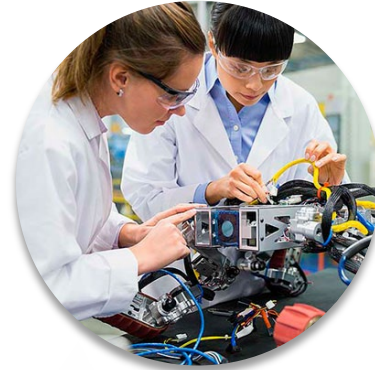
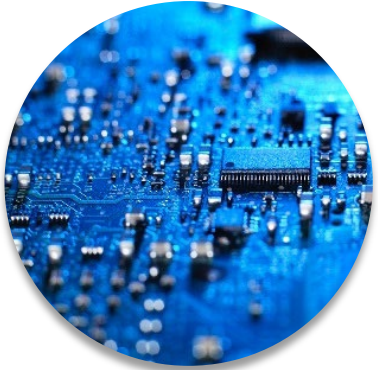


DUPONT OVERVIEW

A premier multi-industrial company



May 3, 2024



Overview

On November 1, 2023, DuPont completed the divestiture of the Delrin® acetal homopolymer (H-POM) business to TJC LP, (the “Delrin® Divestiture”). The results of operations for the three months ended March 31, 2023 present the financial results of the Delrin® Divestiture as discontinued operations. Unless otherwise indicated, the discussion of results, including the financial measures further discussed below, refers only to DuPont's Continuing Operations and does not include discussion of balances or activity of the Delrin® Divestiture.

Effective as of January 1, 2024, Electronics & Industrial realigned certain product lines that comprise its business units (Industrial Solutions, Interconnect Solutions and Semiconductor Technologies) that are intended to optimize business operations across the segment leading to enhanced value for our customers and cost savings. The Net Trade Revenue by Segment and Business or Major Product Line table on slide 50 has been recast for all periods presented to reflect the new structure. The realignment did not result in changes to total Electronics and Industrial segment net sales.

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," "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.

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 possibility that the Company may fail to realize the anticipated benefits of the \$1 billion share repurchase program announced on February 6, 2024 and that the program may be suspended, discontinued or not completed prior to its termination on June 30, 2025; (ii) risks and uncertainties related to the settlement agreement concerning PFAS liabilities reached June 2023 with plaintiff water utilities by Chemours, Corteva, EIDP and DuPont; (iii) 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, 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; changes in laws and regulations applicable to PFAS chemicals; (iv) ability to achieve anticipated tax treatments in connection with completed and future, if any, divestitures, mergers, acquisitions and other portfolio changes actions and impact of changes in relevant tax and other laws; (v) indemnification of certain legacy liabilities; (vi) failure to realize expected benefits and effectively manage and achieve anticipated synergies and operational efficiencies in connection with completed and future, if any, divestitures, mergers, acquisitions, and other portfolio management, productivity and infrastructure actions; (vii) 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; timing and recovery from demand declines in consumer-facing markets, including in China; adverse changes in worldwide economic, political, regulatory, international trade, geopolitical, capital markets and other external conditions; and other factors beyond the Company's control, including inflation, recession, military conflicts, natural and other disasters or weather related events, that impact the operations of the Company, its customers and/or suppliers; (viii) ability to offset increases in cost of inputs, including raw materials, energy and logistics; (ix) risks associated with demand and market conditions in the semiconductor industry and associated end markets, including from continuing or expanding trade disputes or restrictions, including on exports to China of U.S.-regulated products and technology; (x) 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 (xi) other risks to DuPont's business and operations, including the risk of impairment; 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.



Table of Contents

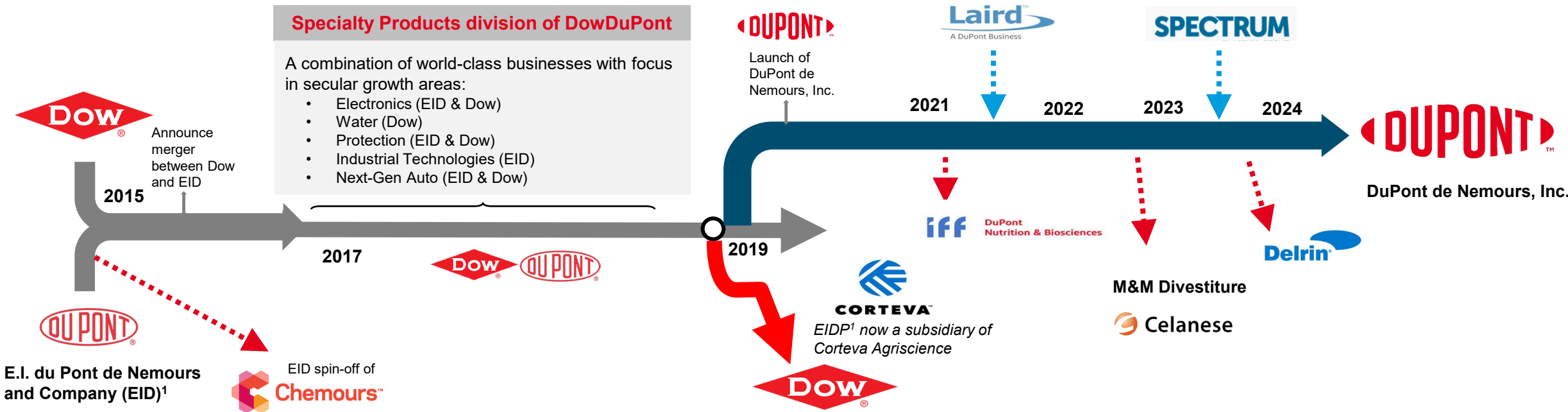
- **Our Transformation Journey**
- **DuPont's Business Today**
- **FY 2023 Financial Summary**
- **Growth Strategy and Drivers**
- **Segment Overviews**



Our Transformation Journey

A Significant Transformation

Creating a premier multi-industrial company



| Phases | 2017-19 | 2020-23 | 2024 and Beyond |
|--------|---|--|---|
| | <ul style="list-style-type: none"> • Execute complex merger / spin-offs • Establish our vision & strategic direction • Integrate & focus core businesses • Define cultural principles & management approach | <ul style="list-style-type: none"> • Complete portfolio re-shaping • Focus on operational execution • Manage through the pandemic, inflation, supply chain crisis & later inventory destocking challenges | <ul style="list-style-type: none"> • Emphasis on delivering organic growth • Next level Operational Excellence • Deliver shareholder value • Sustainability across the Enterprise • Develop our People |



Note: Direction of dotted arrows in chart above indicates whether a company was acquired or divested.
 1 Effective January 1, 2023, Corteva's subsidiary, E.I. du Pont de Nemours and Company (EID) changed its name to EIDP, Inc. (EIDP).

Focused Multi-Year Transformation Strategy

PORTFOLIO OPTIMIZATION

✓
Separations/
Divestitures

- Separated **Nutrition & Biosciences** in 2021
- Divestiture of >\$2B of other **Non-Core Assets**
- Divestiture of majority of former **Mobility & Materials** segment to Celanese; ~\$11B gross cash received

✓
Acquisitions

- Extended leadership positions in E&I segment through **Laird Performance Materials** acquisition in 2021 and **Spectrum** acquisition in 2023 which increased exposure to high-growth **healthcare markets**
- Opportunistic bolt-on M&A with focus on our key growth areas

OPERATIONAL EXCELLENCE

- Decentralized, **market focused** structure
- **Accountability** for manufacturing, operations and R&D in the business
- Best-in-class cost structure by **reducing G&A costs**
- Implementing **Lean Enterprise** program; continue to drive efficiencies

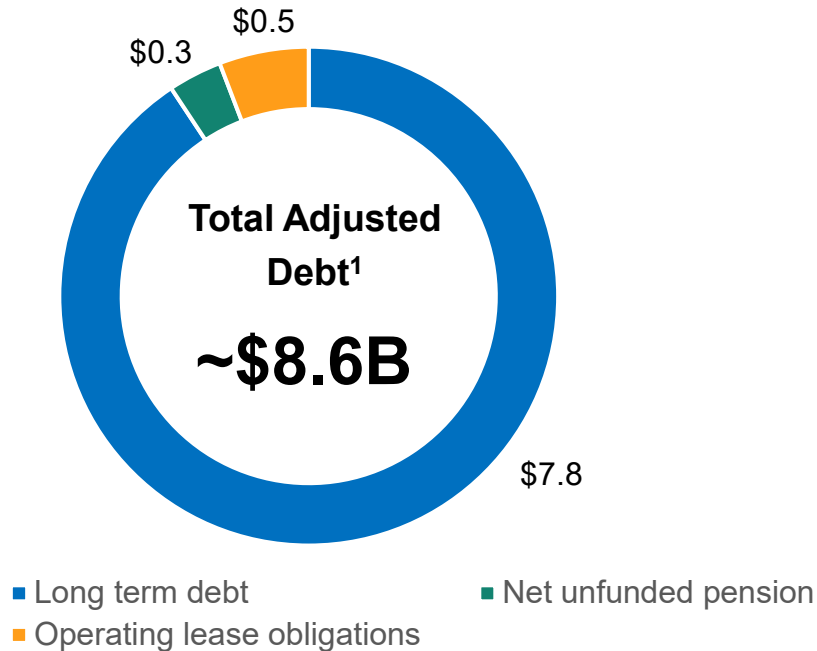
- **Balance sheet optimization**; target ~2.0x net debt/operating EBITDA
- **Strong investment grade** credit rating
- Prudent capital allocation with focus on low risk / high return **organic expansions**, return of **excess capital** to shareholders

✓
Performance-
Based Design

✓
Efficient
Capital
Structure

Balance Sheet Flexibility to Drive Value Creation

Total Debt (in Billions) as of March 31, 2024



➤ **Cash as of March 31, 2024: \$1.9B**

Strong balance sheet

- Committed to a strong investment grade credit profile
- Targeting 2.0x adjusted net debt/EBITDA⁽¹⁾ leverage
- No significant long-term debt maturities until Nov 2025 (\$1.85B)

Share repurchases

- Retired ~15% of common shares between Nov 2022 and April 2024
- Completed \$500MM ASR in April 2024 under \$1B share buyback program authorized in February 2024

Dividends⁽²⁾

- Declared 2Q'24 quarterly dividend of \$0.38/share (annualized \$1.52/share); 6% increase vs. 2023
- Targeting payout ratio of ~35-45%; grow dividend in line with earnings performance over time

Portfolio management and acquisitions

- Opportunistic bolt-on M&A with focus on our key growth areas

Internal investment

- CapEx ~5% of Net Sales in 2024; R&D ~4% of Net Sales
- Targeted at higher-growth businesses

Favorable balance sheet and liquidity position



(1) Adjusted debt defined as gross debt with adjustments for pension and operating leases. EBITDA refers to operating EBITDA as defined on slide 47.

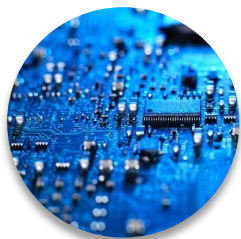
(2) Future dividends subject to Board of Directors approval.

A photograph of two scientists, a woman and a man, in a laboratory setting. They are both wearing white lab coats and safety glasses. The woman is on the left, and the man is on the right, wearing blue gloves. They are looking at a laptop computer. The background shows laboratory equipment and shelves with various items. The overall lighting is bright and professional.

DuPont's Business Today

Focused on Five Growth Areas

Innovation-based growth aligned with key global macro themes



Electronics

29%
of net sales¹

- Data centers / AI
- Consumer electronics
- Telecommunications

Enabling connectivity, smart technologies, and next-generation semiconductor chips and printed circuit boards



Water

12%
of net sales¹

- Water filtration

Addressing water scarcity with solutions for clean water and sustainable use



Protection

21%
of net sales¹

- Personal protection
- Construction

Protecting workers and enabling sustainable buildings



Industrial Technologies

28%
of net sales¹

- Healthcare
- Aerospace
- General industrial

Specialized materials for demanding environments including healthcare, aerospace, packaging and clean energy



Next Generation Automotive

10%
of net sales¹

- Electric/hybrid vehicles
- Other advanced mobility

Transforming mobility by advancing electric vehicles and advanced safety systems

Quality portfolio with long-term growth potential



(1) Reflects estimated end-market exposure based on 2023 net sales on a continuing operations basis.

DuPont's Global Reach

2023 net sales by geography*

\$12.1B

2023 Net Sales*

~24,000

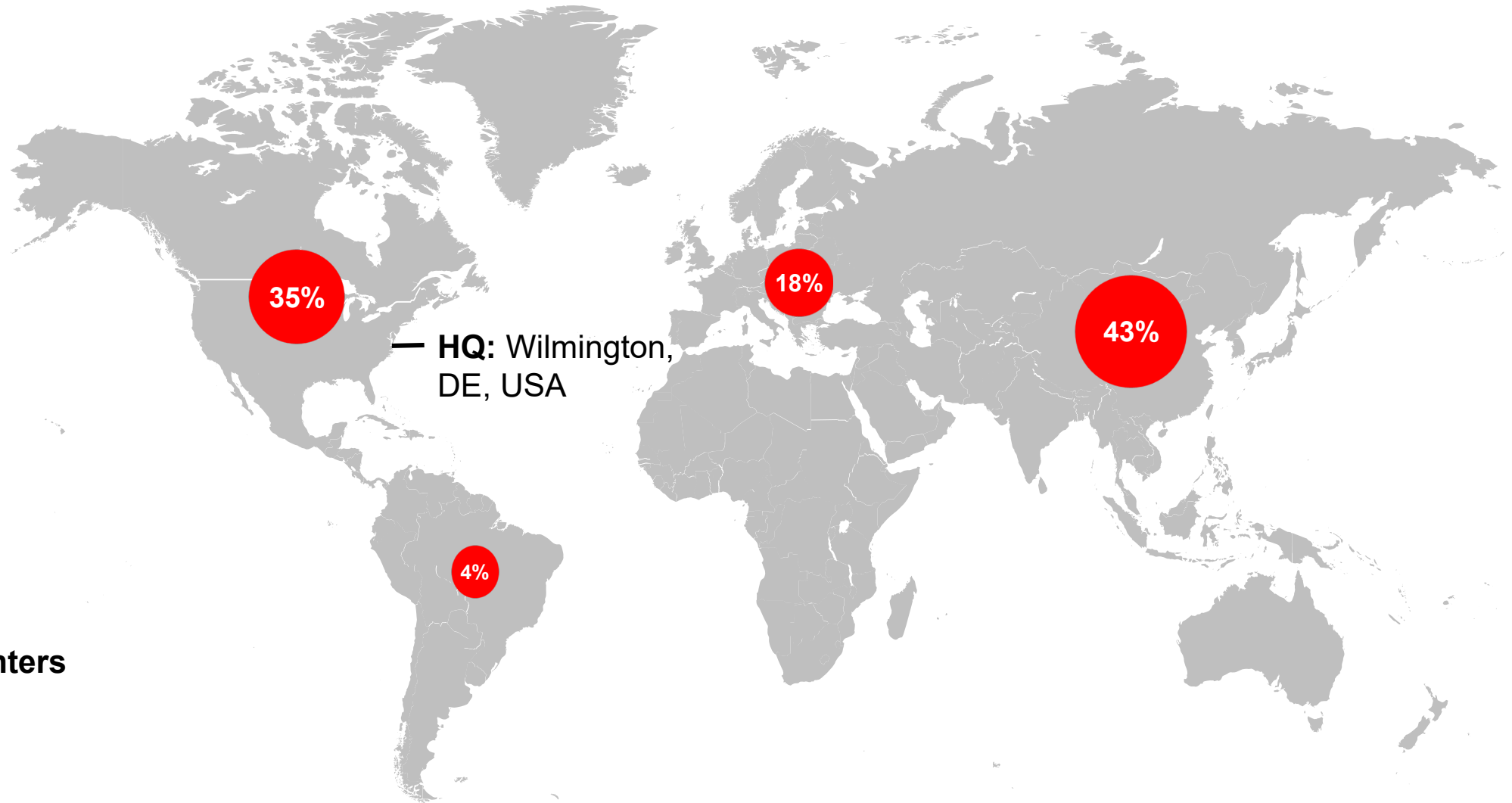
Colleagues

~100

Manufacturing Sites

~25

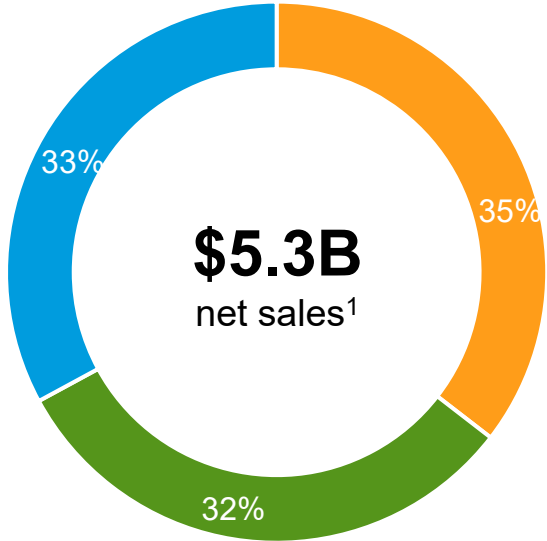
Global Technical Centers



* Net sales and all other metrics on a continuing operations basis. Net sales reflects FY'23 and other metrics as of year-end 2023.

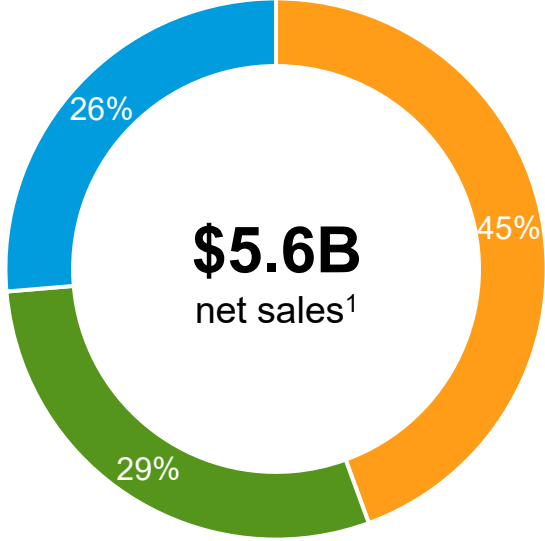
Two Segments with Market-Leading Businesses

Electronics & Industrial



- Semiconductor Technologies
- Interconnect Solutions
- Industrial Solutions

Water & Protection



- Safety Solutions
- Shelter Solutions
- Water Solutions



¹2023 as reported net sales. Excludes ~\$1.1 billion of net sales related to businesses reflected in Corporate & Other. See slide 18 for additional detail.



Electronics & Industrial

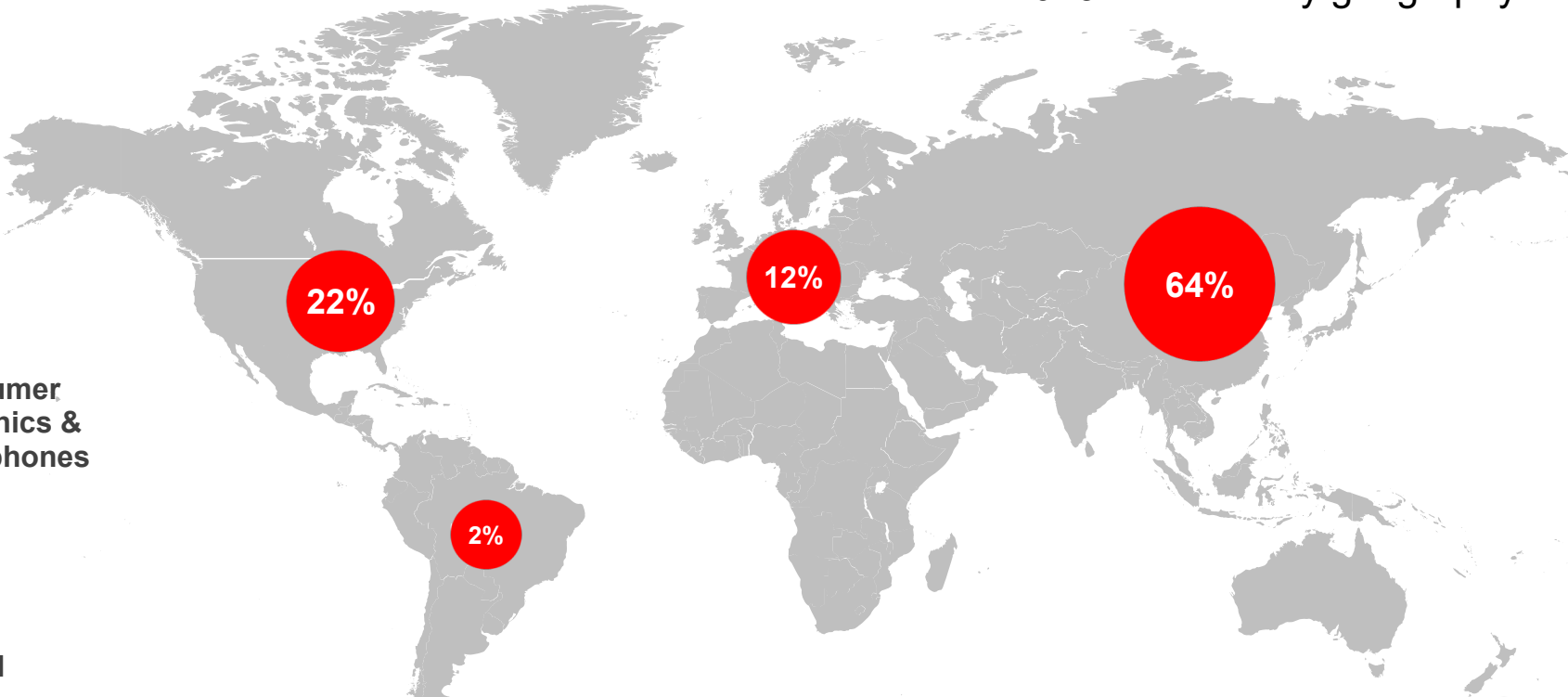
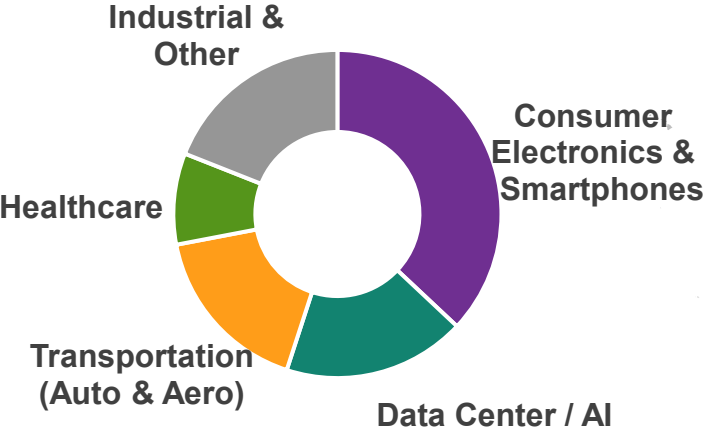
Providing our customers with **industry-leading innovation** complemented by a team of **scientists and engineers** with **deep materials science and application engineering expertise** and **large scale, best-in-class manufacturing** to make next-generation technology a reality **for our customers.**

Leading Innovator • Materials and Systems Integration Expertise • Global Market Presence

Electronics & Industrial: At a Glance

2023 net sales by geography*

End-Market Exposure*



| | | | | |
|--|--|--|--|--|
|  |  |  |  |  |
| ~\$5.3B* | ~\$1.5B* | ~12,000 | ~60 | 15 |
| 2023 Net Sales | 2023 Operating EBITDA | Colleagues | Manufacturing Sites | Major R&D and Application Centers |



*Net sales and operating EBITDA as reported for FY23. All other metrics as of year-end 2023.

E&I: Business Unit Summary

Leading materials, application engineering & system design expertise

Semiconductor Technologies

35% / ~\$1.9B Net sales¹

Advanced materials for integrated chip fabrication and electronic display technologies to enable improved power, functionality, connectivity, and performance

-
- CMP Technologies
 - Lithographic Materials
 - Advanced Cleans & Slurry Technologies
 - Advanced Display Materials

Interconnect Solutions

32% / ~\$1.7B Net sales¹

Advanced circuit, packaging and assembly solutions for superior signal, power and thermal/EMI management for AI/HPC, Next-gen Auto, Consumer Electronics, and Specialty Industrials

-
- Advanced Circuit & Packaging
 - Laird (Thermal & EMI & Power Management)
 - Films & Laminates

Industrial Solutions

33% / ~\$1.8B Net sales¹

Specialty materials and advanced solutions for a variety of critical applications, serving healthcare, semiconductor, automotive, printing, and other industrial markets

-
- Healthcare (Liveo™ & Spectrum)
 - Industrial Polymers (Kalrez® & DuPont Electronic Polymers (DEP))
 - Vespel® / MOLYKOTE®
 - Printing and Packaging (Cyrel® / Artistri®)



¹ 2023 net sales based on new line of business structure effective first quarter 2024.

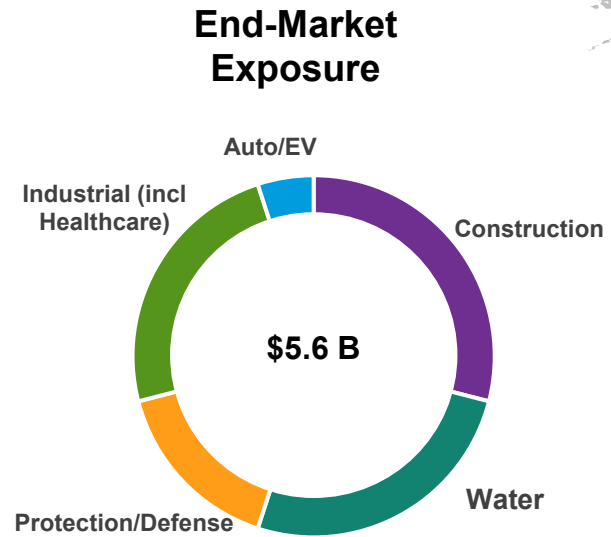
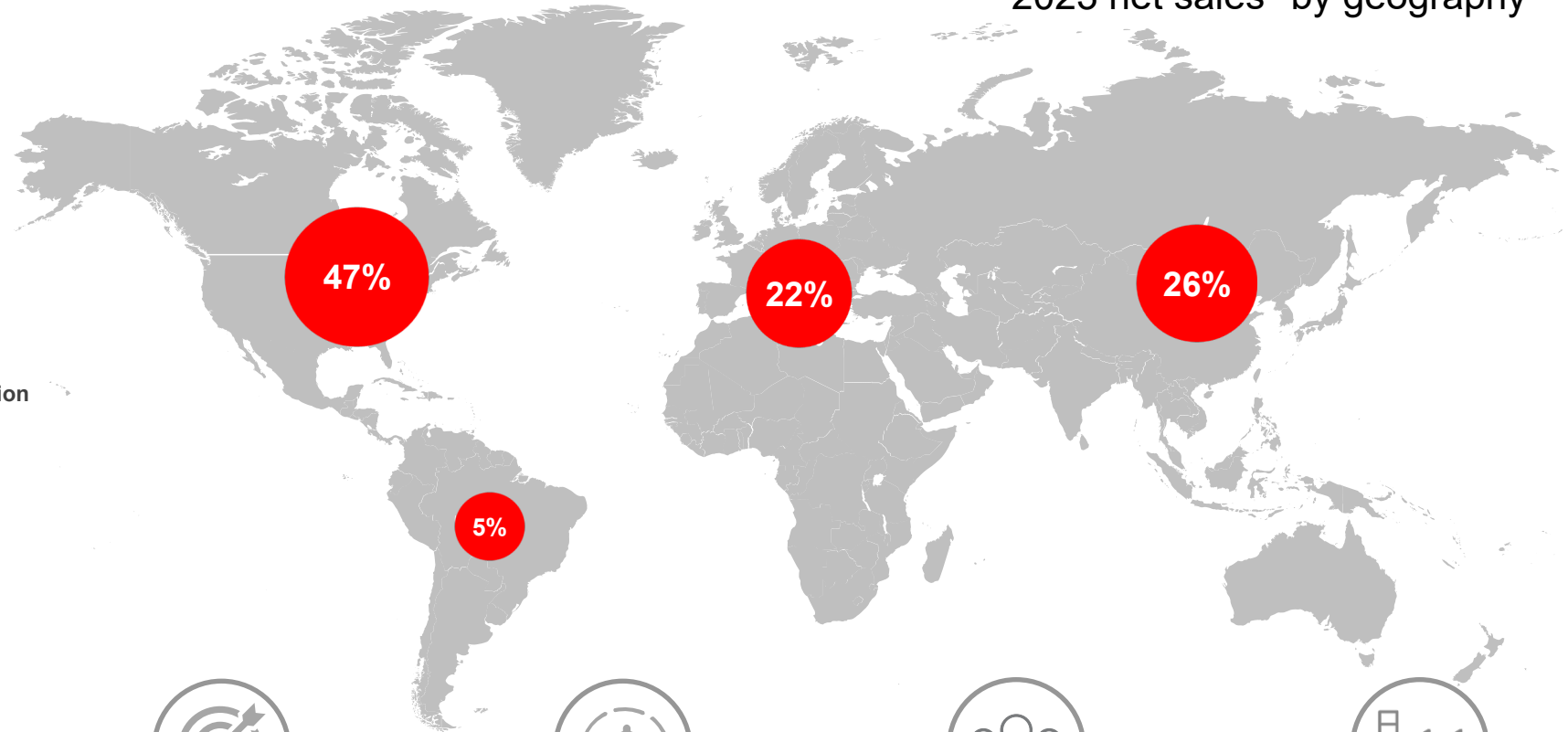
Water & Protection

Creating water, shelter and safety solutions for a **more sustainable world**. Together, we work with our customers to **innovate** for **mutual value creation** every day.

Deep Market Insight • Application Expertise • Global Market Presence • Trusted Brands

Water & Protection: At a Glance

2023 net sales* by geography



*Net sales and operating EBITDA as reported for FY23. All other metrics as of year-end 2023.

W&P: Business Unit Summary

Leading application engineering, technical expertise & trusted brands

Water Solutions

26% / ~\$1.5B Net sales¹

Global leader in purification and specialty-separation technologies that generate cleaner water and purer products for industries and communities. Comprehensive portfolio including reverse osmosis, ion exchange and ultrafiltration technologies.

-
- FilmTec™
 - Amber Series (AmberLite™, AmberChrom™, etc.)
 - IntegraTec™
 - MemPulse™
 - OxyMem™
 - DesaliTec™

Shelter Solutions

29% / ~\$1.7B Net sales¹

A global leader supporting customers in the Built Environment serving non-residential construction, residential construction, and the repair & remodel space. Broad product lines of weatherization, thermal comfort, air sealing, and decorative surfaces.

-
- Tyvek®
 - Styrofoam®
 - Thermax®
 - ArmorWall®
 - Great Stuff®
 - Froth-Pak™
 - Corian®

Safety Solutions

45% / ~\$2.5B Net sales¹

Global leader in protection (Kevlar® & Nomex®) serving a wide array of end-markets with highly engineered and durable fibers and materials. Also, Tyvek® garments, accessories and packaging solutions that are critical to life protection.

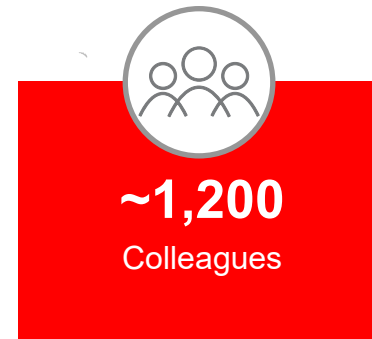
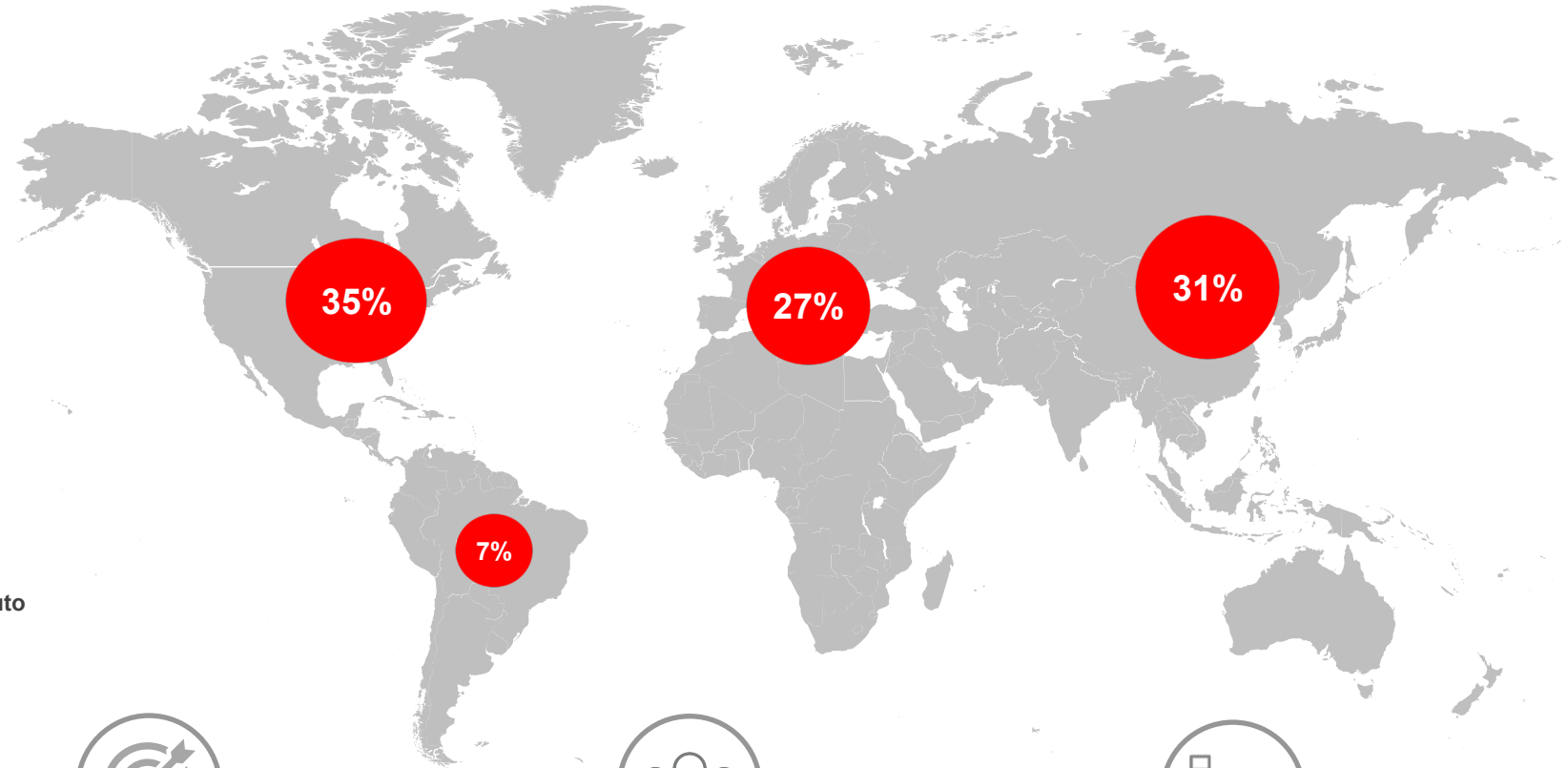
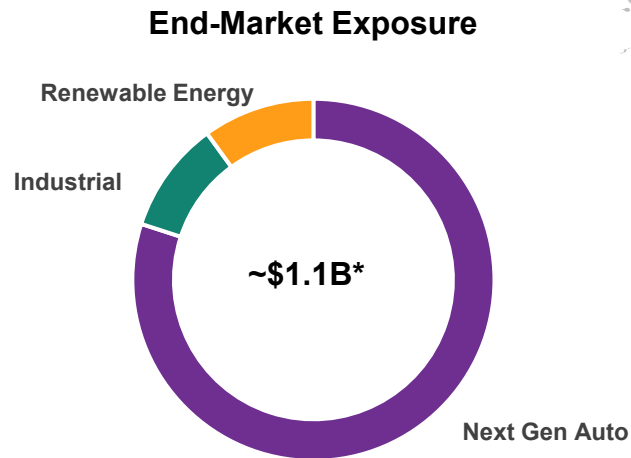
-
- Tyvek®
 - Nomex®
 - Kevlar®



¹ 2023 net sales as reported.

Corporate & Other: At a Glance

Net Sales by Geography*



* Reflects 2023 net sales as reported which consists of the Auto Adhesives & Fluids, Multibase™ and Tedlar® product lines. Operating EBITDA as reported externally for Corporate & Other reflects the results of these businesses, results related to the Company's 19.9% non-controlling equity interest acquired as part of the Delrin® divestiture and general corporate overhead expenses.



FY 2023 Financial Summary

FY 2023 Financial Summary

| | FY 2023 Actuals | Change YoY | Commentary (YoY) |
|-------------------------------|-----------------|------------|--|
| Net Sales | \$12.1 B | (7)% | ➤ Organic sales ¹ decline of 6% comprised of pricing gains (+2%) and lower volumes (-8%); lower volume driven by channel inventory destocking that impact many end-markets during 2023, as well as continued economic softness in China |
| Operating EBITDA ¹ | \$2.94 B | (10)% | ➤ Operating EBITDA ¹ decreased as volume declines and the impact of reduced production rates to better align inventory with demand were partially offset by the carryover impact of pricing actions and lower input costs |
| Adjusted EPS ¹ | \$3.48 | +2% | ➤ Adjusted EPS ¹ growth of 2% as the impact of a lower share count and lower net interest expense more than offset lower segment earnings |
| Adjusted FCF ¹ | \$1.6 B | +110% | ➤ Cash provided by operating activities from continuing operations of \$2.2 billion and CapEx of \$0.6 billion resulted in adjusted free cash flow ¹ from continuing operations of \$1.6 billion |
| | | | ➤ Adjusted free cash flow conversion ¹ of 100% for the year |



1) Organic sales, operating EBITDA, adjusted EPS, adjusted free cash flow and adjusted free cash flow conversion are non-GAAP measures and are defined on slide 47. Reconciliations to GAAP can be found beginning on slide 48.

A firefighter in full gear, including a yellow helmet with the number 15 and 'ENGINEER' and 'EMS' labels, is climbing a metal ladder. The firefighter is wearing a tan jacket with reflective stripes and brown gloves. In the background, another firefighter is visible, and there is a lot of smoke or steam. The scene is set against a light-colored wall.

Growth Strategy & Drivers

Multiple Levers to Drive Shareholder Value



Innovation-led growth

- › Leadership position in key high-growth end markets
- › Rigorous approach to investments through customer-driven innovation; including focus on sustainable solutions to address industry needs



Best-in-class operating model

- › Lean cost structure; targeting corporate costs at <1% of revenue
- › Productivity and continuous improvement mindset
- › Driving Lean Enterprise efficiencies



Organization aligned around performance

- › World-class management team
- › Performance-driven culture
- › Management incentives aligned to returns (ROIC)



Balanced financial policy

- › Commitment to strong investment grade rating; opportunistic bolt-on M&A with focus on key growth areas
- › Disciplined capital allocation; return of excess cash to shareholders
- › Strong cash generation to fund growth and return objectives



Active portfolio management

- › Return-driven portfolio decisions
- › Utilize M&A as lever to supplement organic growth
- › Focus on 5 growth areas for investment over time

Innovation Driving Growth in Strategic Growth Areas

| Areas | Markets | Solutions |
|---|--|--|
|  <p>Electronics</p> | <p>Semiconductor chips Printed circuit boards Datacenters Next generation smart phones</p> | <p>CMPT Pads, slurries, photoresists, Kalrez® seals Metallization and copper plating technologies EMI shielding and thermal interface solutions Kapton® PI film and Pyralux® laminates</p> |
|  <p>Water</p> | <p>Industrial wastewater Seawater desalination Home drinking water</p> | <p>FilmTec™ RO membranes Ultrafiltration, reverse osmosis, ion exchange resins B-free pretreatment technology</p> |
|  <p>Protection</p> | <p>Building insulation PPE</p> | <p>Styrofoam™, Froth-Pak™, Armorwall™ Nomex®, Tyvek®, Tychem®, Kevlar®</p> |
|  <p>Industrial technologies</p> | <p>Healthcare / Medical packaging Aerospace/defense Clean energy</p> | <p>Spectrum medical devices, Liveo™ medical silicones Kalrez® o-rings, Vespel® parts, Nomex®, Kevlar® Tedlar® films, Molykote® anti-friction coating; Tyvek®</p> |
|  <p>Next generation automotive</p> | <p>EV batteries Autonomous driving and safety systems</p> | <p>Auto adhesives, Nomex® electrical insulation EMI shielding and thermal management solutions</p> |

Innovating side by side

From R&D investment to our culture of partnership, our capabilities increase our customers' business impact and speed to market.

~4% of net sales

Annual R&D investment target

Recent awards and recognitions



Our Sustainability Framework

Strategic, ambitious and value creating



Innovate for good

Create sustainable 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

2024 Sustainability Report Highlights



Innovate

> 80% of our innovation portfolio

value is expected to deliver sustainability value for our customers in areas such as advanced computing, vehicle electrification, and water purification.

Received **seven R&D 100 and Edison Awards** for products that enable positive sustainability benefits for customers.

Recognized as **Best ESG Partner by Samsung Electronics** and received eight additional supplier of the year awards from semiconductor customers for achievements in innovation and sustainability.



Protect

Achieved our **safest year on record** for employee and contractor safety.

58% reduction of Scope 1 and 2

emissions from a 2019 baseline outperforming expectations of the Paris Accord goals.

60% of our energy to power our

operations is from renewable sources¹. 40 sites operating with 100% renewable electricity¹

39% reduction of scope 3 emissions from

purchased goods and services and end of life of sold products from the 2020 baseline.



Empower

Achieved significant gains on **DEI dimension score** on our annual IMPACT survey with

82% of employees reporting DuPont has an inclusive environment.

Strengthened pipeline of diverse talent with targeted and high impact programs.

89% of employees responding to annual IMPACT survey say they **do work that matters**.

>880 **Community projects** funded

with more than 580 non-profit partners across 57 countries. Impacted more than 5.7 million lives since 2019.

Best-in-Class Operating Model and Manufacturing Excellence

Focus areas aligned to business strategy and value drivers



Asset reliability



Lean Six Sigma



Supply chain management



Capital execution



Environment, Health & Safety



Digital



Enterprise Framework

- Standardized playbooks and enhanced training
- Continuous improvement culture
- Common digital systems and tools
- Metrics and dashboard transparency at all levels
- Business- and site-specific roadmaps and improvement priorities

World-class Leadership | Rewards Aligned with Performance

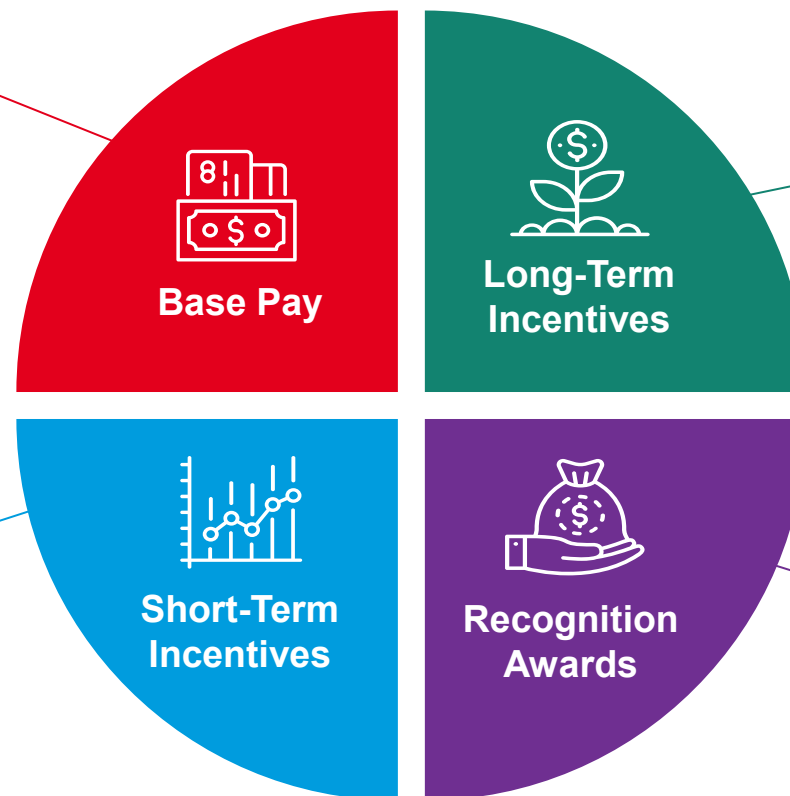
Experienced & Diverse Leadership

Base pay

- Market competitiveness
- Skills and competencies
- Individual contribution

Short-term incentives

- Financial results
 - Corporate Adj. EPS
 - Segment Organic Revenue
 - Segment Operating EBITDA
 - Segment Adj. Free Cash Flow
- 2030 sustainability goals progress
- Individual contribution



Long-Term Incentives

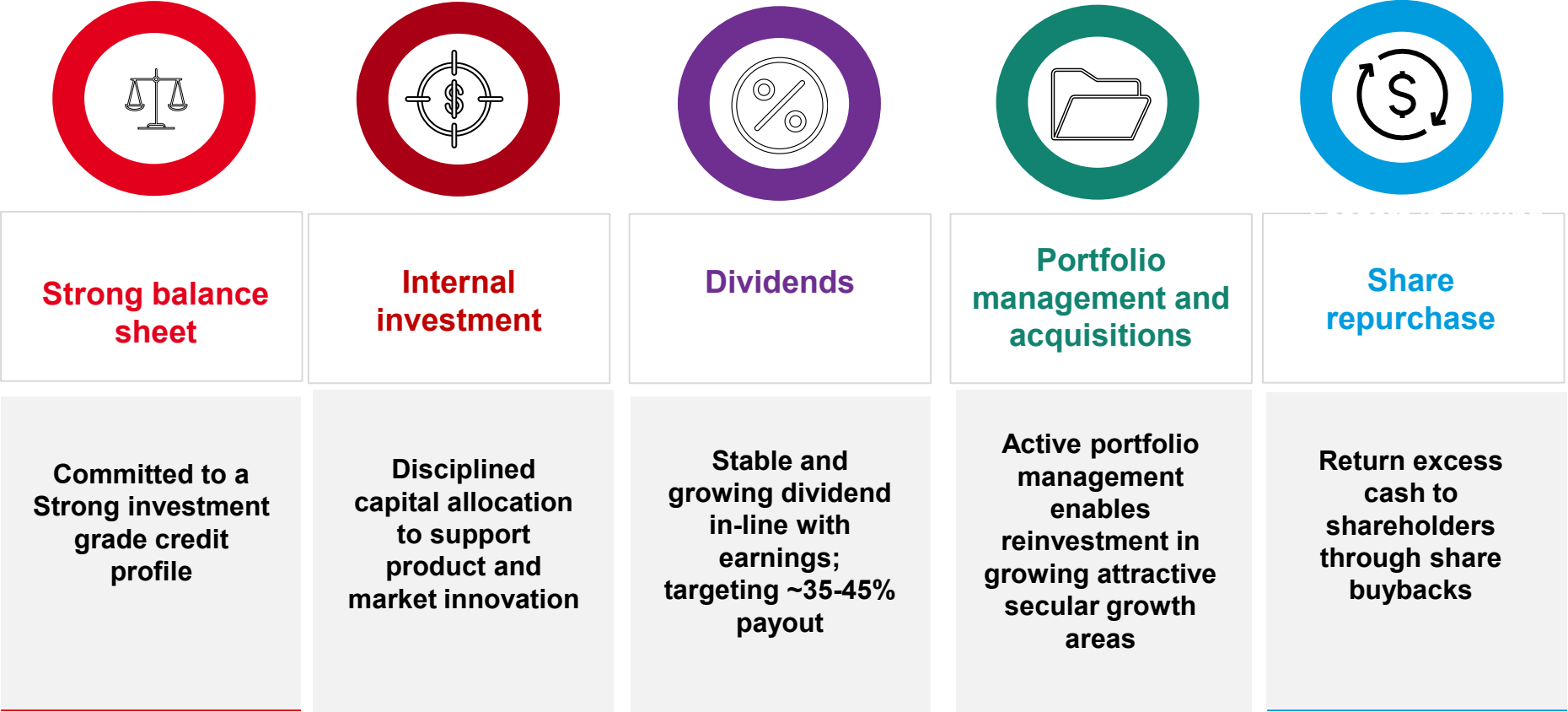
- Alignment with shareholders
- For executive leadership:
 - Adj. ROIC
 - Adj. Corporate Net Income
 - Relative Total Shareholder Return (TSR)

Recognition Awards

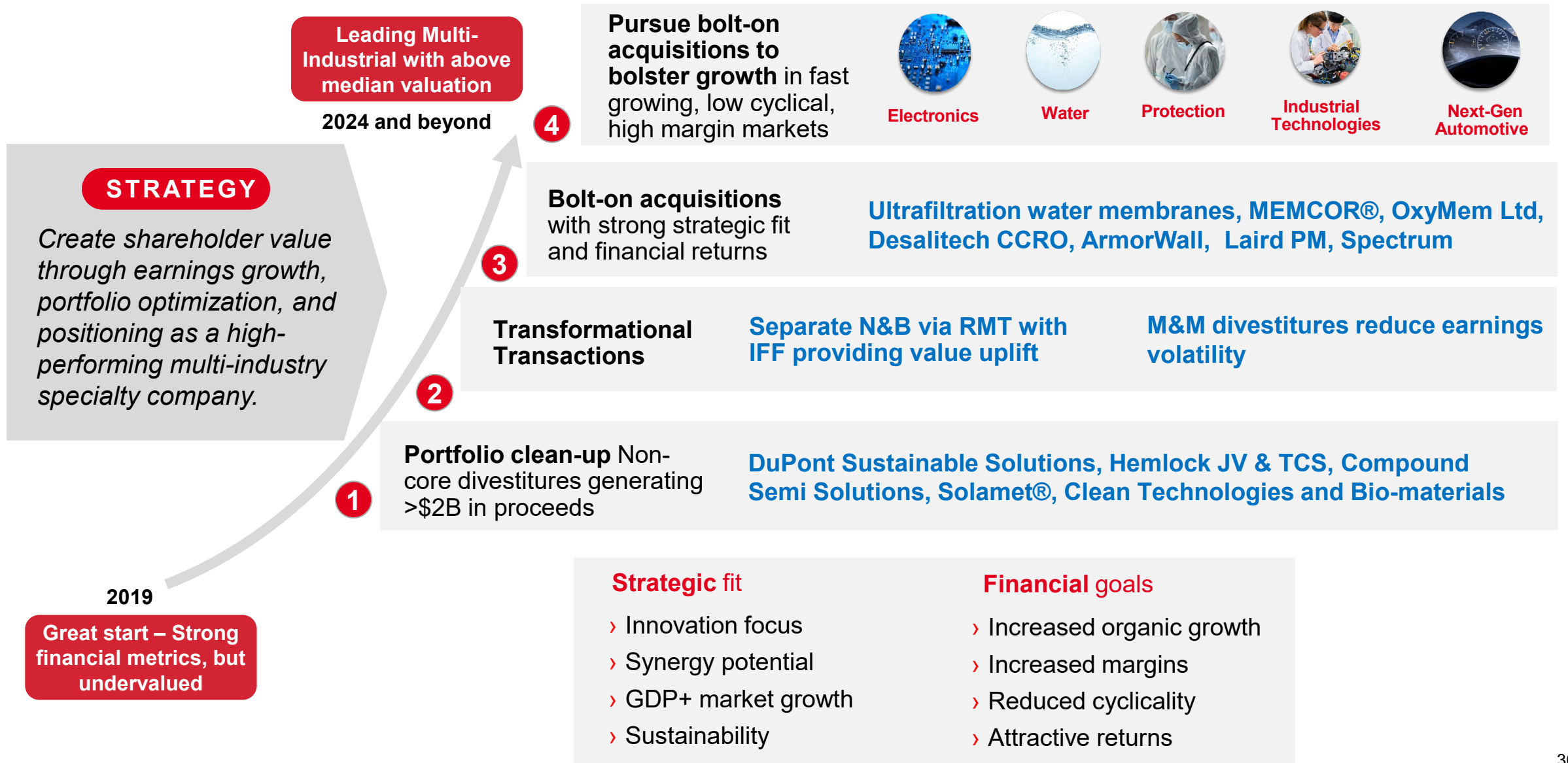
- Give managers flexibility to reward team members for outstanding contributions
- Enhance motivation and commitment

Balanced Financial Policy

Clear and disciplined capital allocation framework



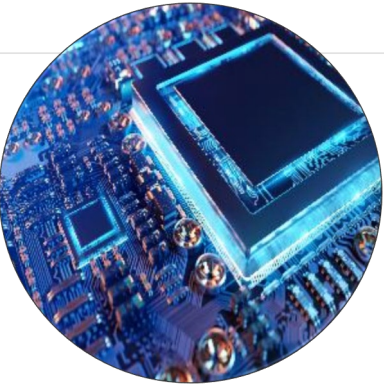
Portfolio Management Actions to Increase Shareholder Value



Business Overviews

A close-up photograph of a person's hand holding a smartwatch. The watch face displays a business dashboard with various charts, graphs, and data points. The background is blurred, showing what appears to be a laptop screen and some papers, suggesting a professional or office environment. The lighting is soft and focused on the watch.

Electronics & Industrial

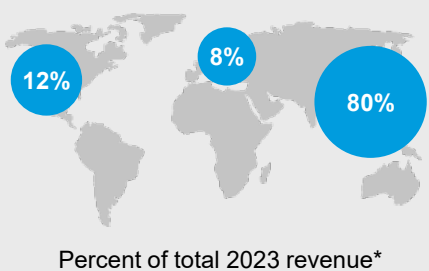


Semiconductor Technologies: At a Glance

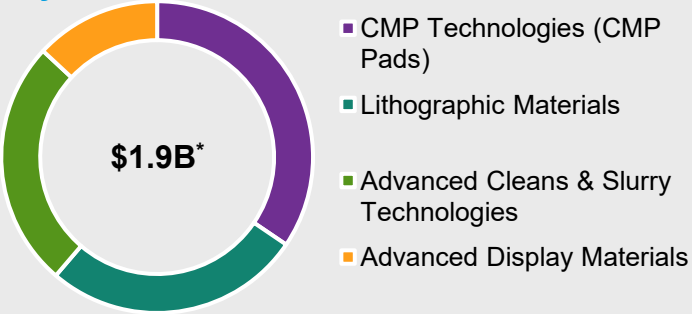
Global Business

- 8 Manufacturing Sites
- ~9% R&D/Revenue
- 11 Technology/Innovation and Application Centers
- ~2,200 colleagues
- 50+ years of industry experience

By Geography

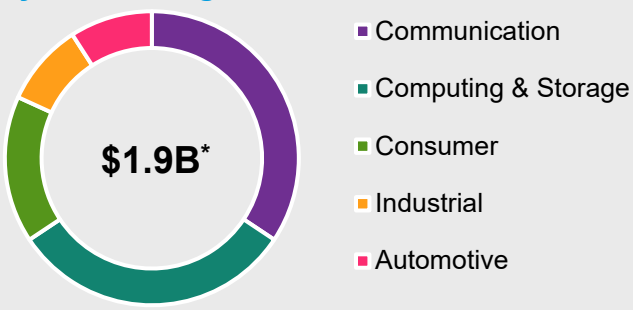


By Business Unit



Sales mix: 100% unit-driven, 90% consumables

By Market Segment



Technology

- Advanced materials for integrated circuit fabrication to enable improved connectivity, power, functionality and performance
- Innovative materials and processes that enable the industry's most advanced digital display technologies
- Deep materials science and applications expertise
- Collaboration with industry leaders for leading-edge technology development enabling key applications including AI, high-performance computing, and next-gen automotive

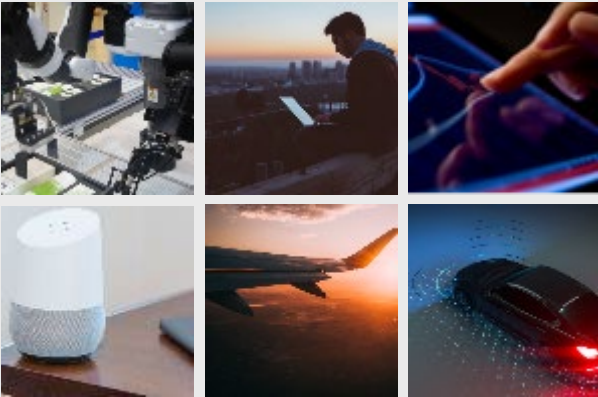
Industries

Global Megatrends

- AI, high performance computing
- 5/6G connectivity
- Autonomous driving
- IoT/IloT (Industrial Internet of Things)

End Applications

- High-speed computing
- Servers, cloud storage
- Consumer devices
- Communications
- Automotive/industrial
- Sensing
- Electronic displays



*Reflects FY 23 net sales based on new line of business structure effective first quarter 2024.

Semiconductor Technologies: Industry-Leading Portfolio



COMPREHENSIVE PORTFOLIO



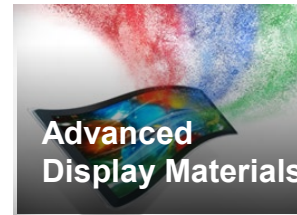
- Pads for chemical mechanical planarization (CMP)



- Post-etch residue removers
- Slurries
- Post-CMP cleans
- Emerging cleans



- Photoresists
- Advanced overcoats
- Functional sublayers
- Ancillaries



- OLED display materials
- Display process chemicals



SOURCES OF COMPETITIVE ADVANTAGE

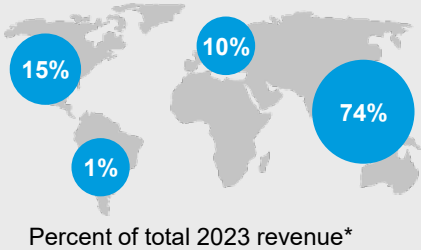
| | | |
|--|---|--|
| Broad customized portfolio enables optimized solutions | Industry leader for materials in advanced nodes and devices | Deep customer intimacy |
| Differentiated performance, quality and process capabilities | Local application engineering and testing capability | World-class supply chain proficiency and reliability |

Interconnect Solutions: At a Glance

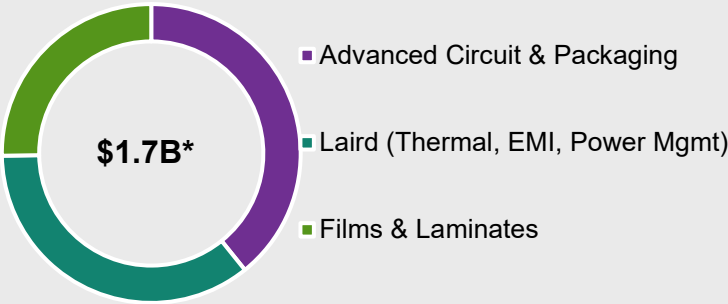
Global Business

- ~22 manufacturing sites
- ~7% R&D/Revenue
- 17 technology/application centers
- ~4,700 colleagues
- 60+ years of industry leadership

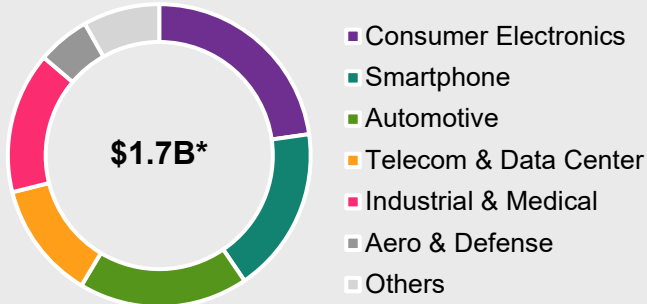
By Geography*



By Business Unit*



By Market Segment*



Technology

- Enabling reliable signal integrity, power management, and thermal management through advanced materials and system design expertise
- Solving our customers' critical interconnect challenges by leveraging our broad portfolio, deep material science expertise and applied science & engineering capabilities
- Key drivers: miniaturization, advanced packaging, power and thermal management, high-speed / high-frequency, EMI shielding, high performance insulation, sustainability

Industries

Global Megatrends

- AI, high performance computing
- 5/6G connectivity
- Cloud computing
- Electric vehicles
- Smart/Autonomous driving
- Green electronics

End Applications

- AI, data center, server
- Smartphone, consumer electronics
- Next gen auto
- High-performance industrials (e.g. Aerospace, Defense, Medical)




* Reflects FY23 net sales based on new line of business structure effective first quarter 2024.

Interconnect Solutions: Industry-leading Portfolio

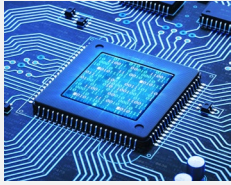
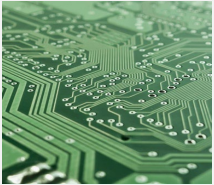


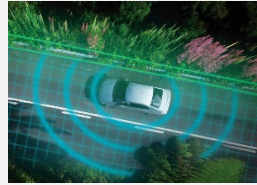
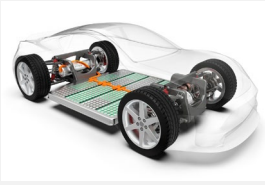


COMPREHENSIVE PORTFOLIO

| | | |
|--|---|---|
| <p>Advanced Circuit & Packaging</p> <p>Metallization & Dielectrics</p> <ul style="list-style-type: none"> • IC Packaging • IC Substrate • PCB materials & chemistries | <p>Laird</p> <p>Thermal Management</p> <ul style="list-style-type: none"> • TIM* 1 & 2 • Multi-function solutions (MFS) | <p>Films & Laminates</p> <p>Pyralux®</p> <ul style="list-style-type: none"> • Laminated flexible circuit materials |
| <p>Imaging Materials</p> <ul style="list-style-type: none"> • Conductive adhesive • Photoresist films | <p>EMI & Power Management</p> <ul style="list-style-type: none"> • Absorbers/ Shields • Inductors • MFS | <p>Kapton®</p> <ul style="list-style-type: none"> • Polyimide (PI) plain films • PI functionalized films |



APPLICATIONS

| | | | | |
|--|---|--|--|--|
| <p>IC Packaging, Substrate & PCB</p>   | <p>Flexible Circuits</p>  | <p>Displays</p>  | <p>ADAS</p>  | <p>eMotor & Battery</p>  |
|--|---|--|--|--|



SOURCES OF COMPETITIVE ADVANTAGE

| | | |
|--|---|---|
| <ul style="list-style-type: none"> ➔ IC packaging, PCB design and process expertise | <ul style="list-style-type: none"> ➔ Broad materials portfolio | <ul style="list-style-type: none"> ➔ World-class applications capability enhanced by materials science |
| <ul style="list-style-type: none"> ➔ Electronics know-how & device expertise | <ul style="list-style-type: none"> ➔ Deep OEM engagement | <ul style="list-style-type: none"> ➔ Global footprint & reliable supply capability |

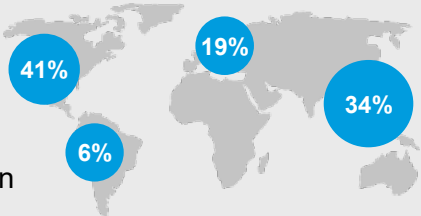
* TIM: Thermal Interface Materials

Industrial Solutions: At a Glance

Global Business

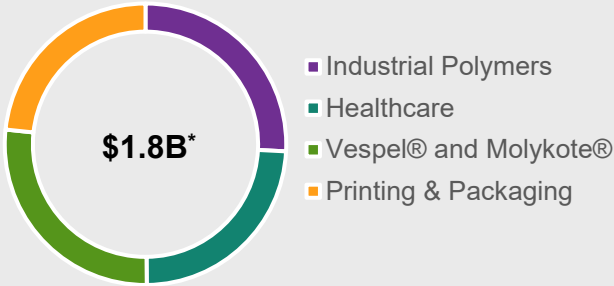
- ~33 manufacturing sites
- ~4% R&D/Revenue
- ~4,100 colleagues
- ~40 Technology/Application Centers
- 50+ years of industry leadership

By Geography*

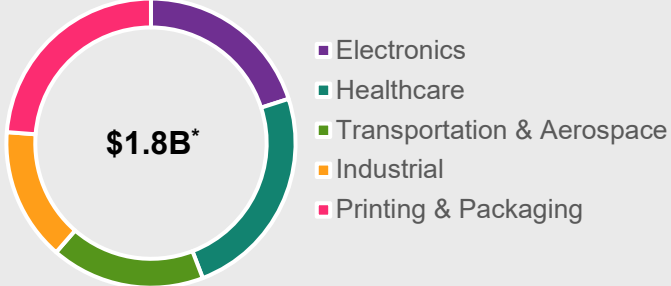


Percent of total 2023 revenue*

By Product Line*



By Market Segment*



Technology

- Highly durable elastomeric o-rings and custom polyimide performance critical parts for wide ranging applications
- Specialized materials coupled with design and manufacturing expertise of complex parts and devices for biopharma processing, pharmaceuticals and medical devices
- Specialty lubricants for auto/industrial applications
- Water-based inks that create brilliant colors, beautiful prints at fast printing speeds
- Sustainable solutions for flexographic printing that deliver higher quality and improved productivity

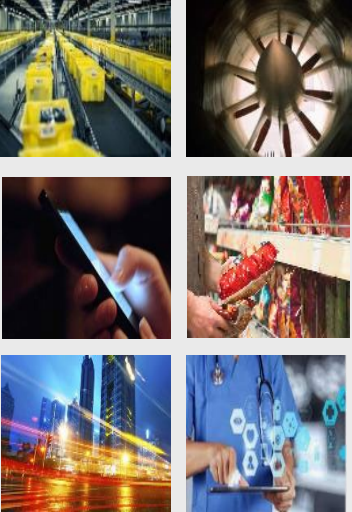
Industries

Global Megatrends

- AI, high performance computing
- Personalized healthcare, outpatient care, Biologics, Drug delivery, less invasive medical procedures
- Electric vehicles
- On-demand, custom printing, e-commerce
- Sustainability


End Applications

- Electronics
- Healthcare
- Aerospace & Defense
- Auto & Transportation
- Industrial
- Packaging



* Reflects FY23 net sales based on new line of business structure effective first quarter 2024.

Industrial Solutions: Industry-Leading Portfolio



**BROAD,
CUSTOMIZED
PORTFOLIO
ENABLES
OPTIMIZED
SOLUTIONS**



- Medical Devices
- Silicone Materials & Adhesives
- Pharma Ingredients & Excipients

SPECTRUM **LIMEO™**



- High-Performance Elastomer O-Rings & Parts
- Photoresist polymers

Kalrez® **DEP**



- Polyimide Shapes & Parts

Vespel®

- Specialty Lubricants

MOLYKOTE®



- Flexographic Printing Plates & Equipment






Cyrel®

- Water-Based Inkjet Inks

Artistri®



**DIVERSE
EXPOSURE
TO MULTIPLE
ATTRACTIVE
END-USE
MARKETS**

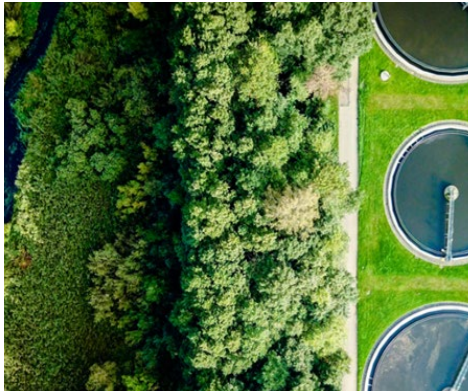
| Electronics | Healthcare | Aerospace | Transportation | Industrial |
|--|--|--|--|--|
|  |  |  |  |  |



**SOURCES OF
COMPETITIVE
ADVANTAGE**

| | | |
|---|---|---|
| Broad customized portfolio enables optimized solutions | Leading material and devices innovation capability & solution expertise | Deep customer intimacy and market experience |
| Differentiated performance, quality, and process capabilities | World-class applications capability enhanced by materials science | Global supply chain proficiency and reliability |

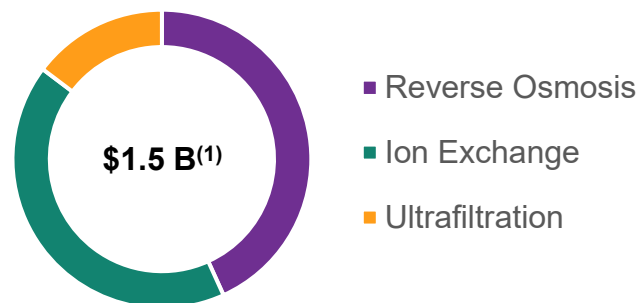
Water & Protection



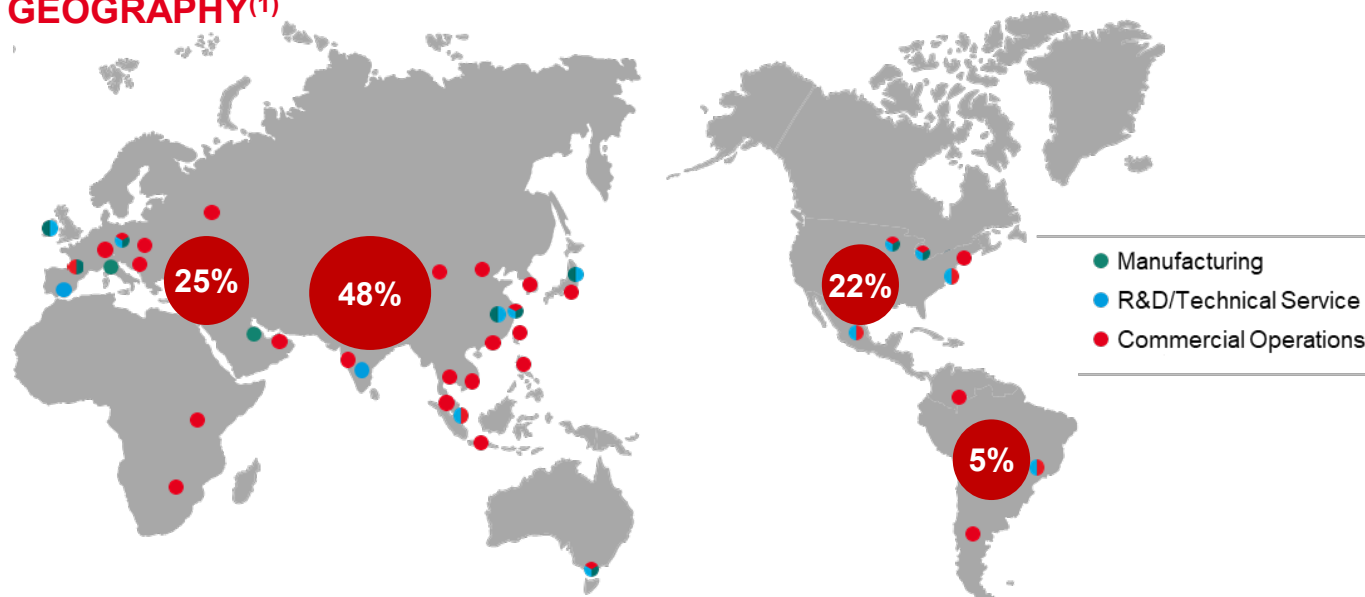
Water Solutions: At a Glance

Market-leading technology in attractive markets with a global footprint

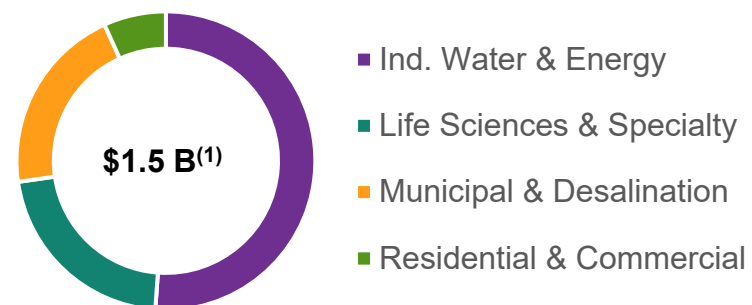
BY TECHNOLOGY



BY GEOGRAPHY⁽¹⁾



BY MARKET SEGMENT



~2,300
COLLEAGUES



11
MANUFACTURING
SITES






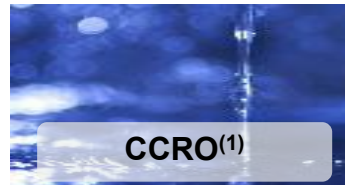


2-3%
R&D/REVENUE





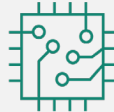





⁽¹⁾ Reflects FY23 net sales.

Water Solutions: Positioned For Growth

Our comprehensive portfolio solves high-value challenges for key customer segments

| LEADING TECHNOLOGY POSITION | | | NEW TECHNOLOGY OFFERINGS | | |
|--|---|--|---|---|---|
|  <p>Ultra Filtration</p> |  <p>Reverse Osmosis</p> |  <p>Ion Exchange Resins</p> |  <p>CCRO⁽¹⁾</p> |  <p>MBR⁽²⁾</p> |  <p>MABR⁽³⁾</p> |
| <ul style="list-style-type: none"> ✓ Membranes to remove viruses, bacteria, and particles for drinking and wastewater | <ul style="list-style-type: none"> ✓ Leading desalination and demineralization water purification technology | <ul style="list-style-type: none"> ✓ Ionic level separation and purification of water and process streams | <ul style="list-style-type: none"> ✓ Breakthrough process innovation to enable RO operations at higher recovery, efficiency, and reliability | <ul style="list-style-type: none"> ✓ Integrated and efficient biological treatment for municipal and industrial wastewater | <ul style="list-style-type: none"> ✓ Biological treatment to save energy and capex for municipal wastewater facilities |

KEY CUSTOMER SEGMENTS

| | | | |
|---|---|--|--|
|  <p>Desalination</p> |  <p>Food & Beverage</p> |  <p>Microelectronics</p> |  <p>Drinking Water</p> |
|  <p>Industrial Water & Energy</p> |  <p>Industrial Wastewater</p> |  <p>Bioprocessing</p> |  <p>Municipal Wastewater</p> |



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

Water Solutions: Key Megatrends Driving Growth

Addressable market size

| | | | | |
|---|---|--|--|-----------------------------|
| Industrial Water & Energy \$6.5B | Life Sciences & Specialties \$2.0B | Municipal & Desalination \$3.5B | Residential & Commercial \$1.0B | Emerging Innovations |
|---|---|--|--|-----------------------------|



~300
Technical & Marketing Professionals

~1,200
Active patents

14
Global Technical facilities

2-3%
R&D Spend/Revenue

| | | |
|--|-------------------------------------|--|
| 3 GOOD HEALTH AND WELL-BEING | 6 CLEAN WATER AND SANITATION | 9 INDUSTRY INNOVATION AND INFRASTRUCTURE |
| 11 SUSTAINABLE CITIES AND COMMUNITIES | | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION |

- Brine treatment using **membranes** for minimal or zero liquid discharge and resource recovery
- **Transformational digital** tools like the sustainability navigator assessing customer footprints
- IER creating **high purity water** for the semiconductor and solar industry

- **Chromatographic & enzyme immobilization resins** for healthy and functional sugar processing solutions
- FilmTec™ Hypershell™ **nanofiltration elements** for milk and whey process streams
- Mixed bed **IER patented** for use in coolant purification systems for e-mobility applications

- **MABR** for efficient biodigestion to increase capacity within footprint constraints and lower aeration energy cost
- **MBR** fiber and module upgrades to lower CAPEX and OPEX for municipalities and customers



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



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

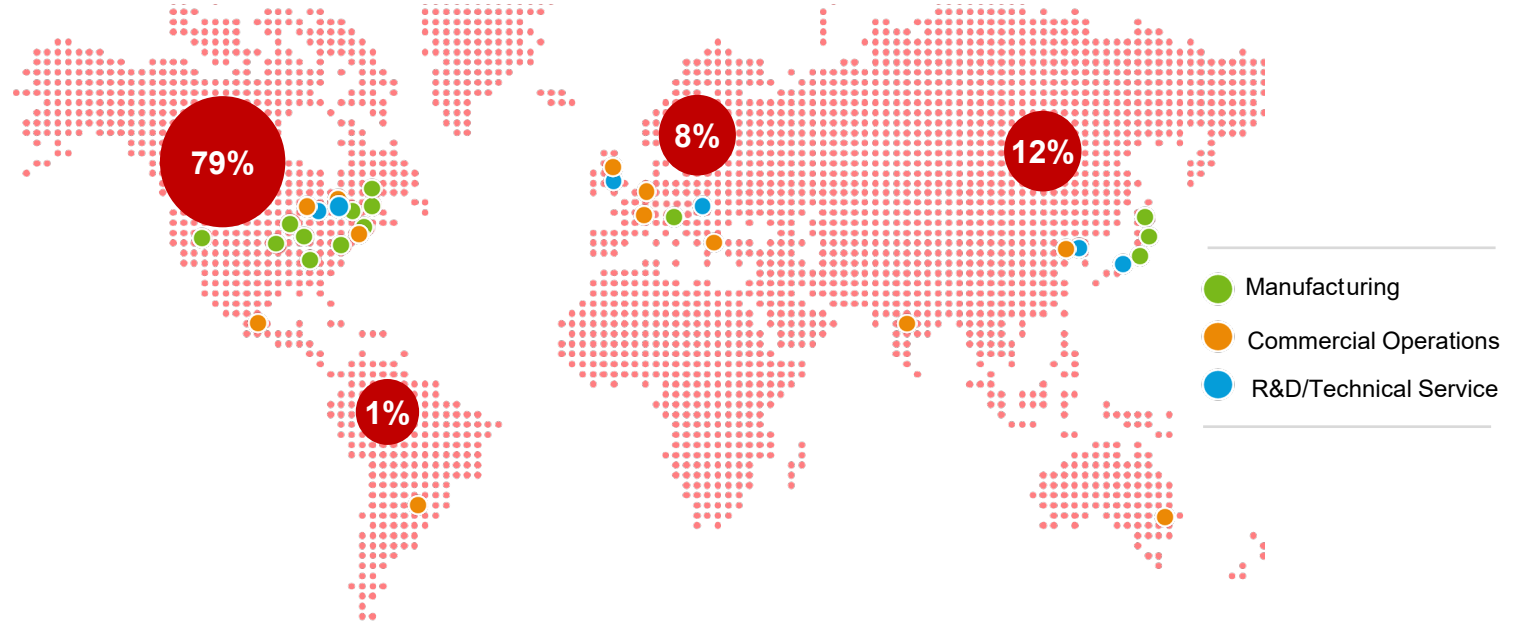
- **Lithium-selective membranes and resins** for Li-Ion value chain
- **Customized IER** for green H2 production



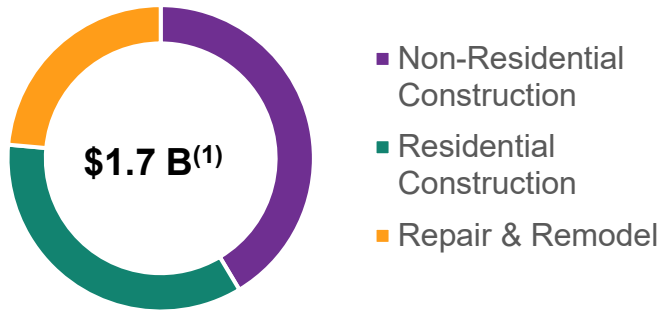
Shelter Solutions: At a Glance

Deep market insight and application expertise with global scale

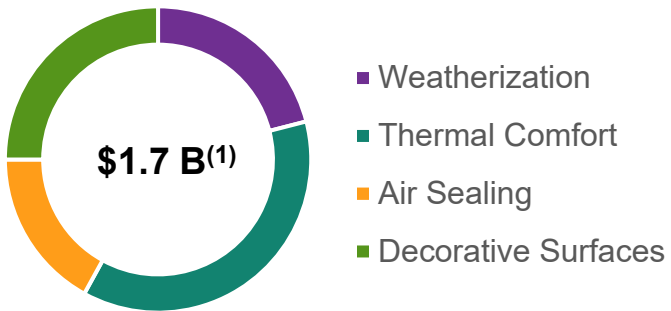
BY GEOGRAPHY⁽¹⁾



BY MARKET SEGMENT



BY PRODUCT OFFERING



~1,100+
COLLEAGUES

13
MANUFACTURING
SITES

85+
CONTRACT
MANUFACTURING
SITES

~2-3%
R&D/REVENUE



⁽¹⁾ Reflects FY23 net sales.

Shelter Solutions: Positioned For Growth

Innovative products solving high-value challenges for key customer 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

«DUPONT»
Tyvek

«DUPONT»
Styrofoam
Brand

«DUPONT»
Thermax

«DUPONT»
ArmorWall

GREAT STUFF

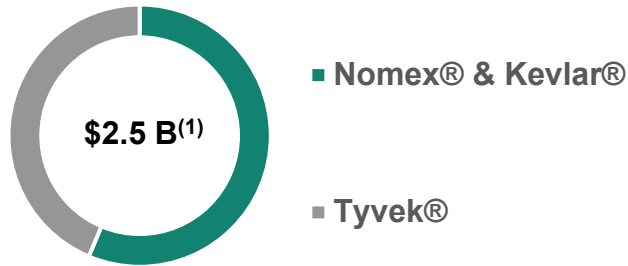
FROTH-PAK™

«CORIAN»
DESIGN

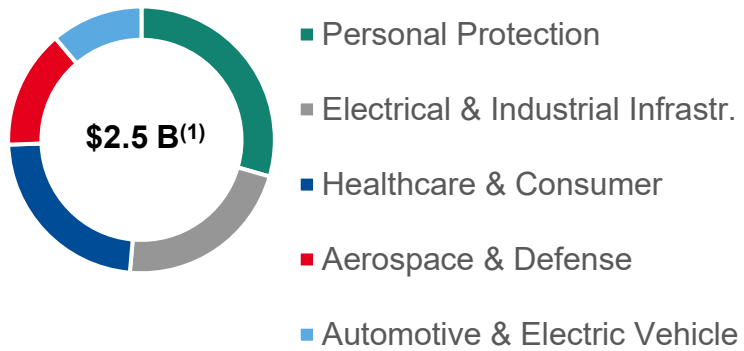
Safety Solutions: At a Glance

Strong brand reputation with premium offerings in multi-applications globally

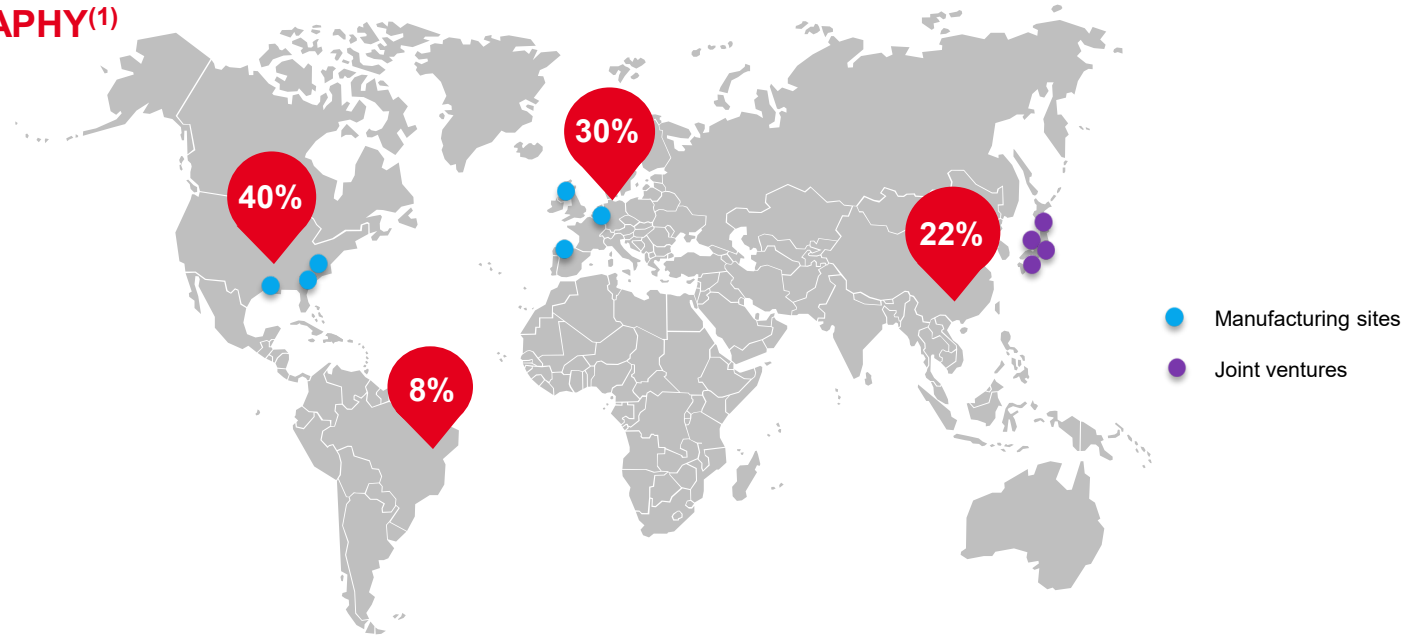
BY BUSINESS SEGMENT



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 FY23 net sales.

Safety Solutions

Iconic brands applied to solve high value customer challenges

Tyvek

**SAFETY
PORTFOLIO WITH
OPTIMIZED
SOLUTIONS**

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

Nomex

- Inherently fire-resistant fabric and fiber
- High-temperature paper and pressboard for electrical insulation of generators and transformers
- High-temperature paper for slot liner insulation in electric vehicles and industrial motors
- Paper and yarn for flame resistance in cabin interiors and exteriors for aerospace

Kevlar

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

**DIVERSE END-USE
MARKETS
POSITIONED FOR
GROWTH**

**Personal
Protection**



**Healthcare &
Consumer**



**Electrical
Infrastructure**



Aerospace



Automotive



Defense



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. Reconciliations for these non-GAAP measures to U.S. GAAP are provided beginning on slide 48 of this communication and in the Reconciliation to Non-GAAP Measures on the Investors section of the Company's website.

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 years. 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 (formerly referred to as "Adjusted results") 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. Management estimates amortization expense in 2024 associated with intangibles to be about \$600 million on a pre-tax basis, or approximately \$1.10 per share.

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.

Significant items are items that arise outside the ordinary course of the Company's business that management believes may cause misinterpretation of underlying business 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.

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. Management notes that there were no exclusions for items that are unusual in nature and/or infrequent in occurrence for the three-month periods ended March 31, 2024 and March 31, 2023.

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. The Company updated its definition of Adjusted Free Cash Flow Conversion in the fourth quarter 2023 and all periods were recast to reflect the change. Refer to Reconciliation to Non-GAAP Measures under the Events & Presentation tab on the Investors section of the Company's website for the recast information.

Capitalized terms not defined above are defined in the Overview and Cautionary Statement about Forward-Looking statements on slide 2 of this presentation.



Selected Financial Information and Non-GAAP Measures

Net Sales

| <i>In millions</i> | FY 2023 | FY 2022 |
|--------------------|-----------|-----------|
| Net Sales | \$ 12,068 | \$ 13,017 |

Non-GAAP Calculation of Operating EBITDA

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|----------|----------|
| Income from continuing operations, net of tax (GAAP) | \$ 533 | \$ 1,061 |
| + (Benefit from) provision for income taxes on continuing operations | (29) | 387 |
| Income from continuing operations before income taxes | \$ 504 | \$ 1,448 |
| + Depreciation and amortization | 1,147 | 1,135 |
| - Interest income | 155 | 50 |
| + Interest expense | 396 | 486 |
| - Non-operating pension/OPEB benefit (costs) credits | (9) | 28 |
| - Foreign exchange (losses) gains, net | (73) | 15 |
| + Future reimbursable indirect costs | 7 | 52 |
| - Adjustments for significant items charges | (961) | (233) |
| Operating EBITDA (non-GAAP) | \$ 2,942 | \$ 3,261 |

GAAP Income from Continuing Operations Margin

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|---------|---------|
| Income from continuing operations margin | 4.4% | 8.2% |

Operating EBITDA Margin

| <i>In millions</i> | FY 2023 | FY 2022 |
|---|---------|---------|
| Total operating EBITDA margin (non-GAAP) ¹ | 24.4% | 25.1% |

1. Operating EBITDA Margin is Operating EBITDA as a percentage of net sales.

Selected Financial Information and Non-GAAP Measures

Pretax Non-GAAP Adjustments to Net Income (Unaudited)

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|-----------------|-----------------|
| Income from continuing operations before income taxes (GAAP) ¹ | \$ 504 | \$ 1,448 |
| Less: Significant items charges, before tax ¹ | (961) | (233) |
| Less: Amortization of intangibles, before tax ¹ | (600) | (590) |
| Less: Non-op pension / OPEB benefit (costs) credits, before tax ¹ | (9) | 28 |
| Less: Future reimbursable indirect costs ¹ | (7) | (52) |
| Adjusted earnings, before tax (non-GAAP) | \$ 2,081 | \$ 2,295 |

1. Impact on income from continuing operations before income taxes.

Non-GAAP Adjustments to Net Income (Unaudited)

| <i>In millions</i> | FY 2023 | FY 2022 |
|---|-----------------|-----------------|
| Net income from continuing operations available to DuPont common stockholders (GAAP) ¹ | \$ 494 | \$ 1,008 |
| Less: Significant items charge, net of tax ¹ | (597) | (218) |
| Less: Amortization of intangibles, net of tax ¹ | (468) | (459) |
| Less: Non-op pension / OPEB benefit (costs) credits, net of tax ¹ | (7) | 23 |
| Less: Future reimbursable indirect costs ¹ | (4) | (40) |
| Adjusted earnings, net of tax (non-GAAP) | \$ 1,570 | \$ 1,702 |

1. Impact on income from continuing operations, net of tax. The income tax effect for each adjustment was calculated based on the statutory tax rate for the jurisdiction(s) in which the adjustment was taxable or deductible.

Non-GAAP Adjustments to Earnings Per Share (Unaudited)

| <i>In millions</i> | FY 2023 | FY 2022 |
|---|----------------|----------------|
| Earnings per common share from continuing operations - diluted (GAAP) ¹ | \$ 1.09 | \$ 2.02 |
| Less: Significant items charge - diluted ¹ | (1.32) | (0.44) |
| Less: Amortization of intangibles - diluted ¹ | (1.04) | (0.92) |
| Less: Non-op pension / OPEB benefit (costs) credits - diluted ¹ | (0.02) | 0.05 |
| Less: Future reimbursable indirect costs ¹ | (0.01) | (0.08) |
| Adjusted earnings per common share from continuing operations - diluted (non-GAAP) | \$ 3.48 | \$ 3.41 |

1. Impact on earnings per common share from continuing operations - diluted.

Selected Financial Information and Non-GAAP Measures

Net Trade Revenue by Segment and Business or Major Product Line

| <i>In millions</i> | YTD 2023 | 4Q23 | 3Q23 | 2Q23 | 1Q23 | FY 2022 | 4Q22 | 3Q22 | 2Q22 | 1Q22 | FY 2021 | FY 2020 | FY 2019 |
|---|------------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
| Industrial Solutions ¹ | \$ 1,756 | \$ 458 | \$ 450 | \$ 425 | \$ 423 | \$ 1,633 | \$ 388 | \$ 421 | \$ 418 | \$ 406 | \$ 1,568 | \$ 1,388 | \$ 1,439 |
| Interconnect Solutions ¹ | 1,688 | 419 | 448 | 422 | 399 | 2,045 | 437 | 521 | 542 | 545 | 1,937 | 1,558 | 1,453 |
| Semiconductor Technologies ¹ | 1,893 | 484 | 470 | 465 | 474 | 2,239 | 518 | 569 | 567 | 585 | 2,049 | 1,728 | 1,554 |
| Electronics & Industrial | \$ 5,337 | \$ 1,361 | \$ 1,368 | \$ 1,312 | \$ 1,296 | \$ 5,917 | \$ 1,343 | \$ 1,511 | \$ 1,527 | \$ 1,536 | \$ 5,554 | \$ 4,674 | \$ 4,446 |
| Safety Solutions | \$ 2,519 | \$ 530 | \$ 630 | \$ 683 | \$ 676 | \$ 2,649 | \$ 648 | \$ 684 | \$ 663 | \$ 654 | \$ 2,567 | \$ 2,291 | \$ 2,550 |
| Shelter Solutions | 1,655 | 407 | 431 | 422 | 395 | 1,815 | 430 | 476 | 487 | 422 | 1,615 | 1,426 | 1,535 |
| Water Solutions | 1,459 | 340 | 352 | 389 | 378 | 1,493 | 419 | 374 | 347 | 353 | 1,370 | 1,276 | 1,117 |
| Water & Protection | \$ 5,633 | \$ 1,277 | \$ 1,413 | \$ 1,494 | \$ 1,449 | \$ 5,957 | \$ 1,497 | \$ 1,534 | \$ 1,497 | \$ 1,429 | \$ 5,552 | \$ 4,993 | \$ 5,202 |
| Retained Businesses | \$ 1,098 | \$ 260 | \$ 277 | \$ 288 | \$ 273 | \$ 1,067 | \$ 263 | \$ 272 | \$ 266 | \$ 266 | \$ 958 | \$ 795 | \$ 955 |
| Other ² | - | - | - | - | - | 76 | 1 | - | 32 | 43 | 502 | 666 | 1,100 |
| Corporate & Other | \$ 1,098 | \$ 260 | \$ 277 | \$ 288 | \$ 273 | \$ 1,143 | \$ 264 | \$ 272 | \$ 298 | \$ 309 | \$ 1,460 | \$ 1,461 | \$ 2,055 |
| Total | \$ 12,068 | \$ 2,898 | \$ 3,058 | \$ 3,094 | \$ 3,018 | \$ 13,017 | \$ 3,104 | \$ 3,317 | \$ 3,322 | \$ 3,274 | \$ 12,566 | \$ 11,128 | \$ 11,703 |

1. Effective as of January 1, 2024, Electronics & Industrial realigned certain of its product lines making up its business lines ((Industrial Solutions, Interconnect Solutions and Semiconductor Technologies)) in order to optimize business operations to create cost savings as well as value for customers. The information presented within this table has been recast for all periods presented to reflect the realignment.

2. Net sales reflected in Other include activity of previously divested businesses.

Selected Financial Information and Non-GAAP Measures

Net Trade Revenue by Segment and Region

| Percent change from prior year (Unaudited) | Twelve Months Ended December 31, 2023 | | | | | |
|--|---------------------------------------|-------------|---------------|-------------|-------------------|-------------|
| | Local Price & Product Mix | Volume | Total Organic | Currency | Portfolio / Other | Total |
| Electronics & Industrial | - % | (11)% | (11)% | (1)% | 2% | (10)% |
| Water & Protection | 3 | (7) | (4) | (1)% | - | (5) |
| Corporate & Other ¹ | 1 | 2 | 3 | - | (7) | (4) |
| Total | 2% | (8)% | (6)% | (1)% | -% | (7)% |
| U.S. & Canada | 3% | (9)% | (6)% | - | 2% | (4)% |
| EMEA ² | 3 | (4) | (1) | 1 | - | - |
| Asia Pacific | - | (11) | (11) | (2) | (1) | (14) |
| Latin America | 1 | 7 | 8 | - | 2 | 10 |
| Total | 2% | (8)% | (6)% | (1)% | -% | (7)% |

1. Corporate & Other includes activities of the Retained Businesses and the BioMaterials business prior to its May 2022 divestiture.

2. Europe, Middle East and Africa.

Selected Financial Information and Non-GAAP Measures

Operating EBITDA

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|-----------------|-----------------|
| Electronics & Industrial | \$ 1,472 | \$ 1,836 |
| Water & Protection | 1,388 | 1,431 |
| Corporate & Other | 82 | (6) |
| Total operating EBITDA (non-GAAP) | \$ 2,942 | \$ 3,261 |

Operating EBITDA Margin

| <i>In millions</i> | FY 2023 | FY 2022 |
|---|--------------|--------------|
| Electronics & Industrial | 27.6% | 31.0% |
| Water & Protection | 24.6% | 24.0% |
| Total operating EBITDA margin (non-GAAP)^{1,2} | 24.4% | 25.1% |

Significant Items (Pretax)

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|-----------------|-----------------|
| Electronics & Industrial | \$ (62) | \$ (98) |
| Water & Protection | (858) | 40 |
| Corporate & Other | (41) | (175) |
| Total significant items charges by segment (Pretax) | \$ (961) | \$ (233) |

Depreciation and Amortization (Pretax)

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|-----------------|-----------------|
| Electronics & Industrial | \$ 607 | \$ 580 |
| Water & Protection | 507 | 494 |
| Corporate & Other | 33 | 61 |
| Total depreciation and amortization by segment (Pretax) | \$ 1,147 | \$ 1,135 |

1. Operating EBITDA Margin is Operating EBITDA as a percentage of net sales.

2. Operating EBITDA Margin %'s for Corporate & Other are not presented separately above as they are not meaningful; however, the results of Corporate & Other are included in the total operating EBITDA margin %'s above



Selected Financial Information and Non-GAAP Measures

Non-GAAP Free Cash Flow - Continuing Operations

| <i>In millions</i> | FY 2023 | FY 2022 |
|--|----------|----------|
| Cash provided by operating activities - continuing operations (GAAP) | \$ 2,191 | \$ 1,249 |
| Capital expenditures | (619) | (662) |
| Rogers termination fee ¹ | - | 163 |
| Adjusted free cash flow (non-GAAP) ² | \$ 1,572 | \$ 750 |
| Adjusted earnings (non-GAAP) | \$ 1,570 | \$ 1,702 |
| Adjusted free cash flow conversion (non-GAAP) | 100% | 44% |

1. Represents the termination fee associated with the Terminated Intended Rogers Transaction.

2. Adjusted Free Cash Flow is calculated on a continuing operations basis for all periods presented.

Investor relations contacts:

chris.mecray@dupont.com

edward.r.barna@dupont.com



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