

DuPont Safety Solutions



Investor Presentation
September 21, 2022



DuPont Safety Solutions

Global challenges and trends drive strong demand for our innovative solutions

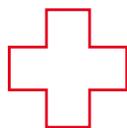
GLOBAL CHALLENGES AND TRENDS

- ✓ Occupational related deaths require preventative solutions
- ✓ Broadened access to healthcare and growth in medical devices and pharmaceutical delivery
- ✓ Nearly 50% of new vehicles sold in 2025 expected to be electric⁽¹⁾
- ✓ Global electrification, grid resilience and decarbonization trends driving infrastructure investments
- ✓ Geopolitical uncertainty drives increase in global safety and security

DRIVERS FOR DUPONT SAFETY



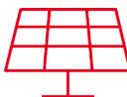
Workers require reliable, durable, and comfortable protection against multi-hazard threats as global safety standards increase



Patients deserve safe, reliable, sterile packaging on a global scale



Consumers demand safer, energy efficient, and economical vehicles



Increasing global demand for safe, reliable, renewable energy

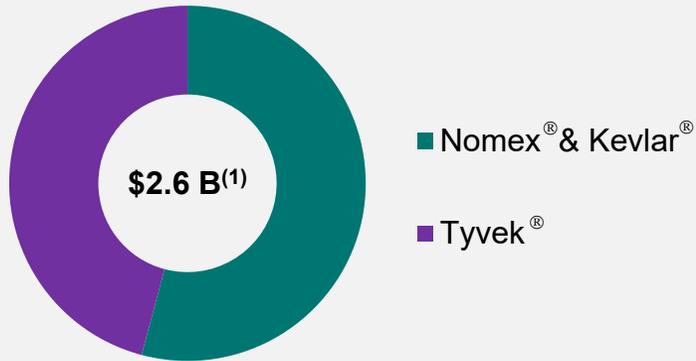


Increased levels of public spending on protection for military and law enforcement personnel

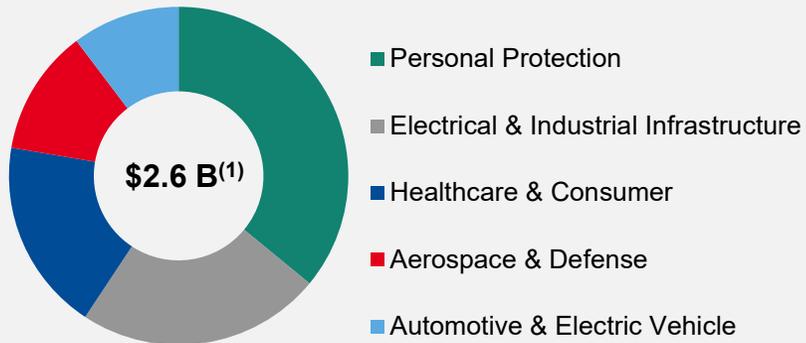
Safety Solutions: At a glance

STRONG BRAND REPUTATION WITH PREMIUM OFFERINGS IN MULTI-APPLICATIONS GLOBALLY

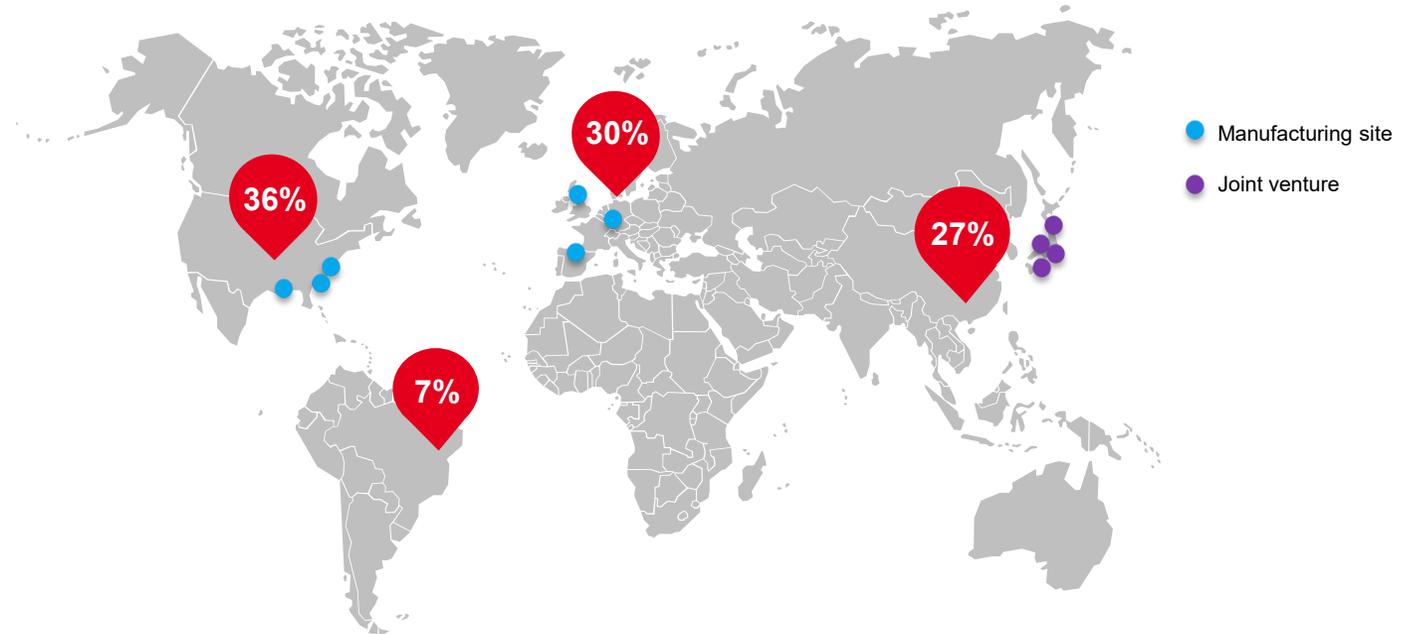
BY BUSINESS SEGMENT



BY MARKET SEGMENT



BY GEOGRAPHY⁽¹⁾



| | | | | |
|-------------------------------------|---|--|---|--|
| <p>~4,100 COLLEAGUES</p> | <p>6 MANUFACTURING SITES</p> | <p>4 JOINT VENTURE PARTNERS</p> | <p>60+ CONTRACT MANUFACTURING PARTNERS</p> | <p>2–3% R&D/REVENUE</p> |
|-------------------------------------|---|--|---|--|

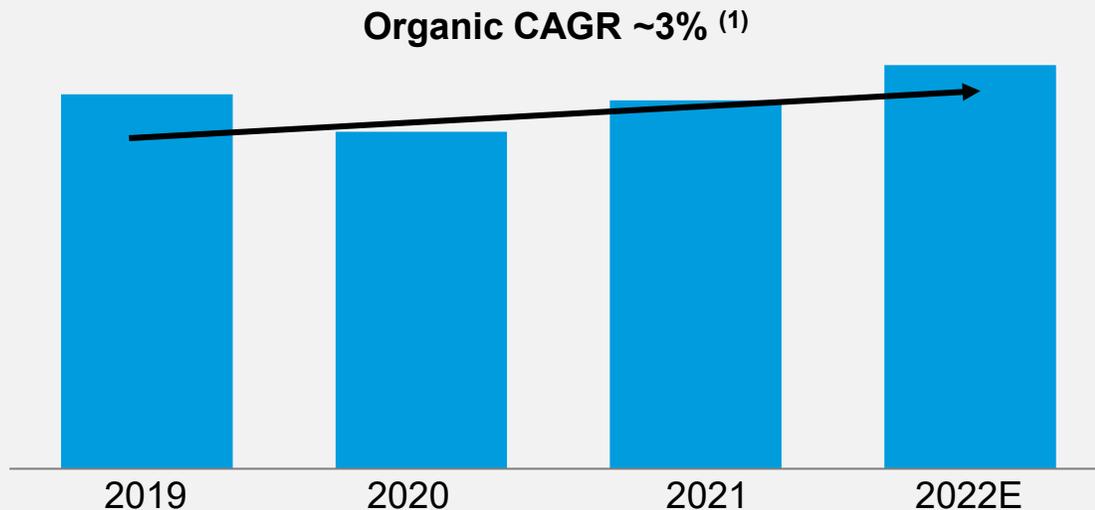


⁽¹⁾ Reflects 2021 FY net sales of DuPont Safety Solutions.

Safety Solutions: Financials and growth strategy

GROWTH STRATEGY ENABLED BY LEADERSHIP POSITION & SECULAR GROWTH

NET SALES



- Leadership across a global differentiated portfolio
- Pandemic resiliency and recovery driven by strong customer relationships and trusted brand quality
- Growth in line with key end-markets served by Safety Solutions

GROWTH STRATEGY

- ✓ Growth from electrical infrastructure, next generation automotive, and healthcare
- ✓ Innovate through customer intimacy and technical application knowledge
- ✓ Raise the standards for performance and protection
- ✓ Invest in digital tools to enhance supply chain and drive additional productivity
- ✓ Increase capacity in step with global demand growth



⁽¹⁾ Organic revenue compound annual growth rate from 2019 through 2022E. Organic sales defined as net sales excluding the impacts of currency and portfolio. 2022E reflects expectation based on assumptions included as part of Company's 2022 guidance provided as part of its second quarter 2022 earnings call held on August 2, 2022.

Industry-leading portfolio, well-positioned for growth

Powerful iconic brand combination unlocking exceptional value

Tyvek®

- Breathable and durable garments and accessories for chemical protection
- Durable microbial barrier material for sterile environments
- Non-tear, lightweight sheet products for graphics, signage and packaging

Nomex®

- Inherently flame-resistant fiber, fabrics and garments for personal protection
- High-temperature electrical insulation paper for transformers, generators and EV / HEV motors
- Paper and yarn for flame resistance in cabin interiors and exterior structures for aerospace

Kevlar®

- Lightweight fabric and fibers for ballistic protection and cut protective gloves
- Yarn for high-tensile strength in tires, belts, and hoses
- Paper and fibers that provide lightweight strength in aerospace exteriors and flooring

COMPREHENSIVE
PORTFOLIO WITH
LEADING
TECHNOLOGY

DIVERSE END-USE
MARKETS
POSITIONED FOR
GROWTH

Personal
Protection



Healthcare &
Consumer



Electrical
Infrastructure



Aerospace



Automotive



Defense &
Emergency
Response



Category creators and global leaders for over 50 years in critical applications



Tyvek® Lightweight, durable, and breathable barrier with endless possibilities



Personal Protection Finished Product Garments

Broad range of chemical protective apparel and best-in-class category expert support



Healthcare Packaging Materials

Medical-grade sterile barriers for medical devices and pharmaceuticals



Consumer Graphics and Packaging Materials

Products for lifestyle design, and consumer and industrial packaging



Lightweight



Durable and
tear resistant



Microbial
penetration resistance



Chemical
resistant



High
breathability



Water
repellent



High
printability



High
reflectivity

Innovative and trusted solutions for worker protection, patient safety and creativity



Note: Excludes Tyvek® for Building Envelope (Tyvek® HomeWrap™) which is reported as part of the DuPont Shelter Solutions line of business.

Nomex[®] Exceptional inherent heat, flame and electrical protection



Infrastructure Electrical Insulation

Insulation paper that enables higher performance in transformers, electric motors, and generators



Aerospace Mechanical Structure

Lightweight paper for structural strength and safety



Thermal Protection Specialty Fiber & Fabrics

Inherently flame-resistant materials for protective apparel with unmatched performance and comfort



Next Generation Automotive Electrical Insulation

Insulation paper for higher performance lighter weight EV motors



Lightweight



Electric strength



Mechanical stability



Flame resistant



Heat resistant



Durable

Trusted global brand enabling solutions for mission critical applications



Kevlar® Extraordinary lightweight strength for a safer tomorrow



Defense Military & Law Enforcement

Category creating ballistic fibers and specialty fabrics for Military and Law Enforcement



Automotive Components

Enabling low-emission transportation with high strength, lightweight materials



Personal Protection Glove Materials

Cut-resistant engineered yarns for industrial worker safety



Aerospace Structures

Specialty paper and fiber enabling safe, lightweight, fuel-efficient designs



Ballistic and trauma protection with flexibility



Durable



High tensile strength



Resists tears and abrasion



Lightweight



Performance in extreme environments

Trusted brand, protecting and enabling our daily lives globally



Sustainability embedded into Safety's growth strategy

Aligned with our customers, DuPont Sustainability and UN Sustainable Development Goals

DuPont's 2030 Sustainability Goals: Strategic Pillars



Innovate for good

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



Protect people and 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

Demonstrated Sustainability Highlights

- Commitment to the **Science Based Targets initiative (SBTi)** to reduce green house gas emissions
- Power generation conversion **decreasing Green House Gas (GHG) emissions** in our operations
- Iconic Safety Solutions brands being **produced by renewable energy⁽¹⁾** beginning in 2022

Key Takeaways



Iconic global brands with leading positions, strong customer recognition and trust



Serving large, diverse, secular end markets



Global scale and customer centricity to solve critical end market challenges



Investing in capacity to meet growing demand



Global innovation leader and category creator across our 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 during the 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. Unless otherwise indicated, the discussion of results, key metrics and future performance, 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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