

DuPont Shelter Solutions



Investor Presentation
June 14, 2022



DuPont Shelter Solutions—addressing global challenges

GLOBAL CHALLENGES

- ✓ *Built environment must reduce carbon footprint by 50% by 2030¹*
- ✓ *Climate changes result in higher levels of precipitation and forest fires²*
- ✓ *1.2 million construction workers will leave their jobs this year in the US alone³*
- ✓ *Human health and hygiene are important elements to interior design standards⁴*
- ✓ *Affordable, new housing inventory lags demand requiring improvements to existing stock*

INDUSTRY RESPONSE



Regulations drive higher energy efficiency of buildings



Customers demand fire and flood resistant building materials



Industry seeks products that require less field labor to install



Building materials must enhance indoor environmental quality



A seamless online & in-store customer experience for home improvement is increasingly important

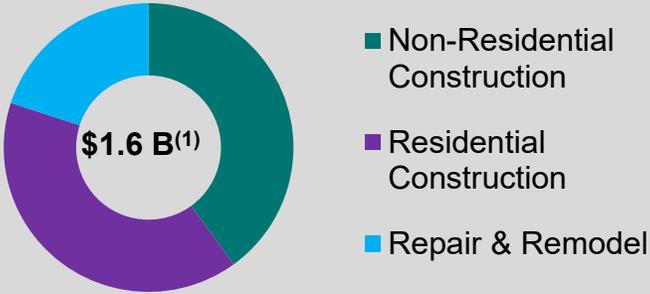
DuPont Shelter Solutions is aligned with macro trends



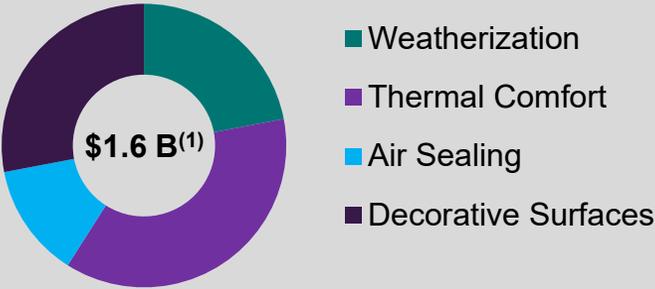
Shelter Solutions: At a glance

DEEP MARKET INSIGHT AND APPLICATION EXPERTISE WITH GLOBAL SCALE

BY MARKET SEGMENT

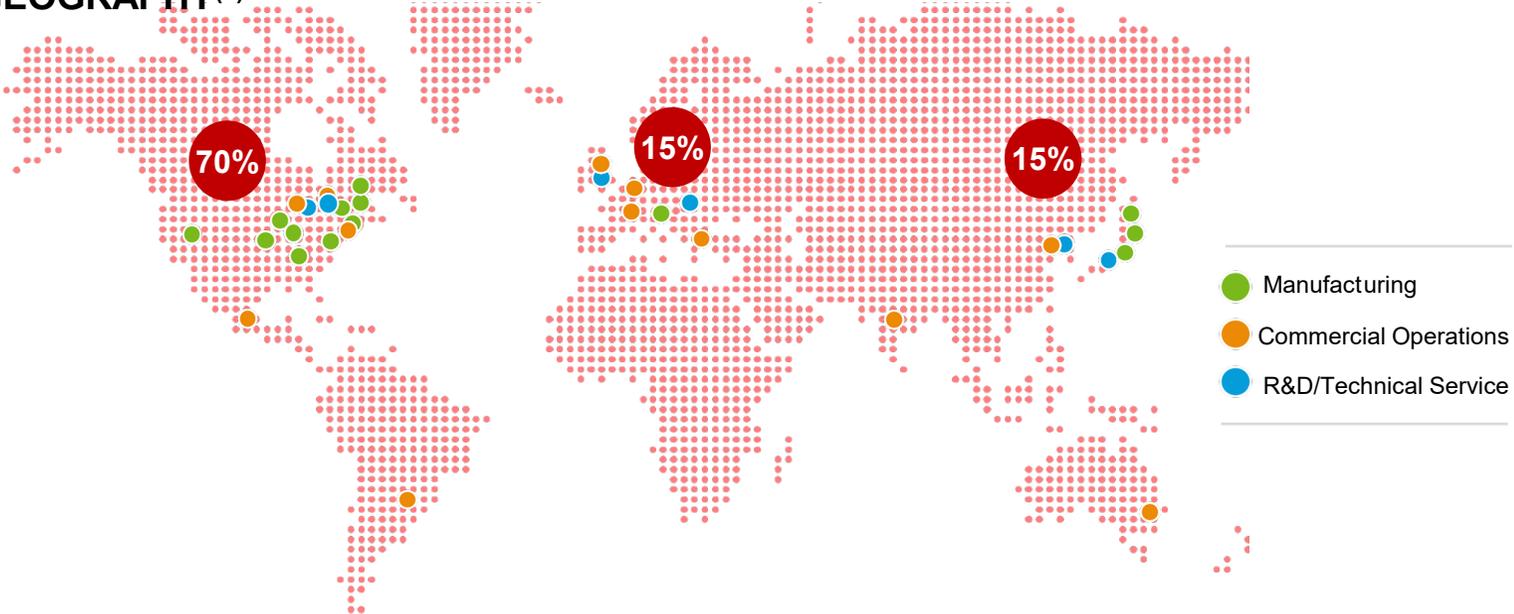


BY PRODUCT OFFERING



⁽¹⁾ Reflects FY 2021 net sales of Shelter Solutions

BY GEOGRAPHY⁽¹⁾



~1,100+
COLLEAGUES

13
MANUFACTURING SITES

85+
CONTRACT MANUFACTURING SITES

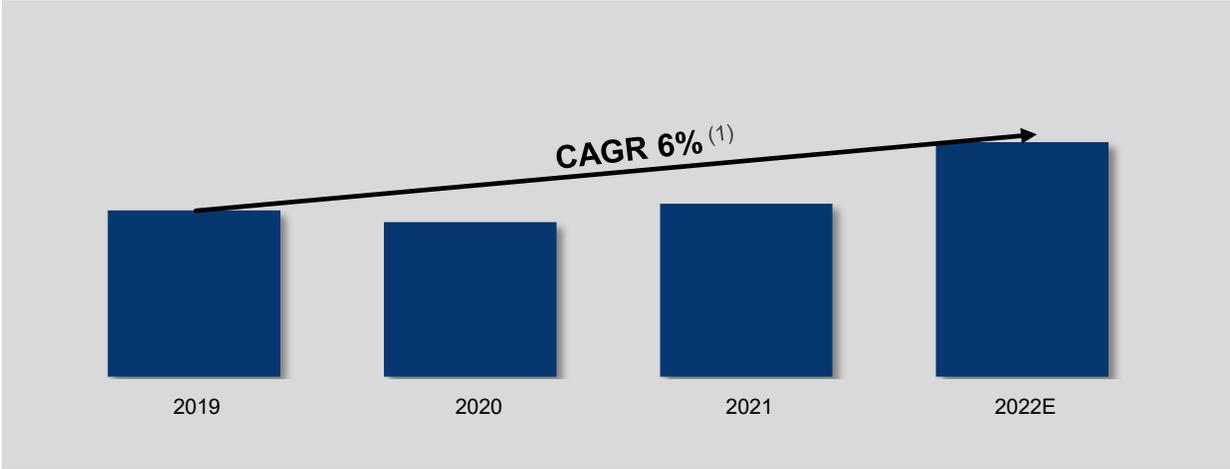
~2-3%
R&D/REVENUE



Shelter Solutions: Financials and growth strategy

STRONG FINANCIAL PERFORMANCE ENABLED THROUGH RECOVERY & GROWTH STRATEGY

NET SALES



- Global category leadership across a differentiated portfolio
- Innovation investment for organic growth, brand leadership and digital experience
- Growth in line with construction industry key end markets served

GROWTH STRATEGY

- ✓ Capture robust North America construction market growth
- ✓ Invest in digital tools for product selection, installer training and quality assurance
- ✓ Launch new integrated wall systems to address regional labor shortages
- ✓ Leverage brand leadership for growth in new categories
- ✓ Tailored market centric solutions to meet energy and fire code requirements
- ✓ Expand globally with Asia Pacific and Europe market presence



⁽¹⁾ 2022E reflects expectation based on assumptions included as part of Company's 2022 guidance provided as part of its first quarter 2022 earnings call held on May 3, 2022

Innovation and science drives value creation

Differentiated core capabilities allow us to apply science to deliver profitable growth



Industry-leading portfolio, well positioned for growth

Innovative products solving high-value challenges for key customer segments

KEY MARKET SEGMENTS



NON-RESIDENTIAL CONSTRUCTION



RESIDENTIAL CONSTRUCTION



REPAIR & REMODEL

VALUE PROPOSITIONS

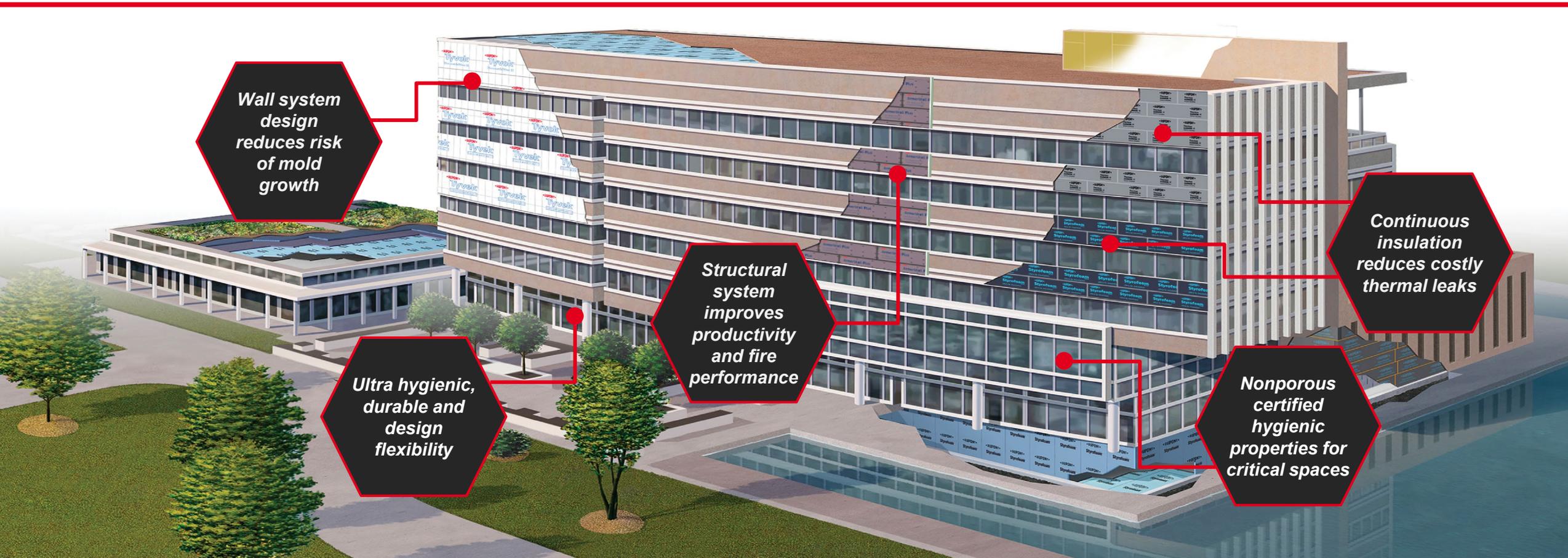
- ✓ Integrated systems to ensure energy-efficiency and protection against the elements, backed by warranty and in-field building science support
- ✓ Robust portfolio of air sealing and insulation solutions that create more comfortable, sustainable, energy-efficient structures
- ✓ Providing durability and comfort throughout the life of a structure
- ✓ World leading aesthetics and functionality (delivering durability and hygiene) for today's interior design challenges

LEADING BRAND PORTFOLIO



Non-Residential Construction

Providing durability and comfort throughout the life of a structure using building science



Wall system design reduces risk of mold growth

Structural system improves productivity and fire performance

Ultra hygienic, durable and design flexibility

Continuous insulation reduces costly thermal leaks

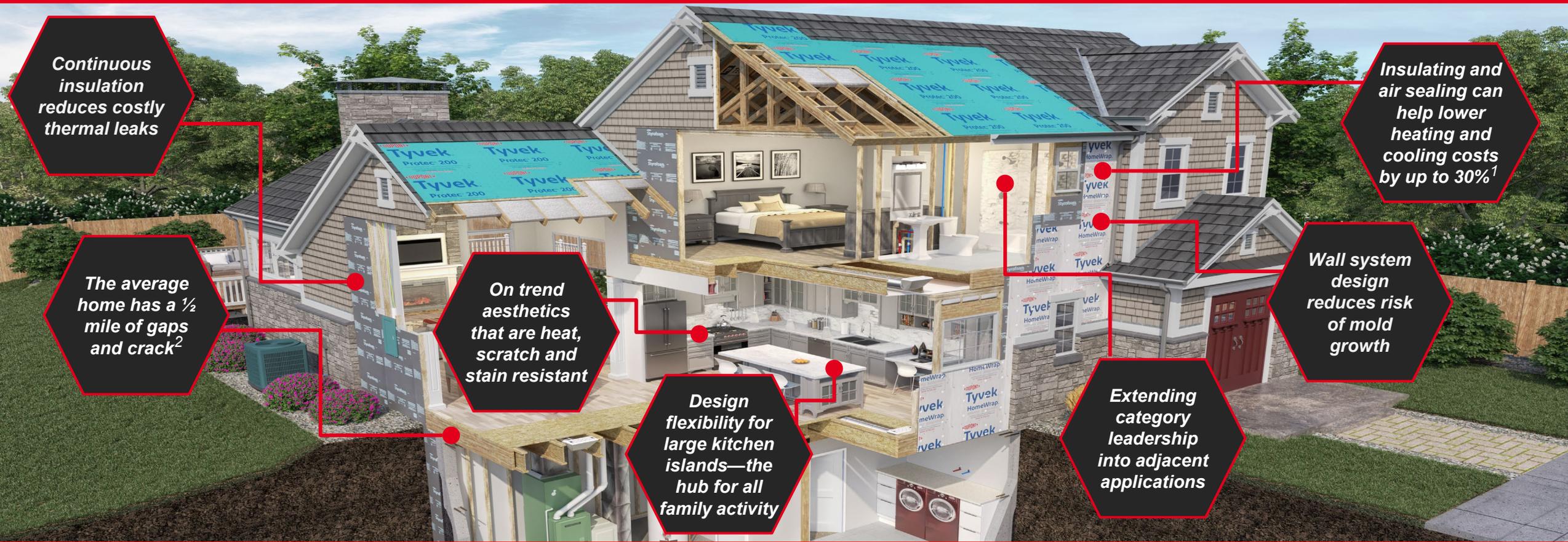
Nonporous certified hygienic properties for critical spaces

New standards for more sustainable, resilient building materials and interior design finishes.



Residential Construction and Repair & Remodel

Robust portfolio of building envelope and interior surface finishes for more comfortable and sustainable homes.



Codes and regulations are becoming more stringent, creating increased focus on human health and standards for energy efficiency



1. Office of Energy Efficiency & Renewable Energy 2. U.S. Department of Energy

Sustainability is an enabler of Shelter's success

DUPONT 2030 SUSTAINABILITY GOALS



Innovate for good

Operate sustainably by creating sustainable innovations to help society thrive and address its most pressing challenges



Protect people & the planet

Operate sustainably by delivering world-class, end-to-end performance in safety, resource efficiency and environmental protection



Empower people to thrive

Enable the health and well-being of people and communities and advance diversity, equity and inclusion

CONSTRUCTION INDUSTRY SUSTAINABILITY CHALLENGES

- By 2030, Carbon emissions from buildings must be **reduced by 50%** to preserve society in the face of the climate crisis^{1,2,3}
- Construction and demolition accounts for **around one-third** of global materials consumption and waste generation respectively⁴
- Many building products rely on **hazardous chemistries**, which must be managed properly across the life cycle

SUSTAINABILITY APPROACH

More info on Shelter's sustainability approach, provided on Shelter's sustainability website



1. International Energy Agency 2. Paris Agreement, United Nations 3. Sixth Assessment Report (AR6), Intergovernmental Panel on Climate Control 4. Ellen MacArthur Foundation

Sustainable Innovations driving growth

WINNING SUSTAINABILITY CAPABILITIES

Defined, business-integrated sustainability strategy with organizational ownership

Toxicology, chemical hazard and life-cycle assessment expertise

Engaged, passionate employees expecting to walk the talk

Visibility in driving Community vibrancy, volunteerism and cultural awareness

DEMONSTRATED SUSTAINABLE INNOVATION



Low GWP Froth-Pak™ Spray Foam utilizes a blowing agent package with >99% reduction in Global Warming Potential



Styrofoam™ Brand ST-100 Insulation achieves 94% reduction in embodied carbon



Safer-by-design solution to replace hazardous flame retardant used previously in polystyrene foam insulation industry



Thermax™ NH is a safer-by-design reformulation utilizing a non-halogen formulation



Partner with Habitat for Humanity to enable stronger communities with building materials, employee giving and volunteerism



Key Takeaways



Industry leading material science, formulation know-how and application expertise to solve critical market challenges



Award winning technology and globally recognized innovation in each market segment



Sustainability thought leader in the built environment



Advocacy leadership and relationships with market influencers



Preferred brands and category ownership across entire portfolio

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's shareholders approved the transaction. Closing is expected in late second quarter 2022 or early third 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 historic 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® Divestiture" and together with the M&M Divestiture, the "M&M Divestitures").

As of March 31, 2022, the results of operations and the assets and liabilities of the businesses in scope for the M&M Divestitures are presented as discontinued operations for all periods presented. The cash flows of these businesses have not been segregated and are included in the interim Consolidated Statement of Cash Flows. Unless otherwise indicated, the discussion of results, including the financial measures further discussed below, refer only to DuPont's Continuing Operations and do not include discussion of balances or activity of the businesses in scope for the M&M Divestitures. The Auto Adhesives & Fluids, Multibase™ and Tedlar® product lines previously within the historic Mobility & Materials segment (the "Retained Businesses") are not included in the scope of the intended divestitures. The Retained Businesses are reported in Corporate & Other. The reporting changes have been retrospectively applied for all periods presented.

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; (ix) risks, including ability to achieve, and costs associated with DuPont's sustainability strategy including the actual conduct of the company's activities and results thereof, and the development, implementation, achievement or continuation of any goal, program, policy or initiative discussed or expected.; and (x) 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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