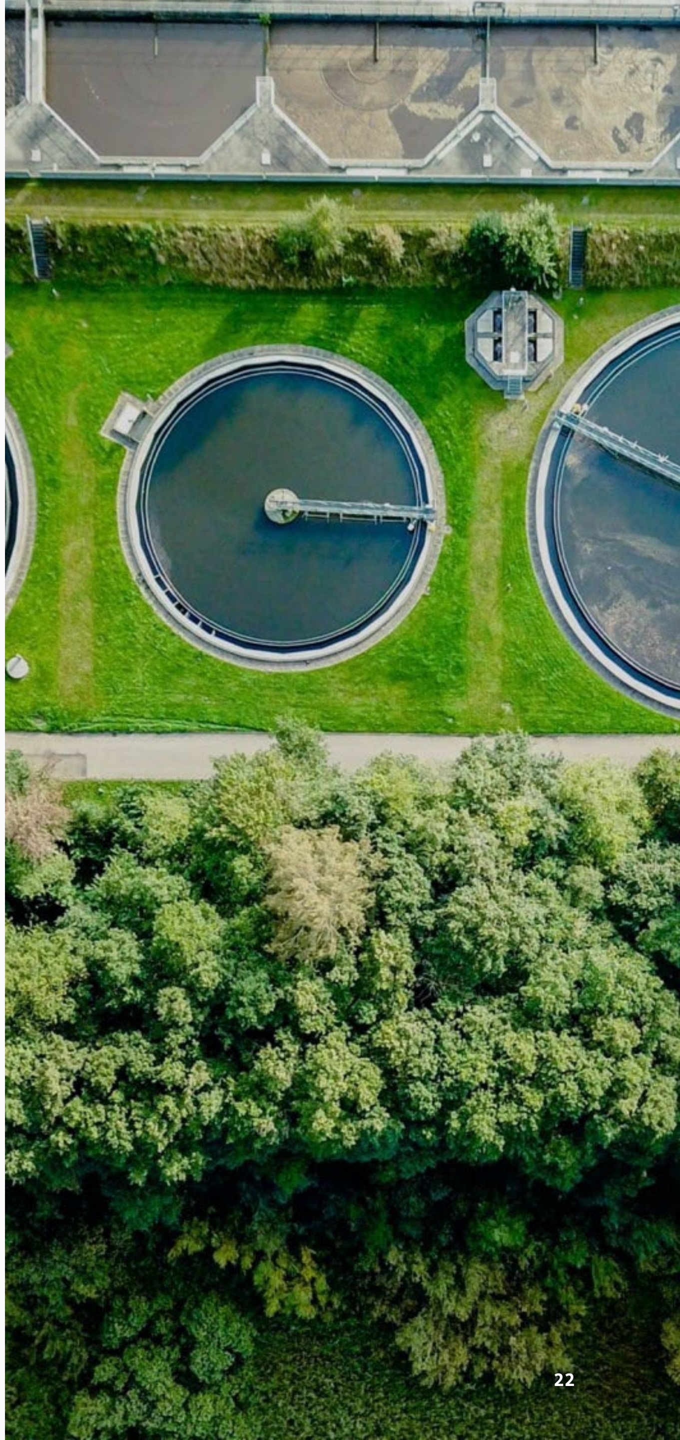
ITW

FORTIVE

Johnson Controls

Confident in achieving medium-term targets

Organic Growth Driving innovation and capitalizing on long-term market tailwinds	**3 – 4% CAGR** Organic Net Sales
Margin Expansion Sustaining strong margins through continuous improvement and a high-growth asset mix	**150 – 200bps Improvement** Op. EBITDA Margin
Earnings Per Share Growth Growth and margin expansion translating into sustained value creation	**8-10%** Adjusted EPS Growth CAGR
Free Cash Flow Generation Strong cash flow generation through EBITDA growth and working capital improvement	**>90%** Free Cash Flow Conversion



Note: Medium-term targets represent expected performance from FY2025 – FY 2028. Deployment of excess FCF is incremental to 2028 targets. See appendix for definition of non-GAAP measures.

Clear strategy to drive value creation

Drive Organic Growth	Operate **top-tier businesses** positioned **in high-growth secular markets**
Build a Robust Business System	Rigorous commitment to **further improving commercial and operational excellence** building off **established foundation**
Deploy Balanced Capital Allocation	Enhance shareholder value through **disciplined investment decisions** and **responsible financial management**
Perform Consistently	Consistent execution to drive **growth** and **margin improvement**

Healthcare & Water Technologies: Business Overview

Jeroen Bloemhard

President, Healthcare & Water Technologies

Healthcare & Water Technologies: Key messages

Attractive Markets

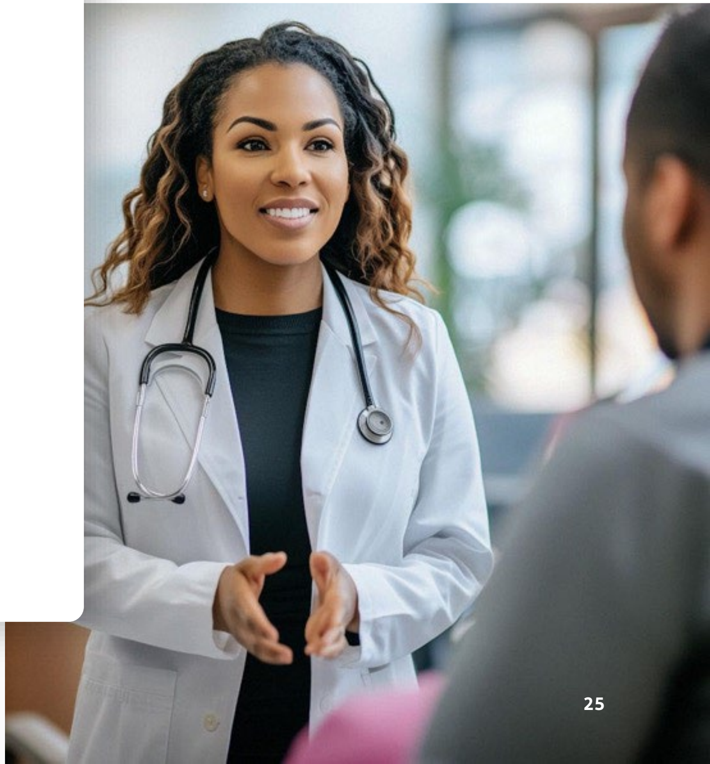
Favorable megatrends in large secular markets driving long-term, high-growth opportunities

Innovation Leadership

Differentiated technologies, application expertise, and advanced manufacturing capabilities

Positioned to Win

Deep and collaborative customer relationships with trusted reputation to solve toughest challenges across the globe

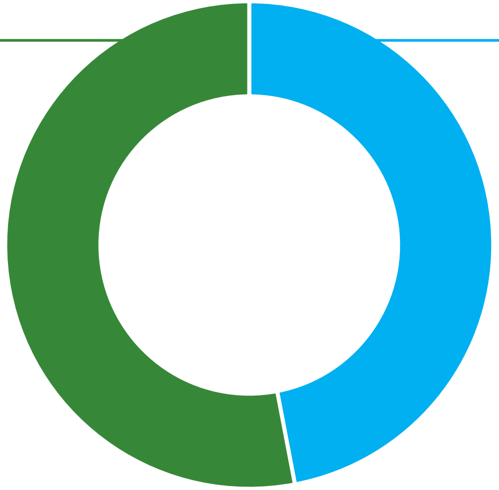


Healthcare & Water Technologies: At a glance

Healthcare

- Specialized materials and product design solutions for **high growth end-markets**
- Advanced **manufacturing capabilities** and multi-decade **customer relationships**
- Deep focus in **innovation** and **criticality of performance**

2025E Net Sales



Water

- Pure-play water technology provider with strong exposure to **secular growth drivers**
- Differentiated product performance and application expertise to **win initial project build**
- Our broad installed base drives **recurring replacement revenue**

~$3.2B
2025E Net Sales

~30%
2025E Operating EBITDA Margin

GDP+
Expected Market Growth

+MSD
Expected Segment Net Sales Growth

Healthcare Technologies

Overview of Healthcare Technologies

Key Metrics

~$1.7B
2025E Net Sales

22
Manufacturing Sites

9
Technology Centers

~800
Patents

Brands

Donatelle® A DuPont Business

SPECTRUM A DuPont Business

DUPONT Tyvek®

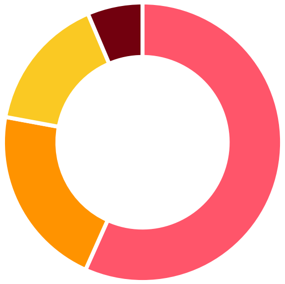
LIVEO™

Value Drivers

- Strong position in fast-growing healthcare markets with favorable megatrends
- Broad set of best-in-class healthcare solutions and offerings
- Innovation-driven growth with world's largest medical device OEM's
- Advanced and expansive manufacturing capabilities

Net Sales Mix

Geographic Split



- North America
- EMEA
- APAC
- Latin America

End Market Split

- Medical Device/ Packaging
- PPE[1]
- Biopharma/ Pharma

[1] Personal Protective Equipment

Healthcare: Diverse capabilities to meet OEM needs

Categories	Key Capabilities & Attributes	Solving Customer Needs	
Medical Device CDMO[1] Donatelle A DuPont Business SPECTRUM A DuPont Business	• End-to-end design, prototyping & scale-up • Advanced molding & precision extrusion • Multi-material expertise		Co-develop life-saving medical devices; manufacture at scale
Medical Packaging DUPONT Tyvek	• Microbial penetration resistance • Sterilization expertise • Regulatory standards		Deliver leading product protection and sterility
Biopharma & Pharma LIVEO™	• Biocompatible • High purity & highly stable • Meets stringent healthcare standards		Advanced single-use silicone and thermoplastic solutions
Personal Protective Equipment DUPONT Tyvek	• Breathable and lightweight • Chemical resistance • Cleanroom sterility expertise		Garments that provide ideal balance of protection, durability, and comfort

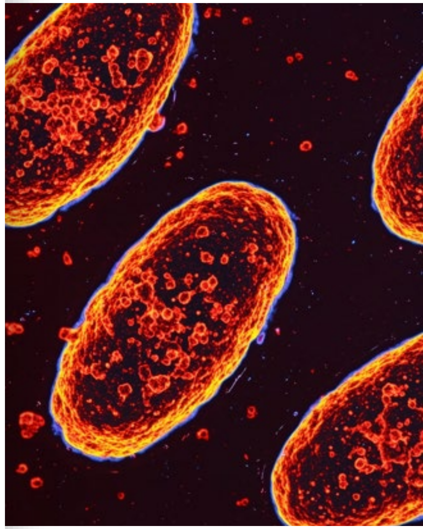
[1] Contract Development and Manufacturing Organization

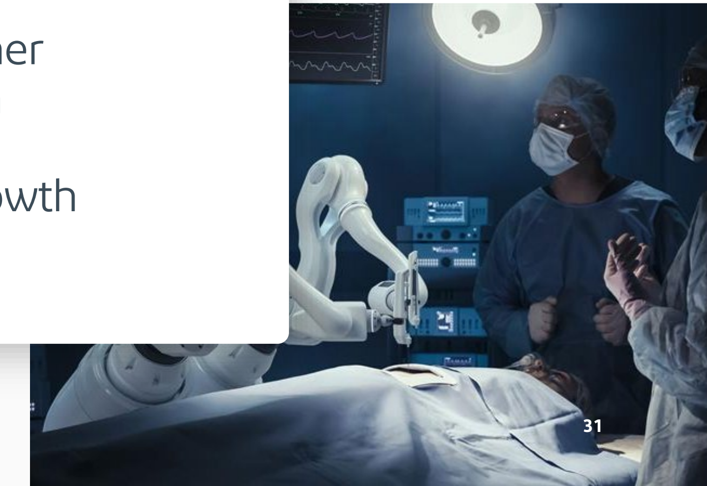
Favorable megatrends driving growth across key end markets

	Medical Device CDMO[1] & Packaging	Biopharma & Pharma	Personal Protective Equipment
Addressable Market[2]	$7B	$3B	$3B
Key Drivers	• Exposure to high-growth sub-segments, such as electrophysiology, neurovascular, and structural heart • Medical device miniaturization • Use of higher-performance materials	• Penetration of single-use systems • Aging population driving global pharma demand	• Increased occupational safety requirements • Increased need for multi-hazard protection

[1] Contract Development and Manufacturing Organization
[2] Addressable market represents management estimates

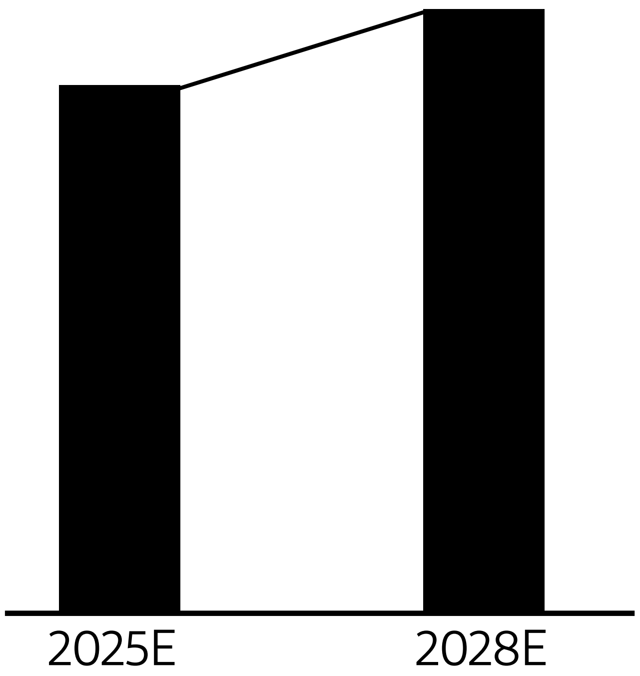
Healthcare Technologies: Driving strong, consistent growth





Net Sales

~5% Organic CAGR



Financial Strength

- Consistent, mid single-digit organic sales growth
- Investing in differentiated technology and capabilities

Growth Enablers

- Broad range of advanced healthcare applications
- Next-gen medical device development and manufacturing services
- Specialized materials and product design solutions
- Deep customer collaboration
- Inorganic growth

Case Study

Delivering customer requirements: Spectrum-enabled advanced heart catheters

Customer need

Structural heart OEM urgently needed launch support for a high-demand heart valve repair catheter, while facing significant manufacturability and design challenges

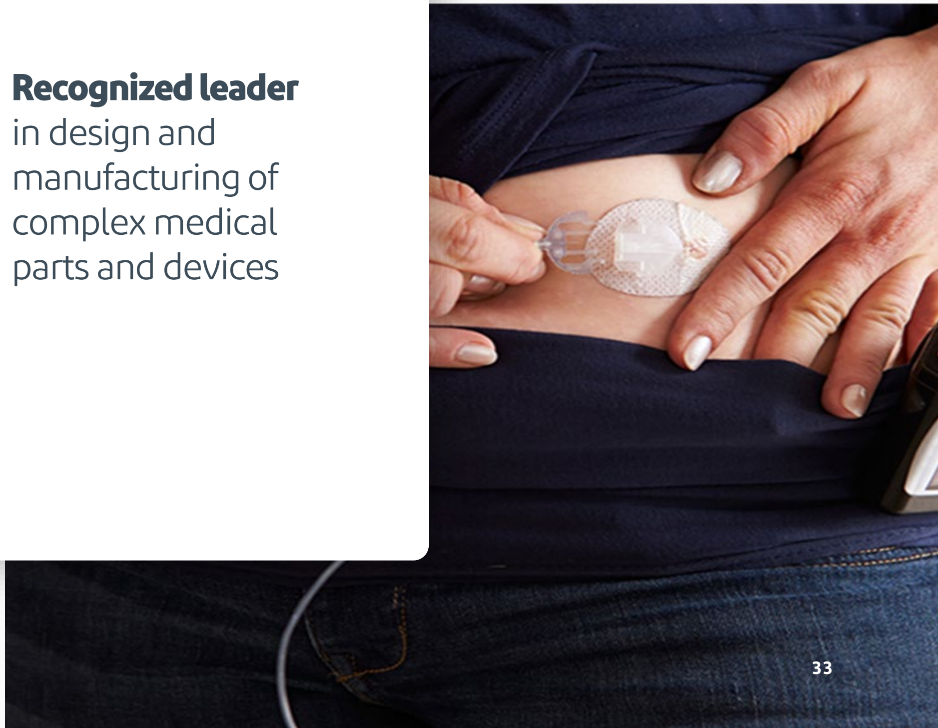
DuPont solution

- Collaborated closely with customer to navigate challenges
- Increased manufacturing throughput 3X by applying rigorous processes and skilled staffing
- Increased yield by 55% through equipment upgrades and technical support

Value created

- Increased revenue and profitability
- Received award at Customer’s Top Supplier Summit, recognized as a critical and trusted partner
- Secured next-generation catheter program

Healthcare Technologies: Positioned to win



Industry expertise and **differentiated technology**

Best-in-class materials science capabilities, delivering on stringent customer specifications

Device manufacturing expertise for full-service customer solutions

Proprietary manufacturing techniques

Long-term and **deep customer relationships**

Partnerships with top medical device OEMs and leading biopharma players

Linking customer **co-development** to broader product and service offering

Global scale with local presence

Footprint strategically **aligned to key OEM R&D** and manufacturing hubs

Trusted reputation

Recognized leader in design and manufacturing of complex medical parts and devices

Water Technologies

Overview of Water Technologies

Key Metrics

~$1.5B
2025E Net Sales

11
Manufacturing Sites

12
Technology Centers

~1,300
Patents

Key Technologies

Reverse Osmosis

Ion Exchange Resins

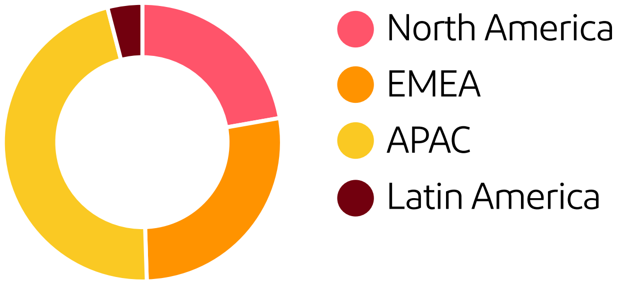
Ultra Filtration

Value Drivers

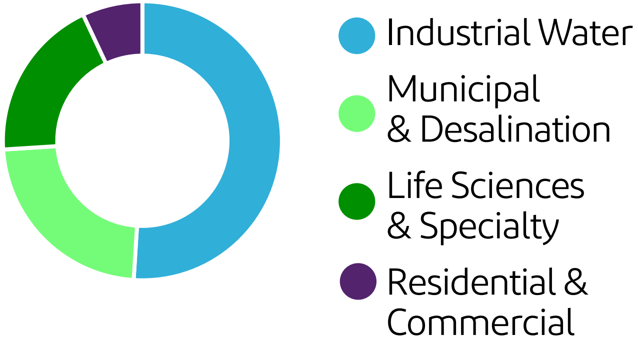
- Industry-leading brands with exceptional technology breadth and application development expertise
- Differentiated multi-technology portfolio enabling tailored solutions
- Decades of innovation expertise solving the world's toughest water challenges
- Recurring revenue business serving diversified markets
- Purpose-driven business well-positioned in end markets with favorable megatrends

Net Sales Mix

Geographic Split

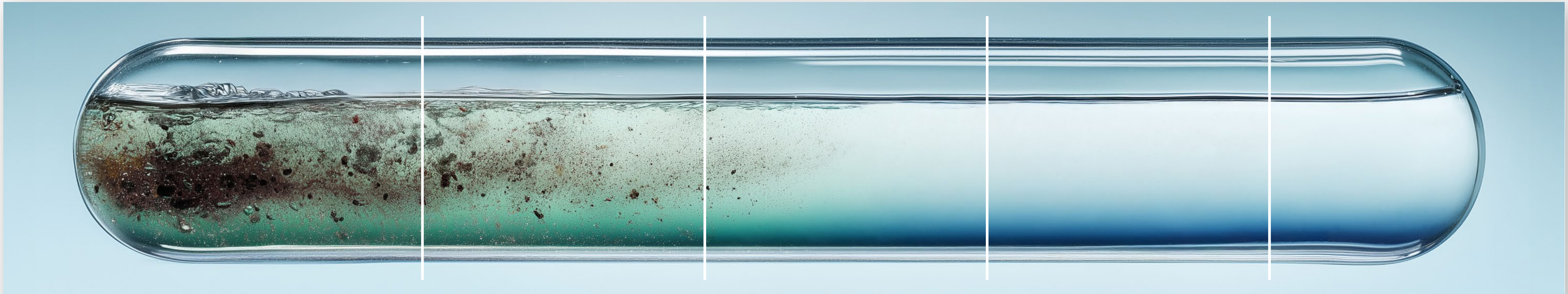


End Market Split



Leading technology portfolio for water filtration needs

60% of revenue is generated from customers buying more than one technology



Membrane Aerated Biofilm Reactors (MABR) & Membrane Bioreactors (MBR)

Activates sludge with biological processes

OXYMEM a DuPont brand

DuPont™ MemPulse™ modules

Ultrafiltration (UF)

Filters particles, colloids, and macro-molecules

DuPont™ IntegraTec™ modules

DuPont™ Inge™ modules

DuPont™ MemCor™ modules

Nanofiltration (NF)

Removes large molecules

DuPont™ FilmTec™ elements

Reverse Osmosis (RO)

Removes most contaminants

DuPont™ FilmTec™ elements

Ion Exchange Resins (IER)

Further purification and separation

DuPont™ AmberChrom™ resin

Favorable megatrends driving growth across key end markets

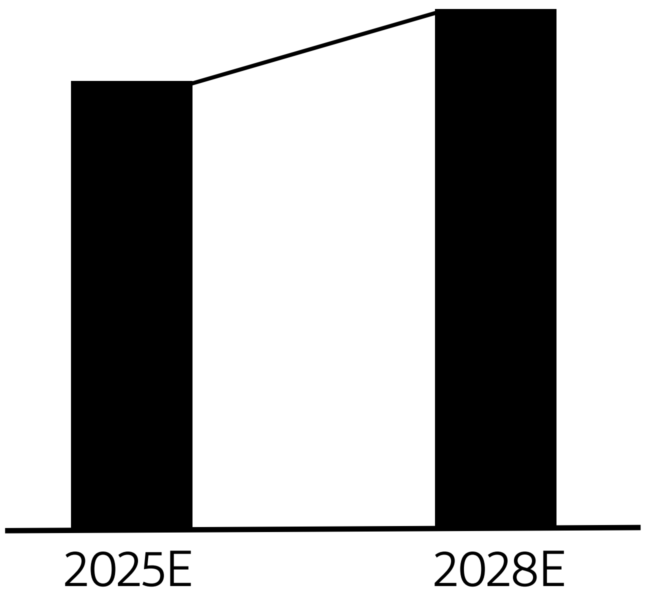
	Industrial Water	Municipal & Desalination	Life Sciences & Specialty	Emerging Opportunities
Addressable Market[1]	$3B	$2B	$2B	
Key Drivers	• Strong global water demand from industrial production • 90% of global power generation is water-intensive • Global regulation, sustainability and decarbonization • Leadership in high-growth sub-segments, like microelectronics	• Increased regulations and government funding • 40% global freshwater deficit by 2030 • 20% world population growth by 2050	• 50% increase in food production needed by 2050 • Aging population driving global pharma demand • Healthier diets and lifestyle	• Direct lithium extraction • PFAS removal • Green hydrogen

[1] Addressable market represents management estimates

Water Technologies: Driving strong, consistent growth

Net Sales

~5% Organic CAGR



Financial Strength

- Consistent, mid single-digit organic sales growth
- Strong installed base drives ~70% replacement business
- Investing in differentiated technology, application expertise and digital tools

Growth Enablers

- Filtration and separation product performance leadership
- Industry's broadest filtration technology portfolio
- Advancing technology to sustain performance differentiation
- Addressing emerging opportunities in life sciences & specialties
- Inorganic growth

Case Study

Helping customers meet stringent water regulations: Fortilife™ Series

Customer need

Industrial customers seek solutions to meet wastewater reuse requirements and freshwater intake restrictions

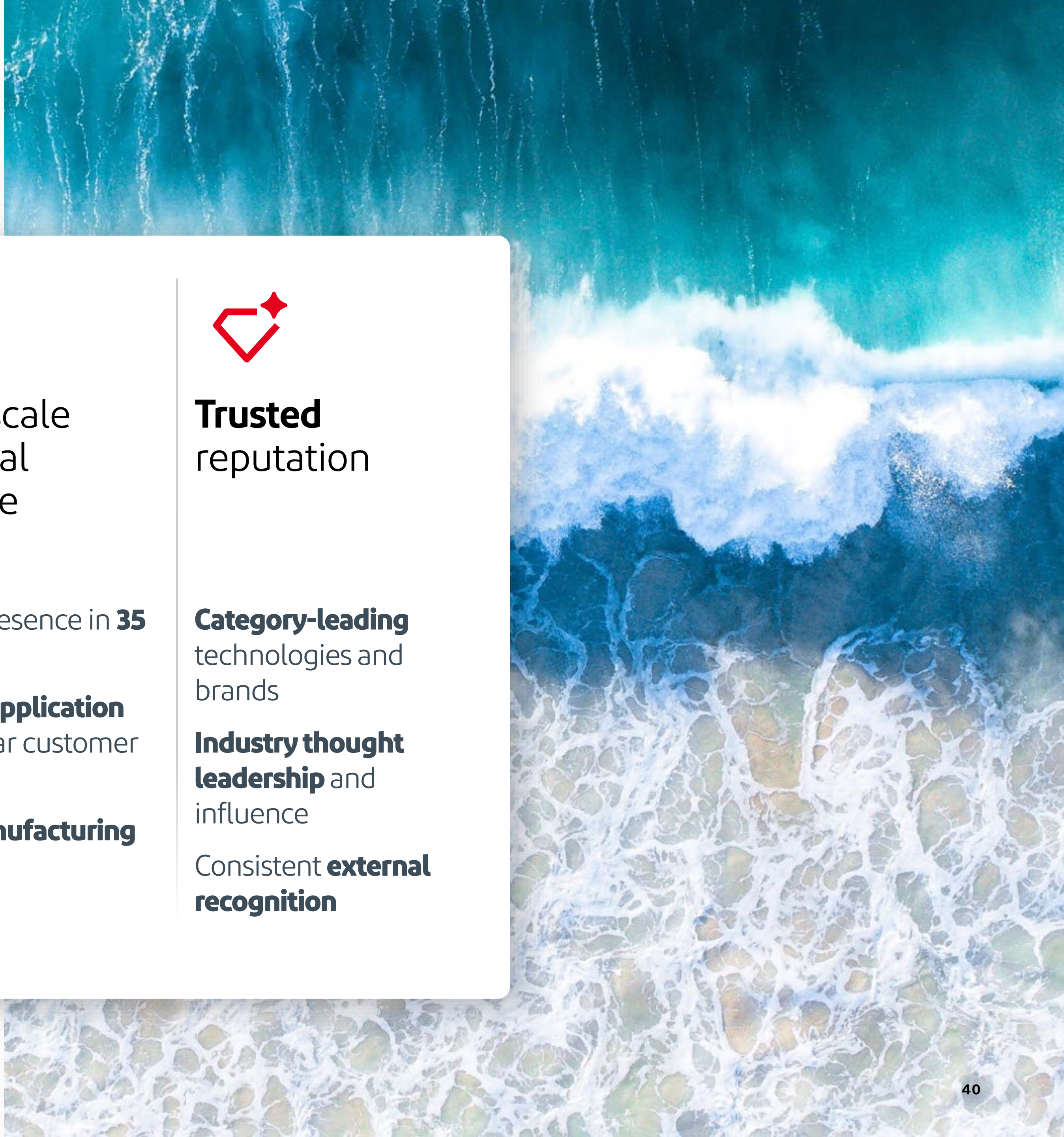
DuPont solution

- Decade-long RO innovation in membrane chemistry and anti-fouling offers diverse customer solutions
- Introduced the Fortilife™ series of products to specifically address minimum liquid discharge (MLD) requirements
- Leading "Total Solution" provider, renowned for durability in-use and continuous innovation

Value created

- ✔ MLD installations can recover up to 95% of wastewater for reuse
- ✔ Grew total MLD revenues by ~10x from 2017 to 2024

Water Technologies: Positioned to win



Industry expertise and **differentiated technology**

High-performance product offering

Thousands of industry touchpoints

Exceptional **application expertise**

Long-term and **deep customer relationships**

Global salesforce and applications team with **tenured customer relationships**

Ability to **serve all levels** of value chain

Global scale with local presence

Physical presence in **35 countries**

R&D and Application centers near customer locations

Global manufacturing footprint

Trusted reputation

Category-leading technologies and brands

Industry thought leadership and influence

Consistent **external recognition**

Diversified Industrials Overview

Beth Ferreira

President, Diversified Industrials

Diversified Industrials: Key messages

Operate with Excellence

Expand margins through rigorous application of operational excellence and simplification

Positioned to Win

Drive growth through global scale, deep customer relationships and market leading sustainable solutions

Innovation Leadership

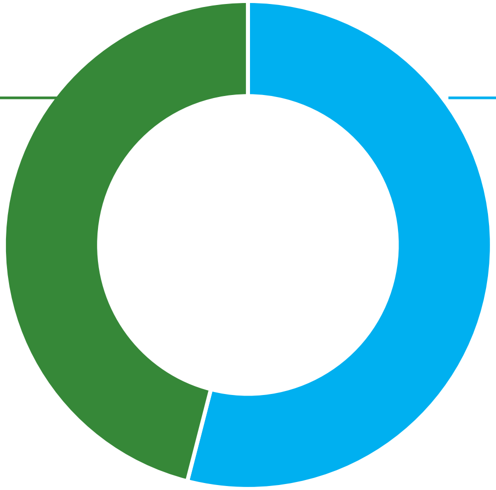
Drive focused innovation by partnering with our customers to solve their most critical challenges

Diversified Industrials: At a glance

Building Technologies

- Leading portfolio serving both **new-build** and **repair/remodel applications** across **residential** and **non-residential** markets
- Tailored **local solutions** to meet customer needs
- **Market leadership** in developing sustainable building practices

2025E Net Sales



Industrial Technologies

- Leading portfolio of adhesive, wear, and friction solutions that **improve performance, safety** and **reliability**
- **Innovative solutions** developed through **collaborations with OEMs** and **suppliers**
- **End-to-end design** and **application** development expertise

~$3.6B
2025E Net Sales

~22%
2025E Operating EBITDA Margin

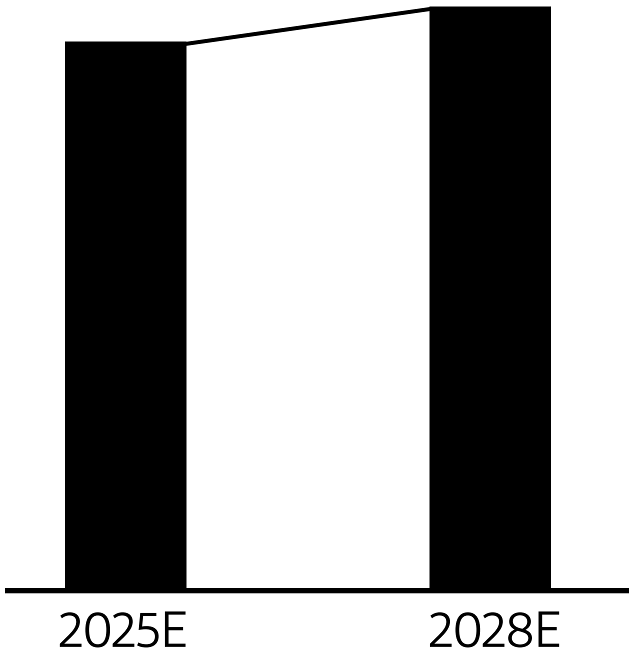
GDP
Expected Market Growth

+LSD
Expected Segment Growth

Diversified Industrials: Driving consistent performance

Net Sales

~2% Organic CAGR

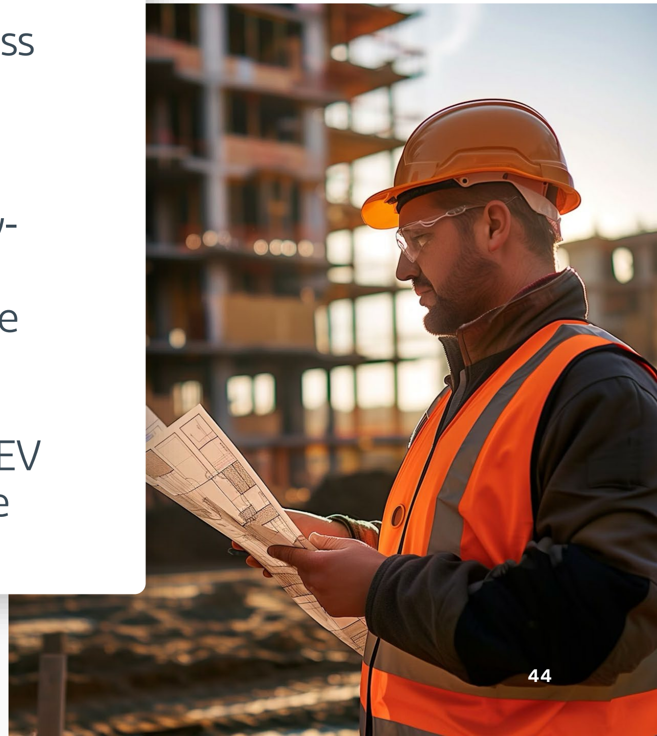


Financial Strength

- Targeting organic sales growth in line with GDP
- Continuous improvement for competitive cost position and margin expansion

Performance Enablers

- Margin expansion through rigorous operational excellence
- Increased use of automation and process controls to drive productivity
- Industry-leading know-how and application development expertise
- Maximize our growth opportunities such as EV batteries & sustainable construction



Overview of Building Technologies

Key Metrics

~$1.6B
2025E Net Sales

13
Manufacturing Sites

9
Technology Centers

~1,300
Patents

Leading Brands

DuPont Tyvek

GREAT STUFF

FROTH-PAK™

DuPont Styrofoam Brand

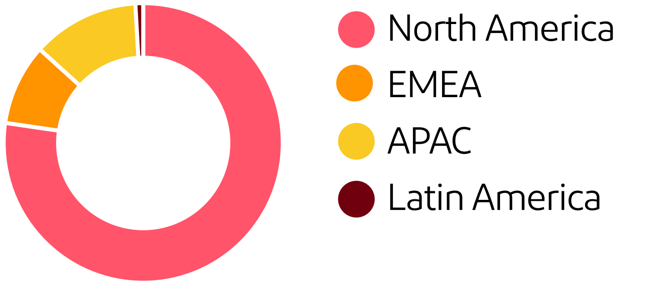
CORIAN® DESIGN

Value Drivers

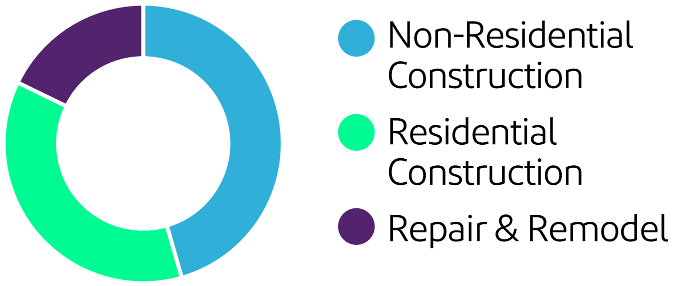
- Integrated systems drive builder productivity, while ensuring energy-efficiency and protection against the elements
- Robust portfolio of insulation and air sealing solutions that create more comfortable, sustainable, energy-efficient structures
- Providing durability and comfort throughout the life of a structure
- World leading aesthetics and functionality for today's interior design challenges

Net Sales Mix

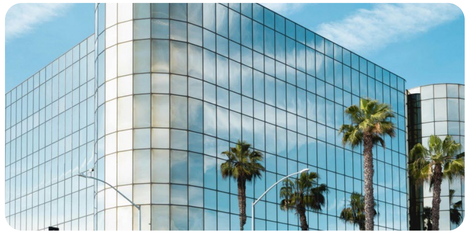
Geographic Split



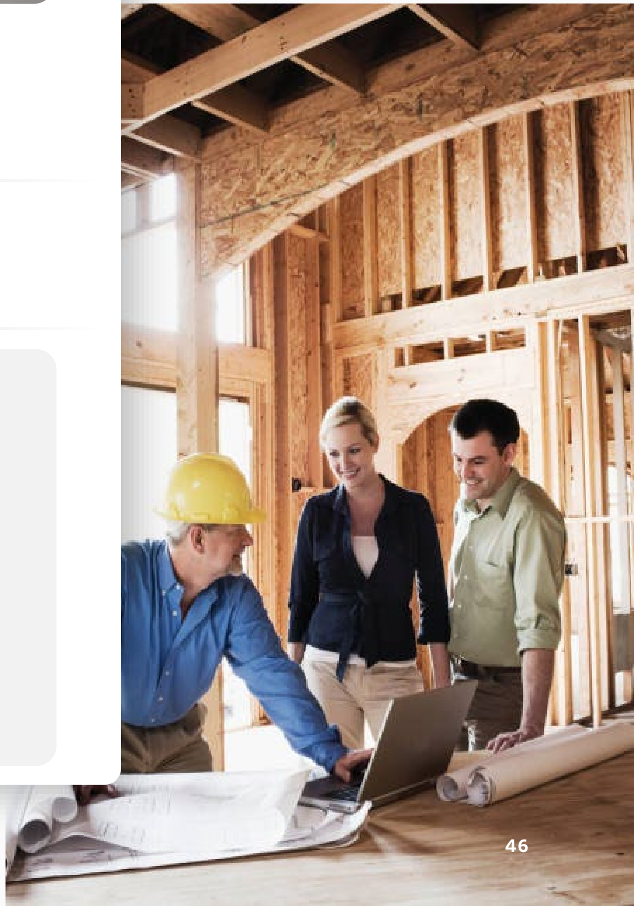
End Market Split



Megatrends across key end markets



	Non-Residential Construction	Residential Construction	Repair & Remodel
Addressable Market[1]	$5B	$4B	$1B
Key Drivers	Ease of installation Cost efficiency and lean construction Housing supply gap Resiliency requirements Energy efficiency regulations Modern aesthetics and indoor environment quality		



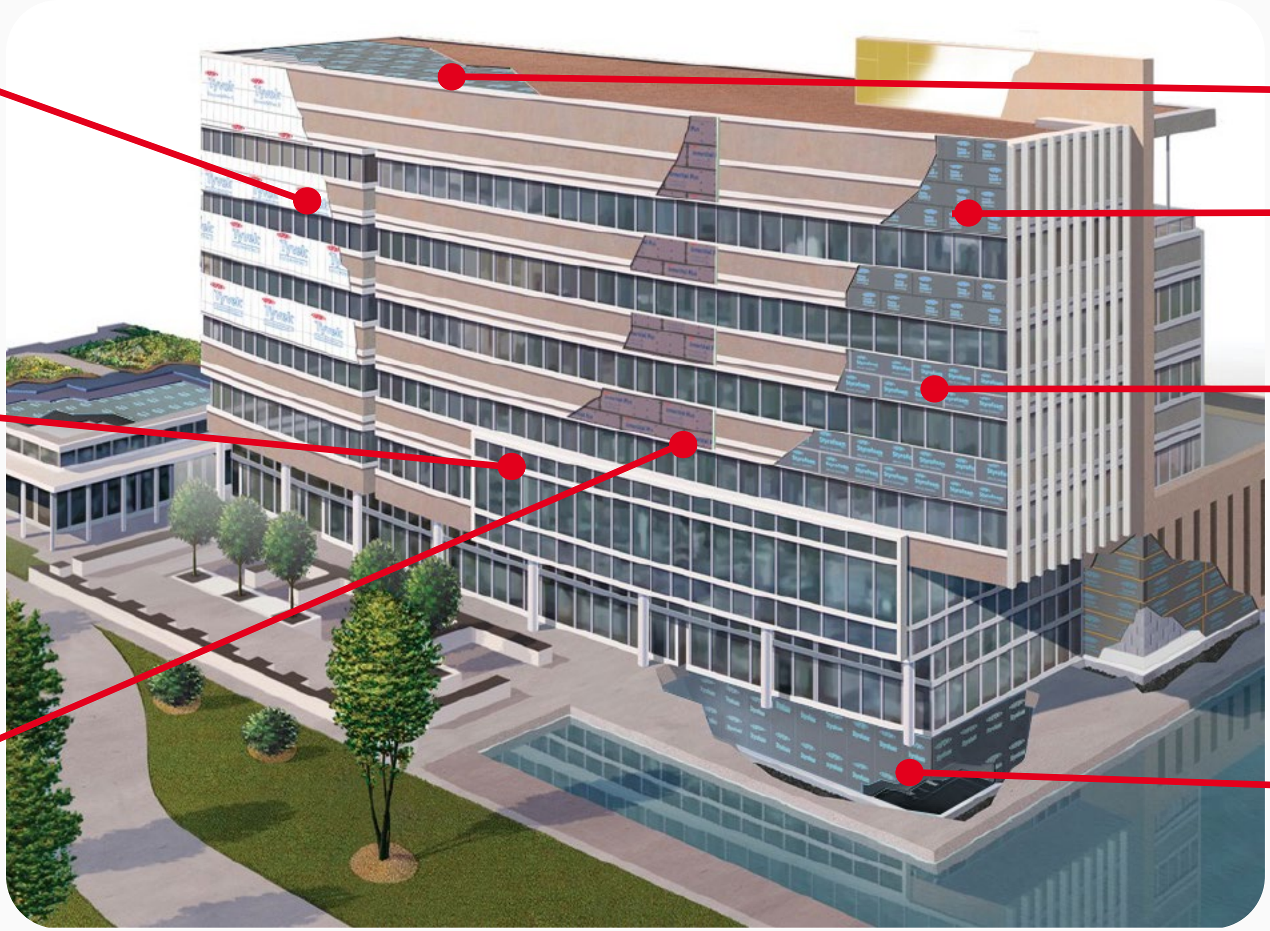
[1] Addressable market represents management estimates

Providing durability, safety and efficiency throughout the life of a structure using building science

DUPONT
Tyvek
Wall system design reduces risk of mold growth

CORIAN DESIGN
Ultra hygienic, durable and design flexibility for critical spaces

DUPONT
ArmorWall
Structural system improves installation productivity and fire performance



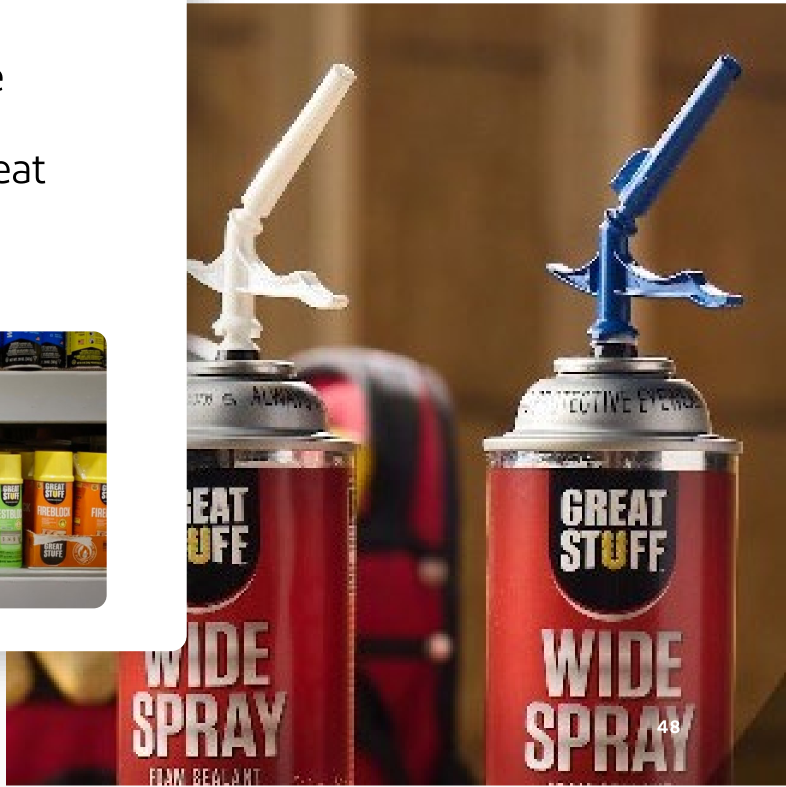
DUPONT
Styrofoam Brand
Roof specific insulation to improve longevity of the entire roof system

Continuous insulation reduces costly thermal leaks and reduces labor costs

Easy to use, proven solutions, for commercial foundations and below grade walls

Case Study

Combining speed and coverage with simplicity: Great Stuff™ Wide Spray



Customer need

Insulation professionals want the speed and coverage of two-component foam with the simplicity and affordability of Great Stuff™

DuPont solution

- Using iterative end-user testing, lean innovation and 3D-printed prototypes, developed a fast, portable and easy-to-use spray foam
- Pre-mixed formula eliminates jobsite errors, ensures consistent performance and simplifies safety - no respirators or coveralls required

Value created

- Successful launch highlighted by 25,000 units sold within first 2 months
- Strong performance driving customer satisfaction and repeat business, leading to further expansion

Overview of Industrial Technologies

Key Metrics

~$2.0B
2025E Net Sales

26
Manufacturing Sites

9
Technology Centers

~1,700
Patents

Leading Brands

BETAFORCE™

BETASEAL™

MOLYKOTE® BY DUPONT

DUPONT Vespel®

DUPONT Tedlar®

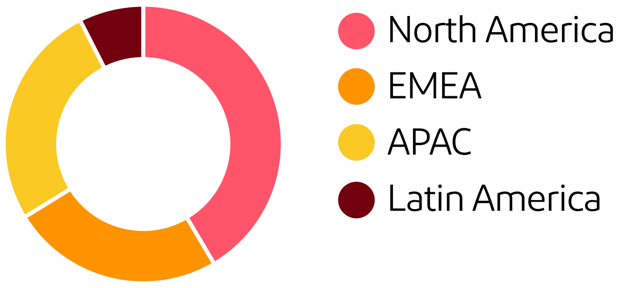
DUPONT Cyrel®

Value Drivers

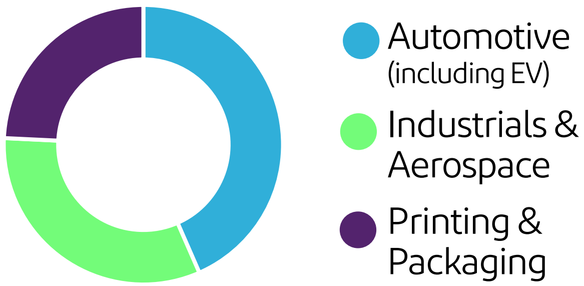
- Leading provider of specified **innovative products and solutions** designed to enhance performance and safety
- **Local partner of choice** for customers with application development capability in all regions
- **Attractive growth trends** supported by electrification, mobility and sustainability

Net Sales Mix

Geographic Split



End Market Split



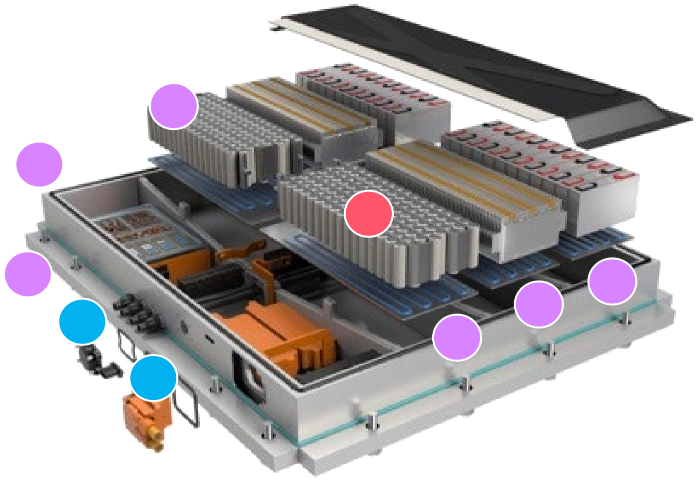
Megatrends across key end markets

	 **Automotive** (including EV)	 **Other Industrials** (including Printing & Packaging and Aerospace)
Addressable Market[1]	$5B	$6B
Key Drivers	• Vehicle lightweighting • Electric vehicle builds set to exceed 40% of total builds by 2030[2] • Faster EV charging • Longer EV driving range	• Automation and electrification • ~30% of the world's energy consumption is lost to friction[3] • Enhanced safety and durability • Global airline fleet expected to nearly double by 2044[4]

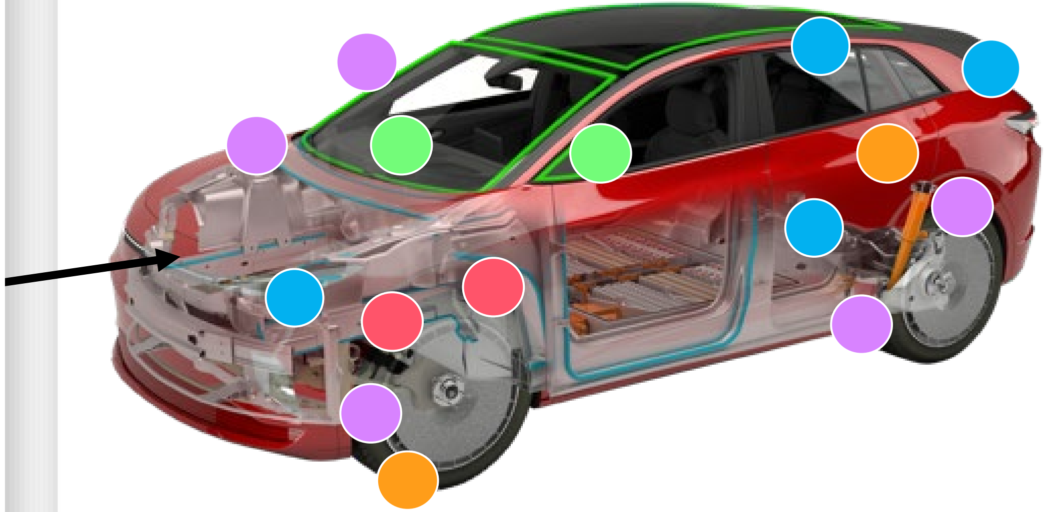
[1] Addressable market represents management estimates
[2] EA Global EV Outlook 2025, published May-2025
[3] The mechanisms and applications of friction energy dissipation, published in Aug-2022
[4] Airbus Global Market Forecast 2025-2044

Strong foundation to win as electrification scales

2x New DuPont content in EVs vs ICE



Improve Safety | Increase Range | Increase Life | Optimize Cost



- DuPont Auto Adhesives
- DuPont™ Multibase®
- DuPont™ Tedlar®
- DuPont™ Molykote®
- DuPont™ Vespel®

Lightweighting | Increase Durability | Increase Life | Optimize Cost | Ease of Assembly

Continued focus on excellence drives value creation

Operational Excellence

Disciplined application of framework to standardize best practices, improve cost and drive performance & accountability

Innovation Excellence

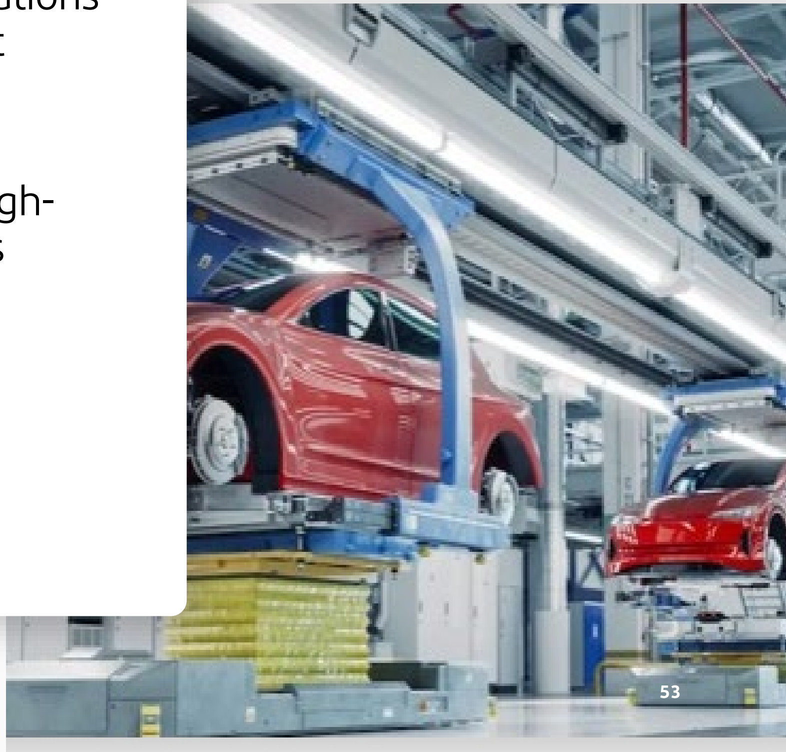
Differentially invest in technology to address industry needs; award-winning technology and globally recognized innovation

Commercial Excellence

Active portfolio segmentation, application expertise, digital tools & customer-centered collaboration

Case Study

High performance innovation at scale: Vespel® Parts

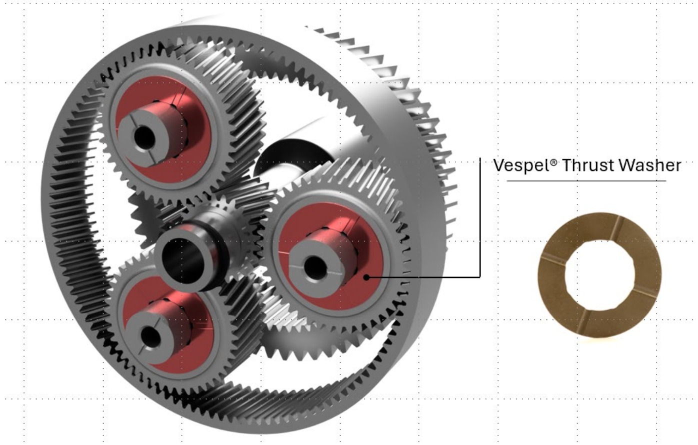


Customer need

- Quick help in development of their new product
- High performance in a critical application at mass volumes (80 million pieces)

DuPont solution

- Rapid prototyping and testing for new components
- High performance polymer and over molded assemblies
- Scalable, cost–effective manufacturing



Value created

- Collaborative solution development at pace
- Lightweighting in high-performance applications that elevate product functionality
- Scaling specialized technologies into high-volume applications

Diversified Industrials: Positioned to win

Industry expertise and **differentiated technology**

Multiple R&D 100, Edison and Sustainability Leadership Awards

Next-gen battery adhesives enabling lower customer manufacturing costs and higher efficiency

Styrofoam® Continuous Insulation enables **~70% better energy efficiency**

Long-term and **deep customer relationships**

Premium brand names recognized across markets

21 years in a row as National Preferred Partner for David Weekley Homes

~9 out of 10 aftermarket windshield replacements in NA use BETASEAL™ adhesives

Global scale with local presence

Deep knowledge of local regulatory and sustainability requirements

Local application development centers drive speed to customer solutions

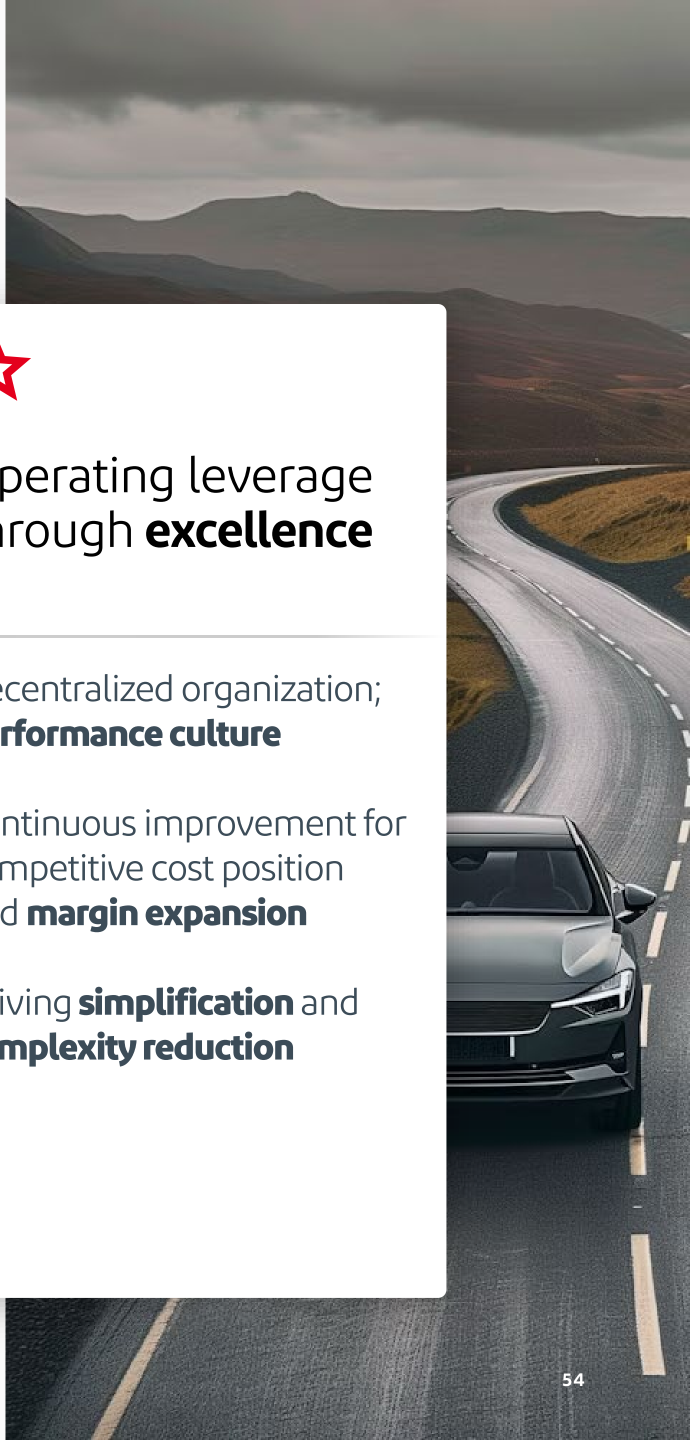
38 manufacturing sites deliver flexibility and reliability across global supply chain

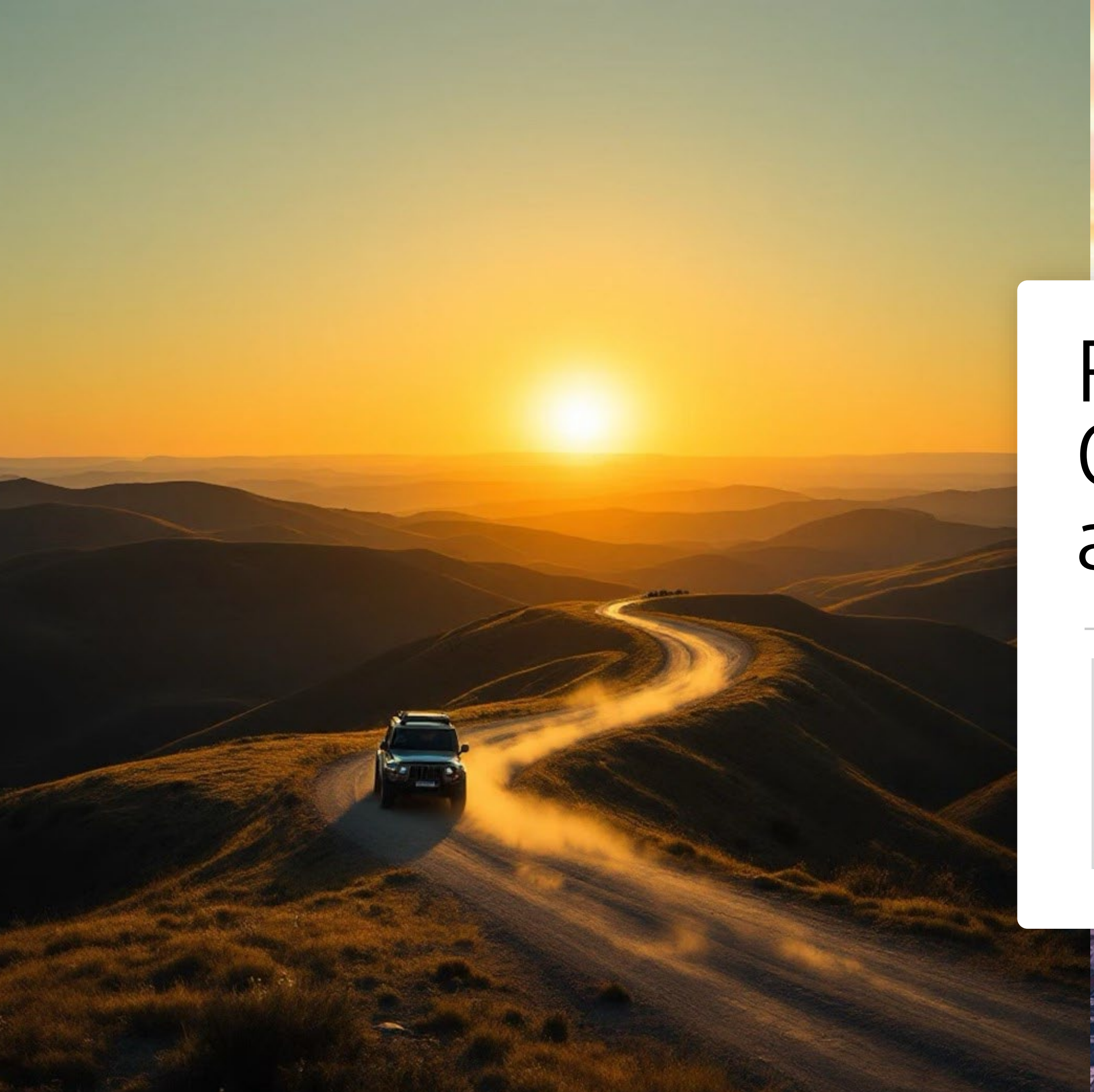
Operating leverage through **excellence**

Decentralized organization; **performance culture**

Continuous improvement for competitive cost position and **margin expansion**

Driving **simplification** and **complexity reduction**





Financial Overview and Outlook

Antonella Franzen

SVP & Chief Financial Officer

Key messages

Growth Acceleration

A streamlined portfolio focused on high-growth end markets; targeting above-market growth

Consistent Execution and Margin Expansion

A continued focus on operational excellence to drive margin expansion

Robust Free Cash Flow Generation

Strong earnings growth combined with working capital reductions to support > 90% conversion

Disciplined Capital Allocation

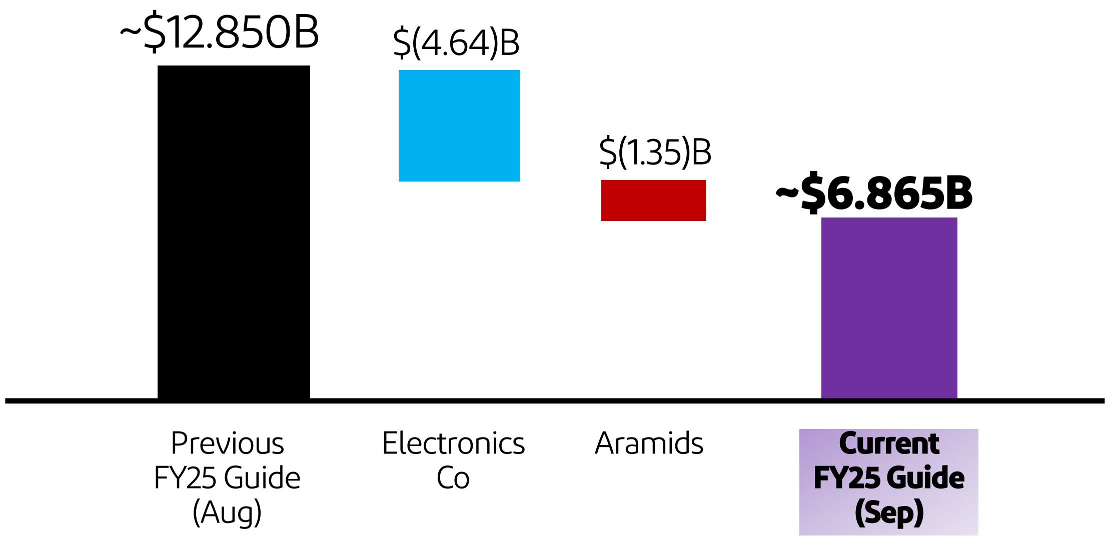
Maintaining a strong and flexible balance sheet to support organic investments, dividends, targeted M&A and share repurchases

Maximizing Long-Term Value

A strong financial profile to unlock long-term value for shareholders

Re-Casting FY 2025 Guidance:
No Change to Underlying Guidance Assumptions

FY 2025 Net Sales Guidance

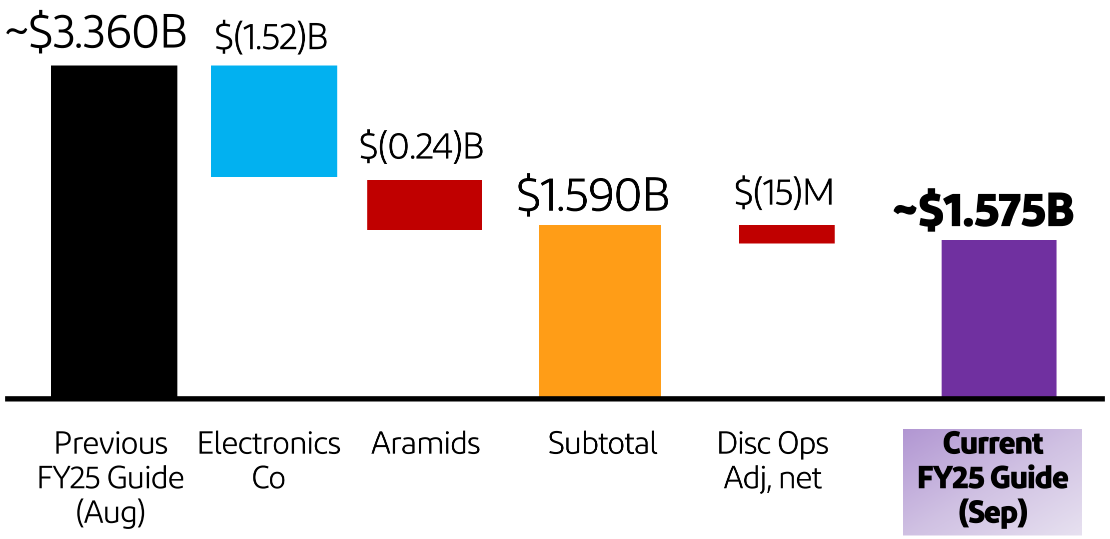


Organic Growth Assumptions

FY'25: 2 percent growth YoY; ex. Aramids increases growth by ~50 bps

- Strong growth expected in healthcare and water
- Continues to reflect delayed recovery in construction markets

FY 2025 Op. EBITDA Guidance



Growth Assumptions

FY'25: About 4 percent growth YoY

- Disc ops adjustments include headwind from dis-synergy ($15)M and stranded costs ($30)M offset by benefits from transaction service agreements +$30M

Note: Re-cast guidance reflects the impact of ElectronicsCo & Aramids on a discontinued operations basis. See appendix for definition of non-GAAP measures.

2025 Pro Forma financials

	FY 2025E **Guide (Sep)**	Pro Forma **Adjustments**	FY 2025 **Pro Forma**[1]
Net Sales	$6,865	–	$6,865
Op EBITDA	$1,575	$45	$1,620
Margin	**22.9%**	–	**23.6%**

FY 2025 Pro Forma

- Estimates New DuPont as a stand-alone for full 12 months
- Adjustment relates to right-sizing corporate costs from $140M for Total DuPont to $95M for New DuPont

[1] Financial information is provided on a pro forma basis giving effect to the expected Qnity Electronics spin-off and Aramids divestiture. See appendix for reconciliation of non-GAAP measures.

New DuPont: At a glance

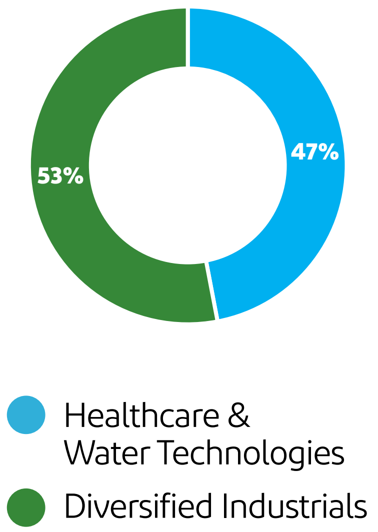
Key Metrics

~$6.9B
2025E Net Sales[1]

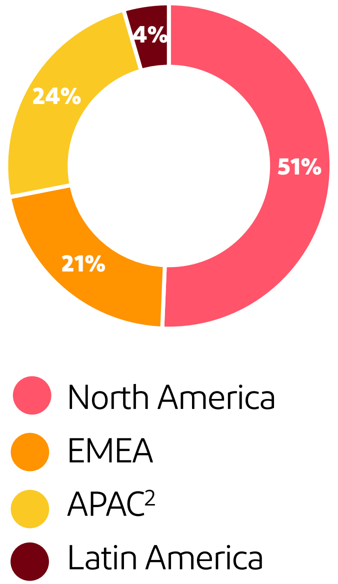
~$1.6B
2025E Operating EBITDA[1]

~23.6%
2025E Operating EBITDA Margin[1]

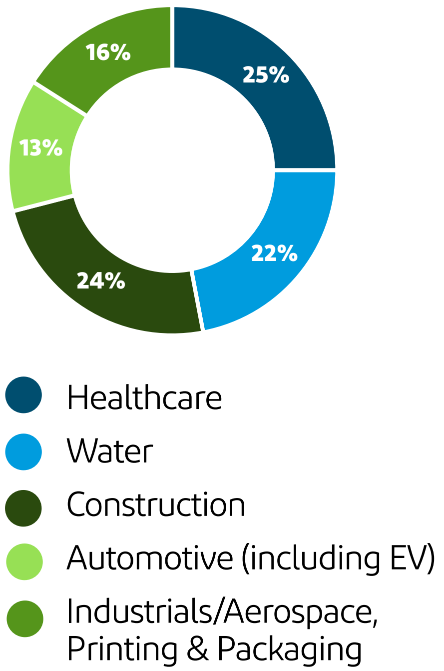
Segment Net Sales



Geographic Net Sales



End Market Net Sales



[1] Financial information is provided on a pro forma basis giving effect to the expected Qnity Electronics spin-off and Aramids divestiture. See appendix for description of non-GAAP measures.
[2] Greater China represents 10% of global sales.

Building on a foundation of strength

Compelling financial profile positions us well for the future

Increasing exposure to secular, high-growth end markets

Solid cash flow generation

Strong balance sheet supports financial flexibility

Ample liquidity

Balanced debt maturity

Strong investment grade credit rating

A track record of consistent financial performance

Organic growth

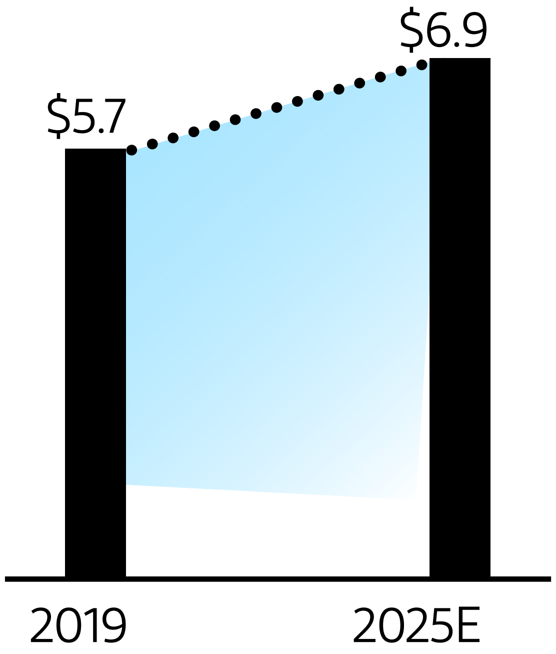
Margin expansion

Strong leverage

We have driven solid results while building momentum

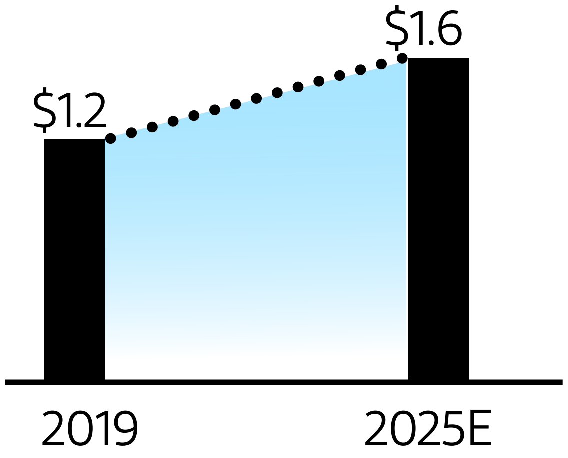
Net Sales ($B)

2.4% Organic CAGR



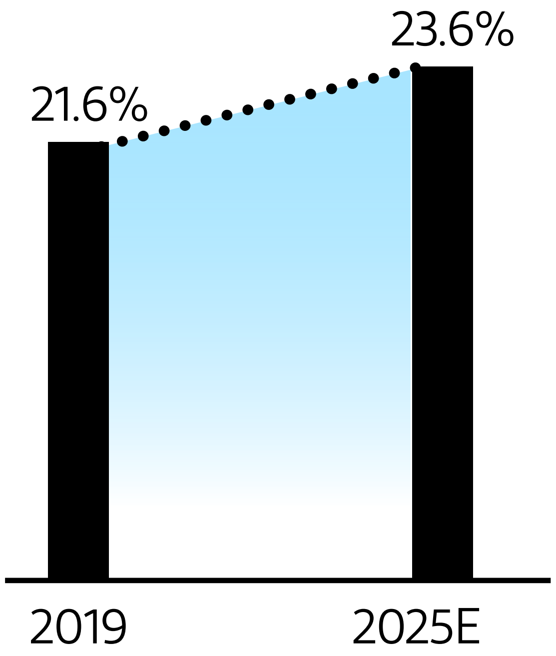
Operating EBITDA ($B)

4.7% CAGR



Operating EBITDA Margin

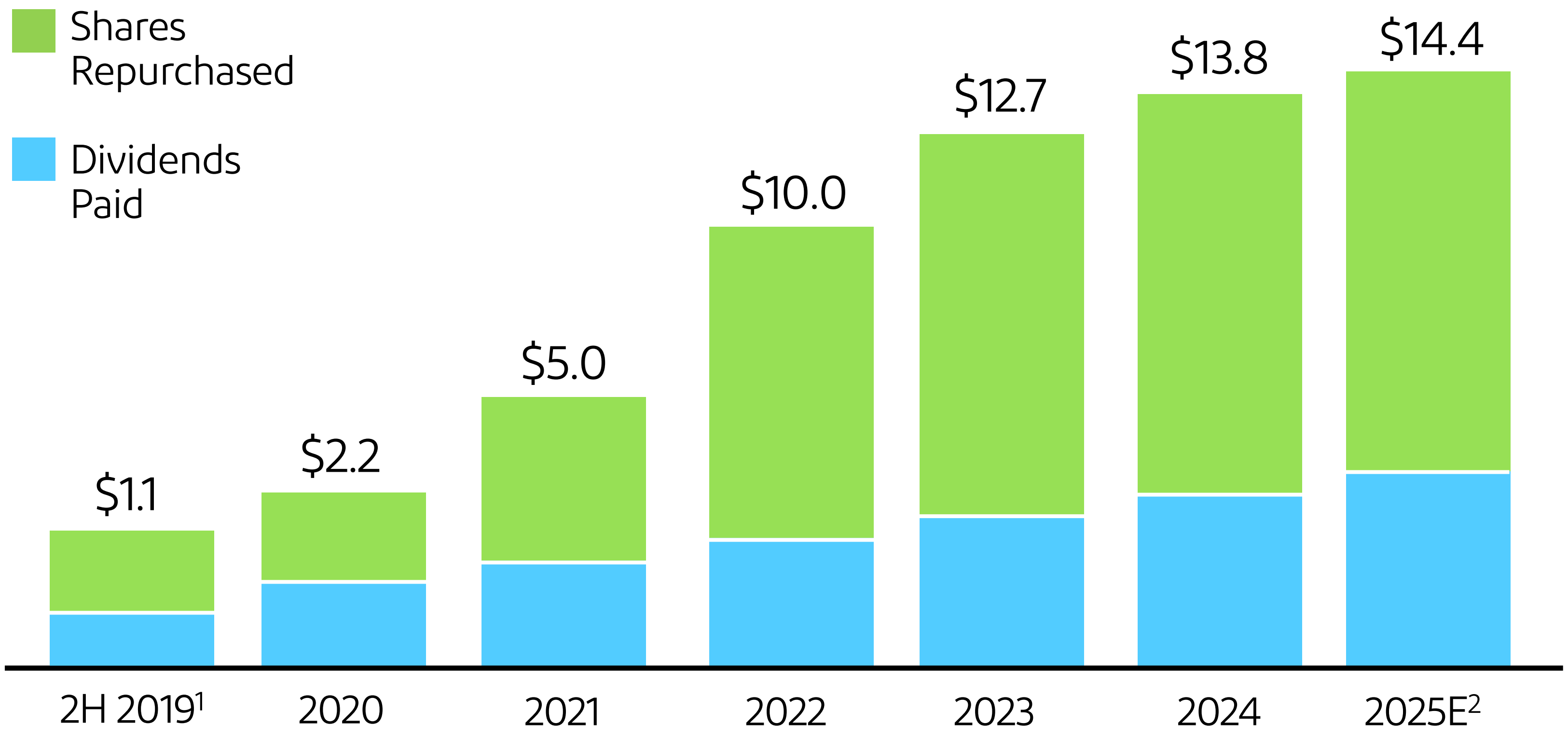
+200 BPS



Note: Operating EBITDA and Operating EBITDA margin metrics are provided on a pro forma basis giving effect to the expected Qnity Electronics spin-off transaction and Aramids divesture. See appendix for definition of non-GAAP measures.

Strong history of shareholder returns

>$14B Cumulative Cash Returned to Shareholders



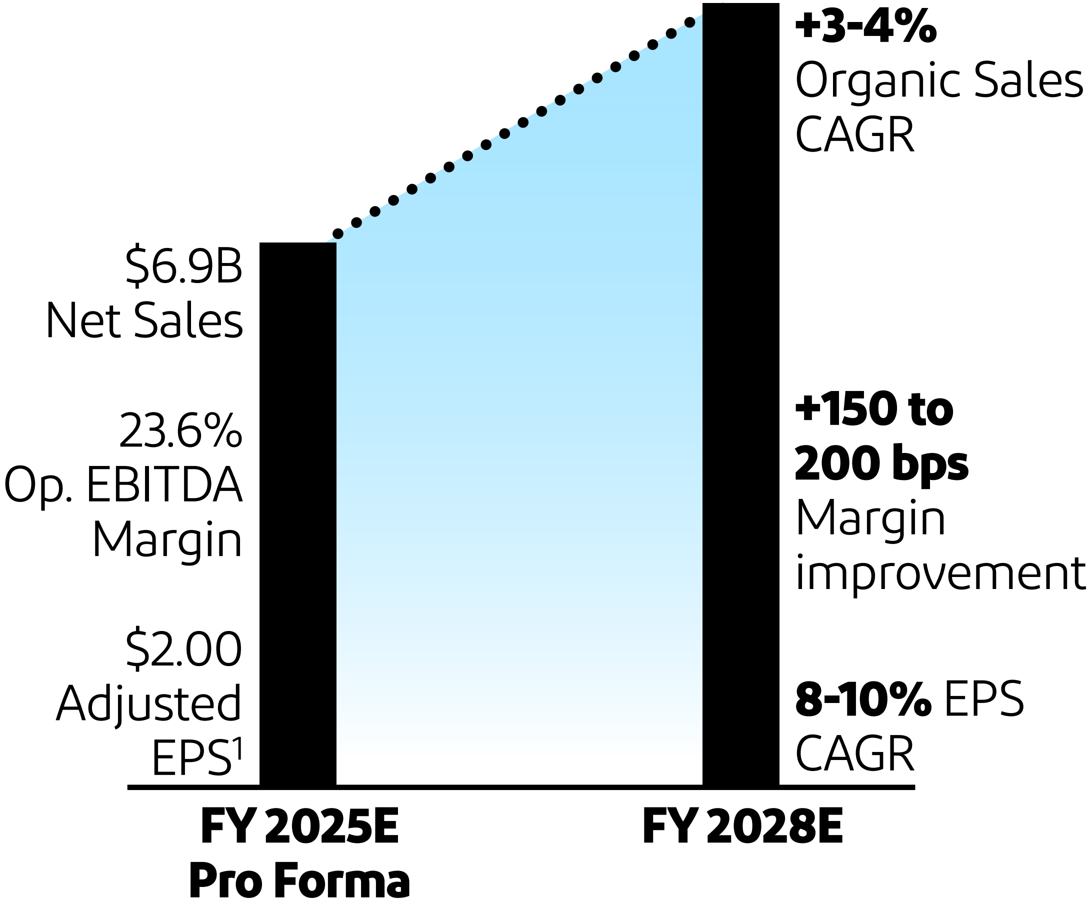
Total Shareholder Returns:

$9.9B
Shares Repurchased

$4.5B
Dividends Paid

[1] Gives effect to separation of Dow and Corteva in 2019.
[2] FY 2025 expected dividends are subject to approval by the Board of Directors.

Accelerating top line growth & margin expansion



Deployment of excess FCF is incremental to 2028 targets

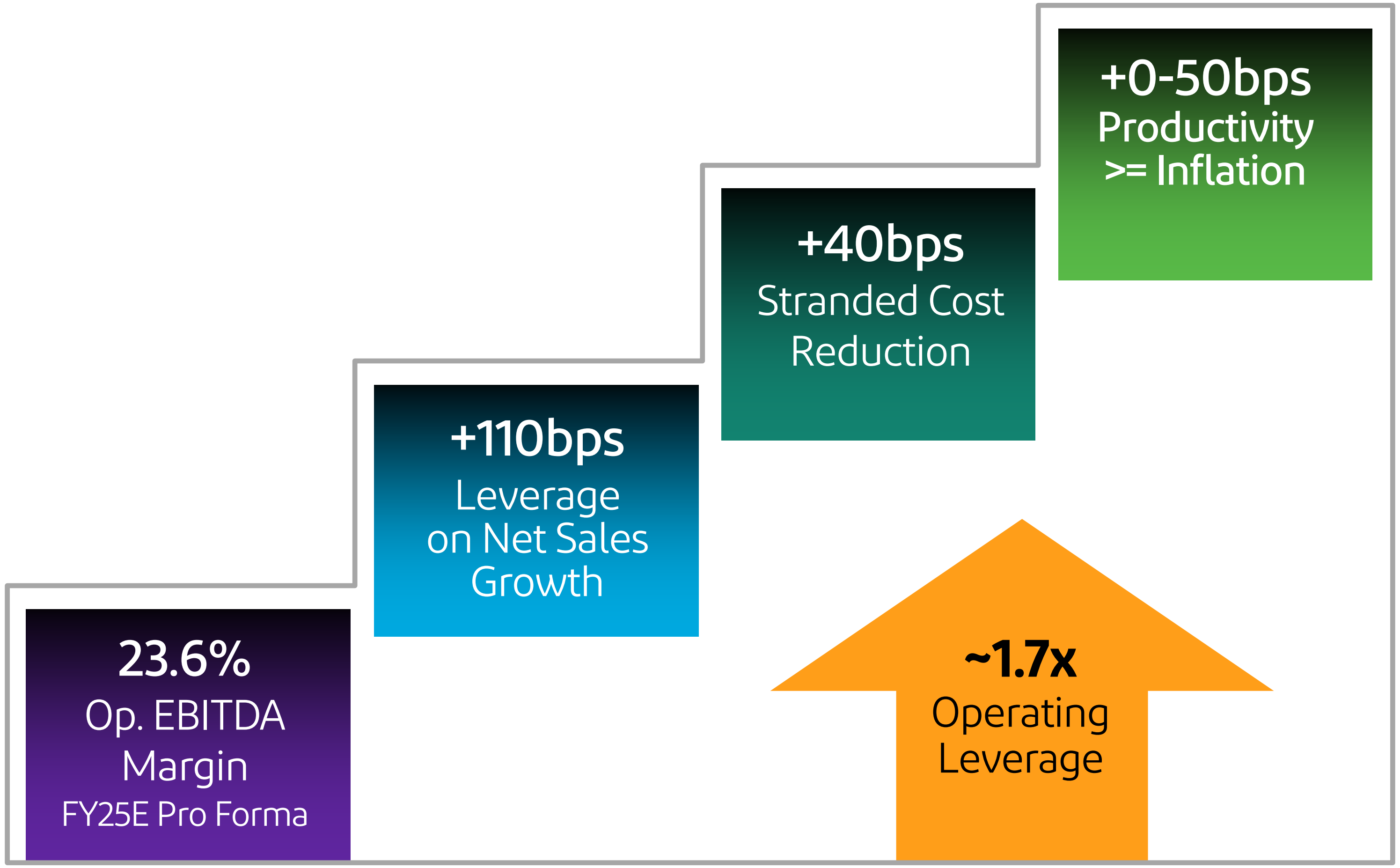
[1] FY 2025E Adjusted pro forma EPS assumes a post-separation base tax rate of 25-26%, share count of ~420 million and interest expense in line with our intended capital structure.

Favorable market trends driving growth

			FY25 – FY28E Market Growth	FY25 – FY28E Organic CAGR
	**Healthcare** *(25% of FY2025E Net Sales)*	Medical Device / Packaging Protective Garments Biopharma	GDP+	~5%
	**Water** *(22% of FY2025E Net Sales)*	Industrial Water & Energy Municipal & Desalination Life Sciences & Specialty Resi & Commercial	GDP+	~5%
	**Building** *(24% of FY2025E Net Sales)*	Non-Residential Construction Residential Construction Repair & Remodel	GDP	~2%
	**Industrial** *(29% of FY2025E Net Sales)*	Auto (including EV) Printing & Packaging Aerospace & Industrials	GDP	~2%

Total ~3-4%

Operating margin improvement enhanced with productivity



FY28E
+150 to 200bps
Op. EBITDA Margin Expansion

Driving strong EPS growth

Every 1% of Net Sales growth generates 2% EPS growth

+7%
Adj. EPS CAGR
(midpoint)
from
Net Sales
Growth

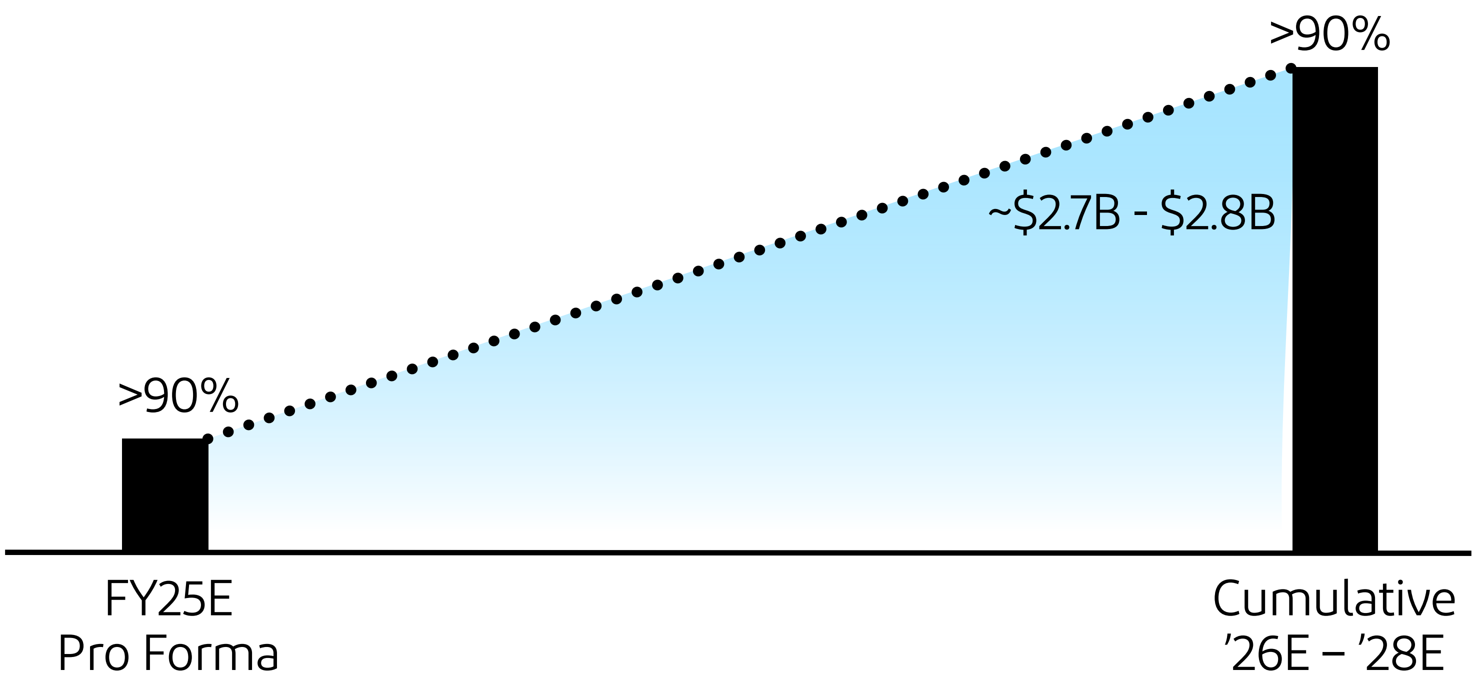
+1%
EPS CAGR
from
Stranded Cost
Take-out

Up to +1%
EPS CAGR
from
Cost Productivity

8 to 10%
Adjusted
EPS CAGR
over next 3
years

Strong free cash flow generation supporting further value creation

Free Cash Flow Conversion[1]



Free Cash Flow

- **>90%** conversion over the medium term
- Generating **$2.7 - $2.8B** in cumulative cash
  - ➢ Expect cumulative dividends of **~$1.2B**[2]
  - ➢ Expect cumulative share dilution of **$125M**

~$1.4 - $1.5B of excess cash available for deployment

[1] See appendix for definition of non-GAAP measures.
[2] Subject to approval by the Board of Directors

Disciplined capital allocation

Organic Growth

+

Dividend Payments

+

Strategic Bolt-on M&A

+

Share Repurchases

Strong capital structure provides liquidity & financial flexibility

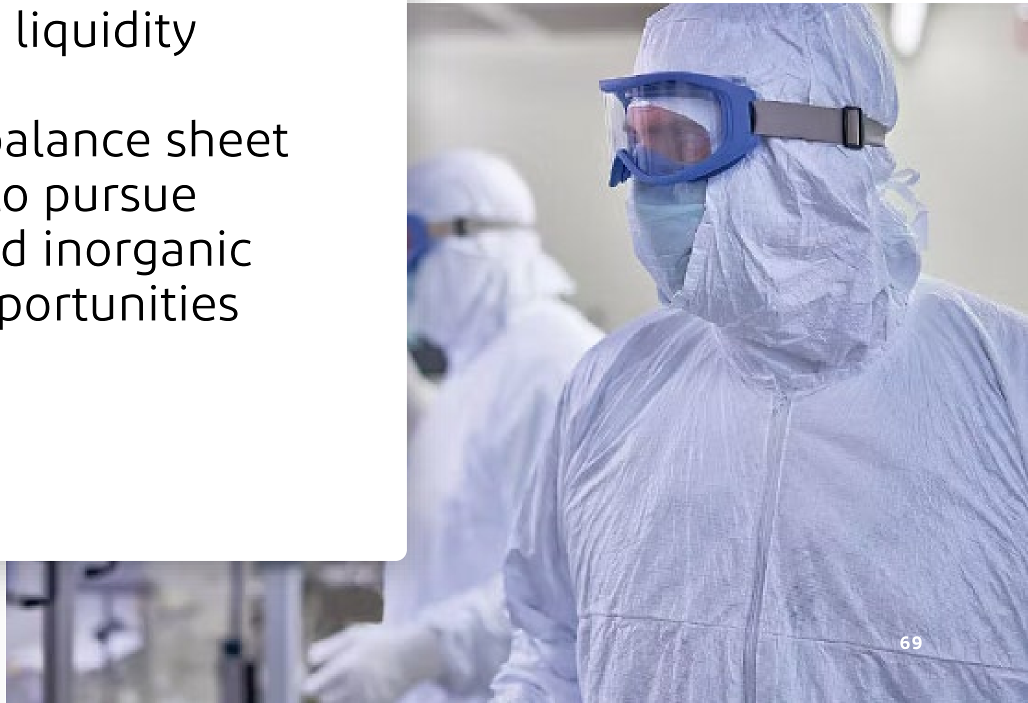
Summary Capitalization ($B)	
Minimum Cash	$1.0
Pro Forma Debt[1]	~$3.25
Revolving Credit Facility	$3.0

Credit rating of
BBB+

Target Net Debt / EBITDA
<2.0X

Significant liquidity

Maintain balance sheet flexibility to pursue organic and inorganic growth opportunities



[1] Weighted average interest rate of 5.1%. Excludes ~$500M of adjustments to debt for operating leases and underfunded pension/OPEB liabilities.

Strong foundation to maximize long-term value creation

Operational Execution	Driving culture of **operational excellence** to drive **margin expansion**
Growth Acceleration	Operate **top-tier businesses** positioned in **high-growth, attractive end markets** driven by secular demand trends and supported by proven **innovation model**
Free Cash Flow Generation	Strengthening **balance sheet flexibility** with **robust free cash flow generation**
Disciplined Capital Allocation	Unlocking **significant value** through targeted investments and **returning cash to shareholders**

Closing Remarks

Lori Koch
Chief Executive Officer

Why invest in New DuPont?

Leading advanced solutions provider, with differentiated technology

Simplified portfolio, focused on higher growth, higher-margin end markets

Enhanced operating framework, driving excellence and accelerating results

Decentralized agile organization with a clear focus on excellence

Clear path to 2028 targets, with top-line growth and margin expansion

Disciplined capital allocation with >$14B returned to shareholders and $5B in M&A since '19

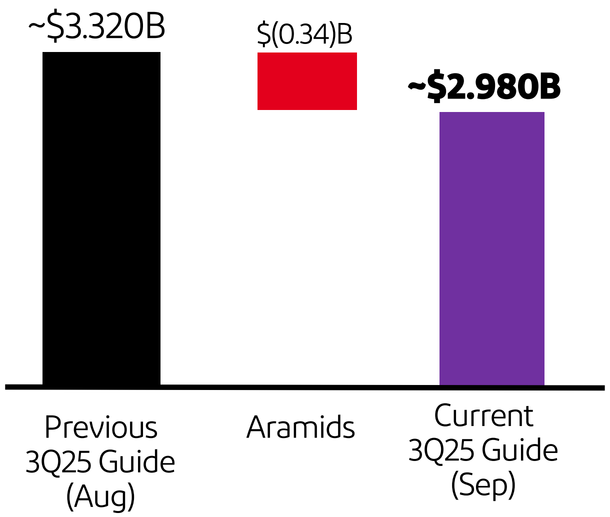
Break

Q&A

Appendix

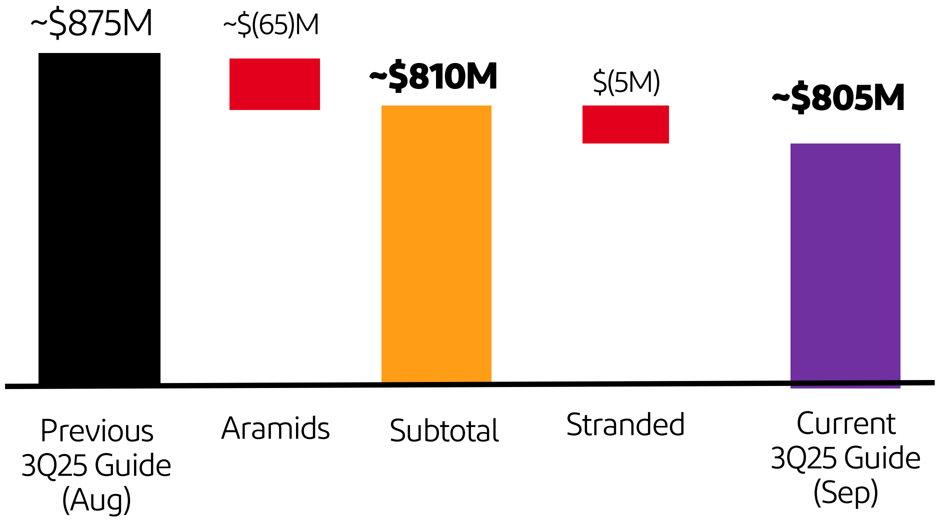
Re-Casting 3Q 2025 Guidance to exclude Aramids:
No Change to Underlying Guidance Assumptions

3Q 2025 Net Sales Guide



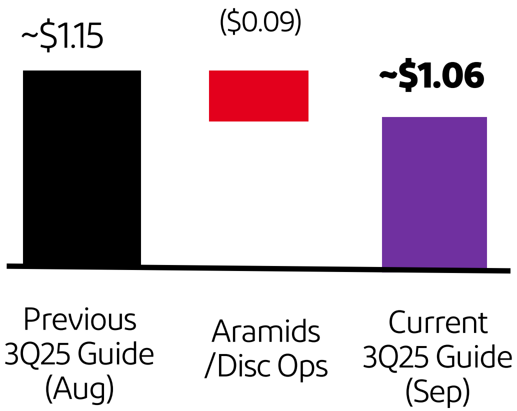
- ~3 percent organic growth YoY

3Q 2025 Op. EBITDA Guide



- Includes ~$5MM of stranded costs related to Aramids

3Q 2025 Adj. EPS Guide



<u>Modeling Assumption Changes</u>

- D&A ~$255 million
  - Depr. ~$135 million
  - Amort. ~$120 million
- NCI ~$13 million (after-tax)

Note: Re-cast guidance reflects the impact of Aramids on a discontinued operations basis

Non-GAAP Financial Measures: Unless otherwise indicated, all financial metrics presented and discussion of results reflect continuing operations only.

This communication includes information that does not conform to accounting principles generally accepted in the United States of America ("U.S. GAAP") and are considered non-GAAP measures. Management uses these measures internally for planning, forecasting and evaluating the performance of the Company, including allocating resources. DuPont's management believes these non-GAAP financial measures are useful to investors because they provide additional information related to the ongoing performance of DuPont to offer a more meaningful comparison related to future results of operations. These non-GAAP financial measures supplement disclosures prepared in accordance with U.S. GAAP, and should not be viewed as an alternative to U.S. GAAP. Furthermore, such non-GAAP measures may not be consistent with similar measures provided or used by other companies. Non-GAAP measures included in this communication are defined below. The Company has not provided forward-looking U.S. GAAP financial measures or a reconciliation of forward-looking non-GAAP financial measures to the most comparable U.S. GAAP financial measures on a forward-looking basis because the Company is unable to predict with reasonable certainty the ultimate outcome of certain future events. These events include, among others, the impact of portfolio changes, including asset sales, mergers, acquisitions, and divestitures; contingent liabilities related to litigation, environmental and indemnifications matters; impairments and discrete tax items. These items are uncertain, depend on various factors, and could have a material impact on U.S. GAAP results for the guidance period.

Indirect costs, such as those related to corporate and shared service functions previously allocated to the Delrin® Divestiture, do not meet the criteria for discontinued operations and were reported within continuing operations in the respective prior periods. A portion of these historical indirect costs include costs related to activities the Company is undertaking on behalf of Delrin® and for which it is reimbursed ("Future Reimbursable Indirect Costs"). Future Reimbursable Indirect Costs are reported within continuing operations but are excluded from operating EBITDA as defined below. The remaining portion of these indirect costs is not subject to future reimbursement ("Stranded Costs"). Stranded Costs are reported within continuing operations in Corporate & Other and are included within Operating EBITDA.

Adjusted Earnings is defined as income from continuing operations excluding the after-tax impact of significant items, after-tax impact of amortization expense of intangibles, the after-tax impact of non-operating pension / other post employment benefits ("OPEB") credits / costs and Future Reimbursable Indirect Costs. Adjusted Earnings is the numerator used in the calculation of Adjusted EPS, as well as the denominator in Adjusted Free Cash Flow Conversion.

Adjusted EPS is defined as Adjusted Earnings per common share - diluted.

The Company's measure of profit/loss for segment reporting purposes is Operating EBITDA as this is the manner in which the Company's chief operating decision maker ("CODM") assesses performance and allocates resources. The Company defines Operating EBITDA as earnings (i.e., "Income from continuing operations before income taxes") before interest, depreciation, amortization, non-operating pension / OPEB benefits / charges, and foreign exchange gains / losses, excluding Future Reimbursable Indirect Costs, and adjusted for significant items.

Operating EBITDA Margin is defined as Operating EBITDA divided by Net Sales.

Incremental Margin is the change in Operating EBITDA divided by the change in Net Sales for the applicable period.

Significant items are items that arise outside the ordinary course of business for the Company, and beginning in the first quarter 2025, includes items for nonconsolidated affiliates, that the Company's management believes may cause misinterpretation of underlying business and investment performance, both historical and future, based on a combination of some or all of the item's size, unusual nature and infrequent occurrence. Management classifies as significant items certain costs and expenses associated with integration and separation activities related to transformational acquisitions and divestitures as they are considered unrelated to ongoing business performance. Management believes the update to the definition of significant items to include those related to nonconsolidated affiliates reflects a more accurate measure of the ongoing performance of the investment.

Non-GAAP Financial Measures (continued):

Organic Sales is defined as net sales excluding the impacts of currency and portfolio.

Adjusted Free Cash Flow is defined as cash provided by/used for operating activities from continuing operations less capital expenditures and excluding the impact of cash inflows/outflows that are unusual in nature and/or infrequent in occurrence that neither relate to the ordinary course of the Company's business nor reflect the Company's underlying business liquidity. As a result, Adjusted Free Cash Flow represents cash that is available to the Company, after investing in its asset base, to fund obligations using the Company's primary source of liquidity, cash provided by operating activities from continuing operations. Management believes Adjusted Free Cash Flow, even though it may be defined differently from other companies, is useful to investors, analysts and others to evaluate the Company's cash flow and financial performance, and it is an integral measure used in the Company's financial planning process..

Adjusted Free Cash Flow Conversion is defined as Adjusted Free Cash Flow divided by Adjusted Earnings. Management uses Adjusted Free Cash Flow Conversion as an indicator of our ability to convert earnings to cash.

Management believes supplemental non-GAAP financial measures including Transaction-Adjusted Free Cash Flow and Transaction-Adjusted Free Cash Flow Conversion (each defined below) provide an integral view of information on the Company's underlying business performance during this period of transformational change. Management believes the Intended Electronics Separation represents a significant transformational change for the Company and the impact of separation-related transaction cost payments are expected to be material to the Company's financial statements. Management believes Transaction-Adjusted Free Cash Flow, which may be defined differently from other companies, is useful to investors, analysts and others to evaluate the Company's cash flow and financial performance, and it is an integral measure used in the Company's financial planning process. These non-GAAP financial measures are not intended to represent residual cash flow for discretionary expenditures since other non-discretionary expenditures, such as mandatory debt service requirements, are not deducted from the measure.

Transaction-Adjusted Free Cash Flow is defined as cash provided by/used for operating activities from continuing operations less capital expenditures, separation-related transaction cost payments and excluding the impact of cash inflows/outflows that are unusual in nature and/or infrequent in occurrence that neither relate to the ordinary course of the Company's business nor reflect the Company's underlying business liquidity.

Transaction-Adjusted Free Cash Flow Conversion is defined as Adjusted Free Cash Flow excluding separation-related transaction costs divided by Adjusted Earnings.

DuPont preliminary recast financial information

For informational purposes only, the preliminary unaudited supplemental selected financial data and Non-GAAP financial measures presented on page 80 have been voluntarily provided to reflect the reclassification of the Aramids business and the ElectronicsCo segment to discontinued operations ("recast information"). We will reflect the Aramids business as discontinued operations starting in the third quarter of 2025 and ElectronicsCo segment following the separation of Qnity. We will report ElectronicsCo as discontinued operations in our financials following completion of the Separation expected on November 1, 2025. Effective during the fourth quarter of 2025, historical results of the ElectronicsCo Segment and certain assets and liabilities included in the Separation will be required to be reported in DuPont's consolidated financial statements as discontinued operations, as well as recast segment data for DuPont's new segment structure. Any recast information should be considered preliminary unaudited supplemental financial information based on current estimates, which may be subject to change pending final accounting and Separation adjustments. The financial metrics on page 80 do not reflect any contemplated definitional changes to DuPont's Non-GAAP metrics. All forward looking 2025E metrics presented herein have been voluntarily provided to reflect the reclassification of the Aramids business and the ElectronicsCo segment to discontinued operations. Refer to the Appendix for additional information.

Any recast information presented herein in no way revises or restates the previously filed Consolidated Statements of Operations, Consolidated Statements of Comprehensive Income, Consolidated Statements of Cash Flows or Non-GAAP Financial Measures for the Company for any period presented. The recast information should be read together with DuPont's audited consolidated financial statements, the accompanying notes and Management's Discussion and Analysis of Financial Condition and Results of Operations included in DuPont's Form 8-K filed on May 2, 2025, collectively referred to as the "Recast 2024 Annual Report", which was filed in order to recast the Company's 2024 Annual Report on Form 10-K to reflect the changes in the Company's reportable segments; and DuPont's unaudited consolidated financial statements, the accompanying notes and Management's Discussion and Analysis of Financial Condition and Results of Operations included in DuPont's Quarterly Report on Form 10-Q for the quarterly period ended June 30, 2025.

DuPont de Nemours, Inc.

Net Sales

In millions	Twelve Months Ended December 31, 2024			
	DuPont As Reported	ElectronicsCo Discontinued Operations	Aramids Discontinued Operations	DuPont Recast
Net Sales	$ 12,386	$ 4,336	$ 1,332	$ 6,718

Selected Non-GAAP Calculation of Pro Forma Operating EBITDA (Unaudited)

In millions	Twelve Months Ended December 31, 2024			
	DuPont As Reported	ElectronicsCo Discontinued Operations	Aramids Discontinued Operations	DuPont Recast
Income (loss) from continuing operations, net of tax (GAAP)	$ 778	$ 777	$ 98	$ (97)
+ Provision for income taxes on continuing operations	$ 414	$ 181	$ 20	213
Income (loss) from continuing operations before income taxes	$ 1,192	$ 958	$ 118	$ 116
+ Depreciation and amortization	$ 1,194	$ 404	$ 157	633
- Interest income	$ 73	$ -	$ -	73
+ Interest expense	$ 364	$ -	$ -	364
- Non-operating pension/OPEB benefit credits	$ 18	$ 7	$ 2	9
- Foreign exchange (losses) gains, net	$ 3	$ 5	$ -	(2)
+ Future reimbursable indirect costs	$ -	$ (67)	$ (32)	99
- Adjustments for significant items (charge) benefit	$ (488)	$ (88)	$ (21)	(379)
Operating EBITDA (non-GAAP)	$ 3,144	$ 1,371	$ 262	$ 1,511

GAAP Income from Continuing Operations Margin

In millions	Twelve Months Ended December 31, 2024			
	DuPont As Reported	ElectronicsCo Discontinued Operations	Aramids Discontinued Operations	DuPont Recast
GAAP Income (Loss) from Continuing Operations Margin (GAAP)	6.3%	17.9%	7.4%	-1.4%

Operating EBITDA Margin

In millions	Twelve Months Ended December 31, 2024			
	DuPont As Reported	ElectronicsCo Discontinued Operations	Aramids Discontinued Operations	DuPont Recast
Total Operating EBITDA margin (non-GAAP)	25.4%	31.6%	19.7%	22.5%