1Q 2022 Financial Results

May 3, 2022

Non-GAAP Financial Measures

This presentation includes information that does not conform to accounting principles generally accepted in the United States of America ("U.S. GAAP") and are considered non-GAAP measures. 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. Reconciliations for these non-GAAP measures to U.S. GAAP are provided in the Selected Financial Information and Non-GAAP Measures starting on page 11 of our first quarter 2022 earnings release and in the Reconciliation to Non-GAAP Measures on the Investors section of the Company's website. Non-GAAP measures included in this release 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.

Mobility & Material businesses costs classified as discontinued operations include only direct operating expenses incurred by the M&M Businesses which the Company will cease to incur upon the close of the M&M Divestitures. Indirect costs, such as those related to corporate and shared service functions previously allocated to the M&M Businesses, do not meet the criteria for discontinued operations and remain reported within continuing operations. A portion of these indirect costs include costs related to activities the Company will continue to undertake post-closing of the M&M Divestiture, and for which it will be reimbursed ("Future Reimbursable Indirect Costs"). Future Reimbursable Indirect Costs are reported within continuing operations but are excluded from Adjusted EPS and operating EBITDA as defined below. The remaining portion of these indirect costs are not subject to future reimbursement ("Stranded Costs"). Stranded Costs are reported within continuing operations in Corporate & Other and are included within Adjusted EPS and Operating EBITDA.

Adjusted earnings per common share from continuing operations - diluted ("Adjusted EPS"), is defined as earnings per common share from continuing operations - diluted, 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. Management estimates amortization expense in 2022 associated with intangibles to be approximately $610 million on a pre-tax basis, or approximately $0.93 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. Reconciliations of these measures are provided on the following pages.

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.

Free cash flow is defined as cash provided by/used for operating activities less capital expenditures. As a result, 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. Management believes 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. Free cash flow conversion is defined as free cash flow divided by net income adjusted to exclude the after-tax impact of non-cash impairment charges, gains or losses on divestitures, and amortization expense of intangibles.

Capitalized terms not defined above are defined in the Overview and Cautionary Statement about Forward-Looking statements included at the end of this presentation. Reconciliation to the most directly comparable GAAP measure, including details of significant items begins on page 11 of our first quarter 2022 earnings release and on the DuPont Investors website.

1Q 2022 Highlights

9% top-line organic growth; ahead of expectations

Strong customer demand across key end-markets

Fully offset raw material, logistics and energy inflation with pricing actions (~$190 million in 1Q)

Successfully navigating a dynamic macro environment - further challenged during 1Q

1Q Focus Topics & 2022 Value Drivers

Portfolio Transformation

- M&M divestitures[1] on-track
  - Celanese transaction expected closing around end of 2022
  - Delrin® sale process underway
- Rogers acquisition expected to close late in 2Q'22 or early 3Q'22; $115 million cost synergy opportunity planning is progressing[2]
- Laird integration and $63 million cost synergy capture well underway

Balanced Capital Allocation

- Balanced strategy that will include prioritizing the return of excess capital to shareholders as well as strategic M&A
- Expect anticipated proceeds from M&M divestitures to enable substantial incremental share buybacks; disciplined M&A will remain a key priority
- Previously announced portfolio actions expected to further enhance financial flexibility

Innovation-Led Growth

- Innovation accelerating our top-line growth and strengthening our foundation in key pillars of water, electronics, industrial technologies, protection and next-generation auto
- E&I: Strong growth in semiconductor, healthcare, and displays end-markets augmented by share gains in cleans, lithography and slurries and innovation wins, expected to continue throughout 2022
- W&P: Expect strong growth in water, construction and protection end-markets in 2022 driven by market growth and new product innovation

(1) On February 18, 2022, the Company announced Board approval and definitive agreements to divest certain businesses within the historical M&M segment. See slide 16 for further information.
(2) On November 2, 2021 DuPont announced it had entered into a definitive agreement to acquire Rogers Corporation. The transaction is subject to regulatory approvals and customary closing conditions. See slide 16 for further information.

1Q 2022 Financial Highlights

NET SALES
$3.3 billion
+9%

ORGANIC SALES
+9%

- Price (+6%), Volume (+3%), Portfolio (+2%), Currency (-2%)
- Organic Sales by Segment – W&P (+10%), E&I (+9%)
- Organic Sales by Region – U.S & Can (+18%), EMEA (+9%), Asia Pacific (+3%), Latin America (+10%)
- Strong demand continues in key end-markets
- Strategic price increases to offset raw material, logistics and energy cost inflation

OPERATING EBITDA
$818 million

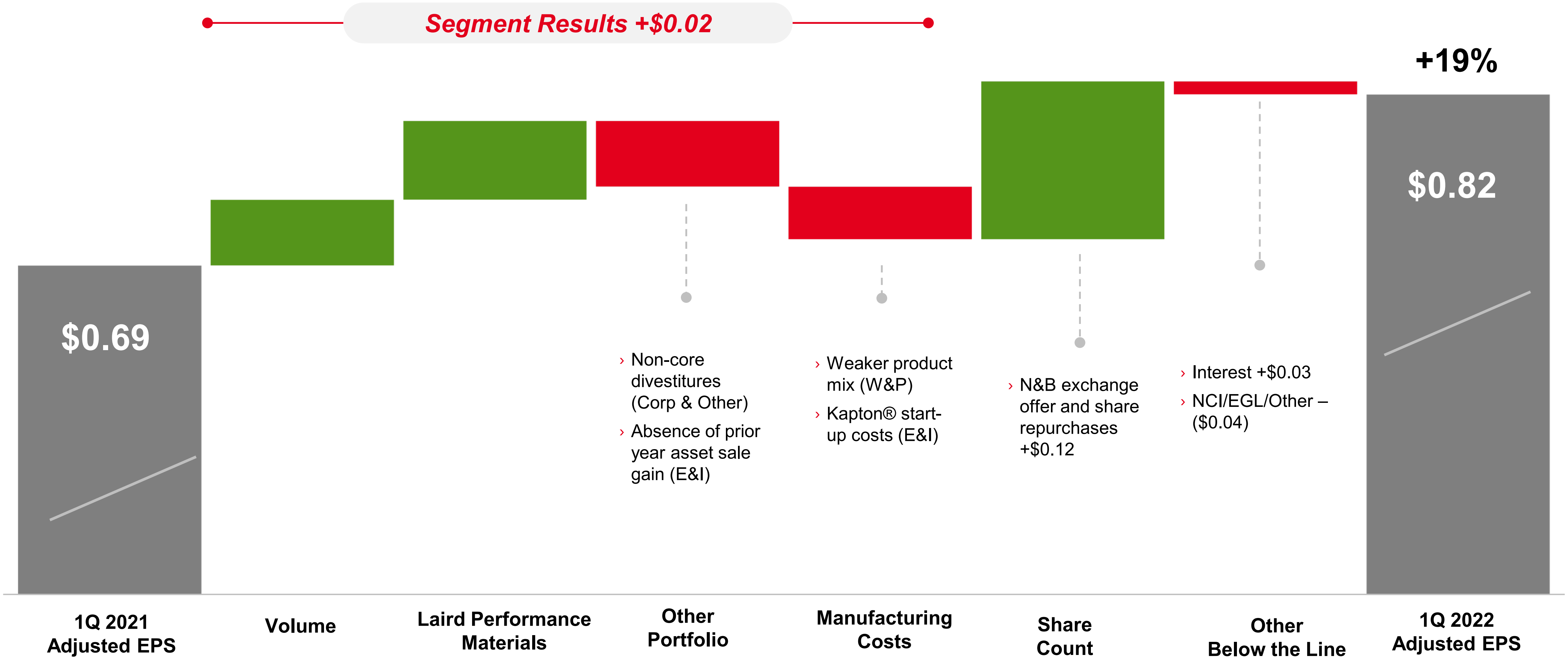
Adjusted EPS
$0.82 / share

Cash from Operations
$209 million

- Operating EBITDA up 2% from year-ago period
- Strong pricing actions fully offset ~$190 million in raw material, logistics and energy cost inflation
- Operating EBITDA margins negatively impacted ~150 basis points by price/cost inflation
- Adjusted EPS increased 19% versus prior year
- Cash flow from operations of $209 million and capital expenditures of $251 million resulted in free cash flow of $(42) million

Net sales, operating EBITDA and adjusted EPS above expectations

1Q 2022 Adjusted EPS Bridge



Pricing actions fully offset raw material, logistics and energy cost inflation

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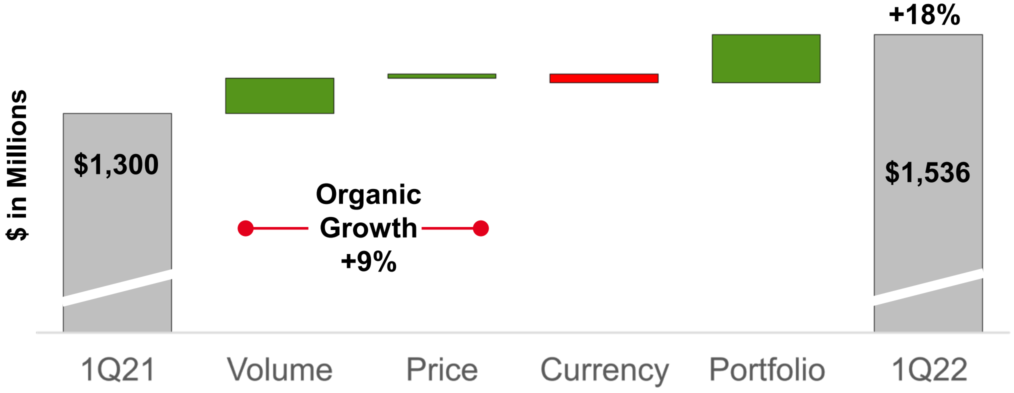
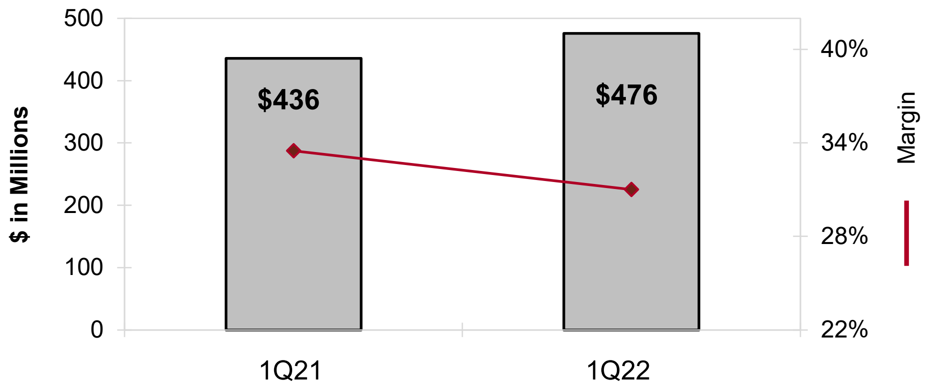
Electronics & Industrial

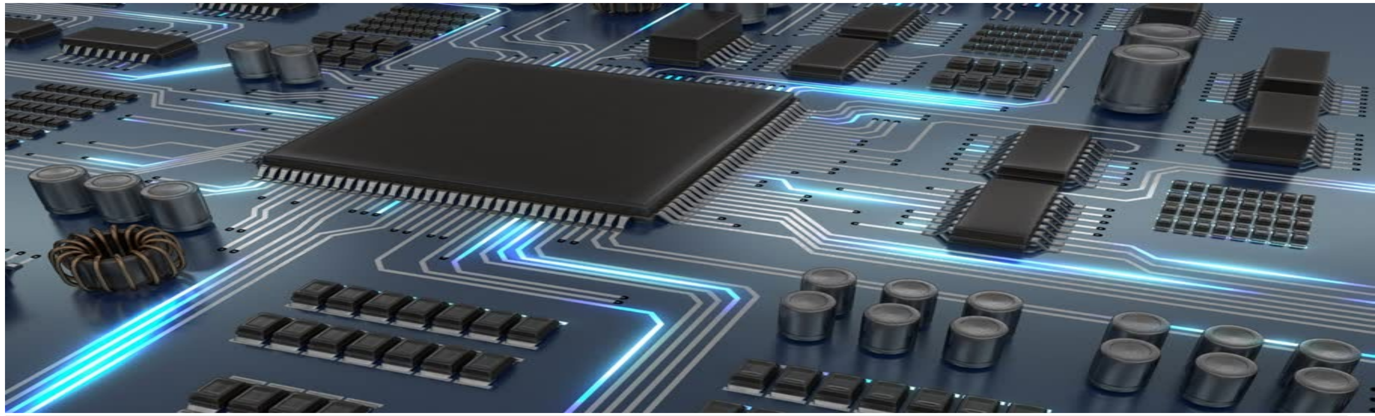
1Q Net Sales

Vol (+8%), Price (+1%), Currency (-2%), Portfolio (+11%)



1Q Operating EBITDA



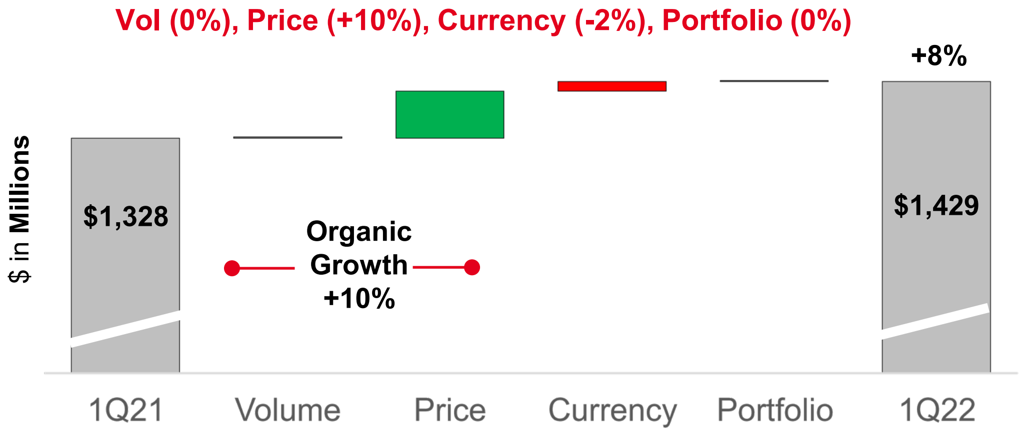


1Q 2022 Highlights

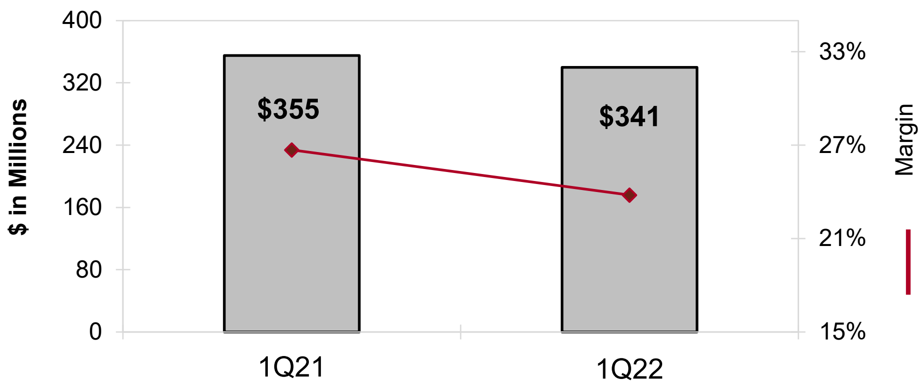
- Organic sales growth led by Semiconductor Technologies (up mid-teens); Industrial Solutions (up low double-digits)
- Interconnect Solutions down low single-digits on organic basis. Slight volume decline due to:
  - Consumer electronics softness in China
  - Anticipated return to normal seasonality in smartphones
- Operating EBITDA up 9% as volume gains and Laird Performance Materials contribution more than offset the absence of a gain on an asset divestiture in the prior year and Kapton® line start-up costs
- Operating EBITDA margin decline driven primarily by 180 basis point headwind associated with the absence of a gain on an asset divestiture in the prior year

Water & Protection

1Q Net Sales



1Q Operating EBITDA



1Q 2022 Highlights

- Broad-based pricing actions to offset inflationary pressure
- Net Sales: Shelter Solutions up high-teens, Water Solutions up high single-digits and Safety Solutions up mid single-digits
- Operating EBITDA decreased 4% due primarily to weaker product mix
- Operating EBITDA margin decline driven primarily by 210 basis point headwind related to price/cost inflation

2Q & FY 2022 Guidance

	2Q 2022(1)	FY 2022(1)(2)
Net Sales	**$3.2 - $3.3 billion**	**$13.3 - $13.7 billion**
Operating EBITDA	**$750 - $800 million**	**$3.25 - $3.45 billion**
Adjusted EPS	**$0.70 - $0.80**	**$3.20 - $3.50**

Key Assumptions

- Customer demand remains strong in key end-markets
- Pricing actions expected to continue to offset raw material, logistics and energy cost inflation
- Government-mandated lockdowns in Shanghai ease in mid-May
- Monitoring uncertainties in global supply chain related to war in Ukraine
- FY'22 guidance includes ~$35 million headwind to operating EBITDA related to suspending operations in Russia

Guidance excludes intended acquisition of Rogers Corporation(3)

(1) The Company has signed definitive agreements to divest the Biomaterials business, subject to regulatory approval and customary closing conditions. Assumed financial results of Biomaterials included in all 2022 estimates above.
(2) Previous full year 2022 guidance initiated on February 8, 2022 has been recast to reflect the estimated impact of reclassifying the M&M Divestitures as discontinued operations based on supplemental modeling guidance posted to the Investors section of the Company's website on March 16, 2022. See slide 2 and 16 for additional information.
(3) On November 2, 2021 DuPont announced it had entered into a definitive agreement to acquire Rogers Corporation. The transaction is subject to regulatory approvals and customary closing conditions. See slide 16 for further information

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2022 Sustainability Report Highlights

Connections that matter

Decreased GHG emissions by 10% vs. prior year - on track to meet our 2030 reduction goal; completed GHG Scope 3 inventory

Signed a long-term renewable energy agreement for the equivalent of ~25% of DuPont's total electricity starting in 2023

Diverted 52% more material from waste vs. prior year and **71% of our sites have 4R[1] programs**

Enhanced governance with ESG and sustainability topics at 100% of Board of Directors meetings; **developed TCFD[2] Index** for climate risk assessment and reporting

Aligned DuPont **innovation strategy** with UN framework for **Sustainable Development Goals**

Partnered with Water.org to **impact >100,000 lives in 2021** and **improved drinking water access** and quality for more than 5 million people through innovative municipal water treatment projects since 2019

Funded >450 charitable projects with a focus on STEM education and 'innovations for good' across 29 countries in 2021

DE&I performance above our benchmarks with **26% gender & 34% ethnic diversity in senior leadership**

Innovate Protect Empower

"We believe the biggest impact we can make is by working with our customers to develop sustainable innovations that address the world's challenges."

– **Ed Breen**, Executive Chairman & CEO

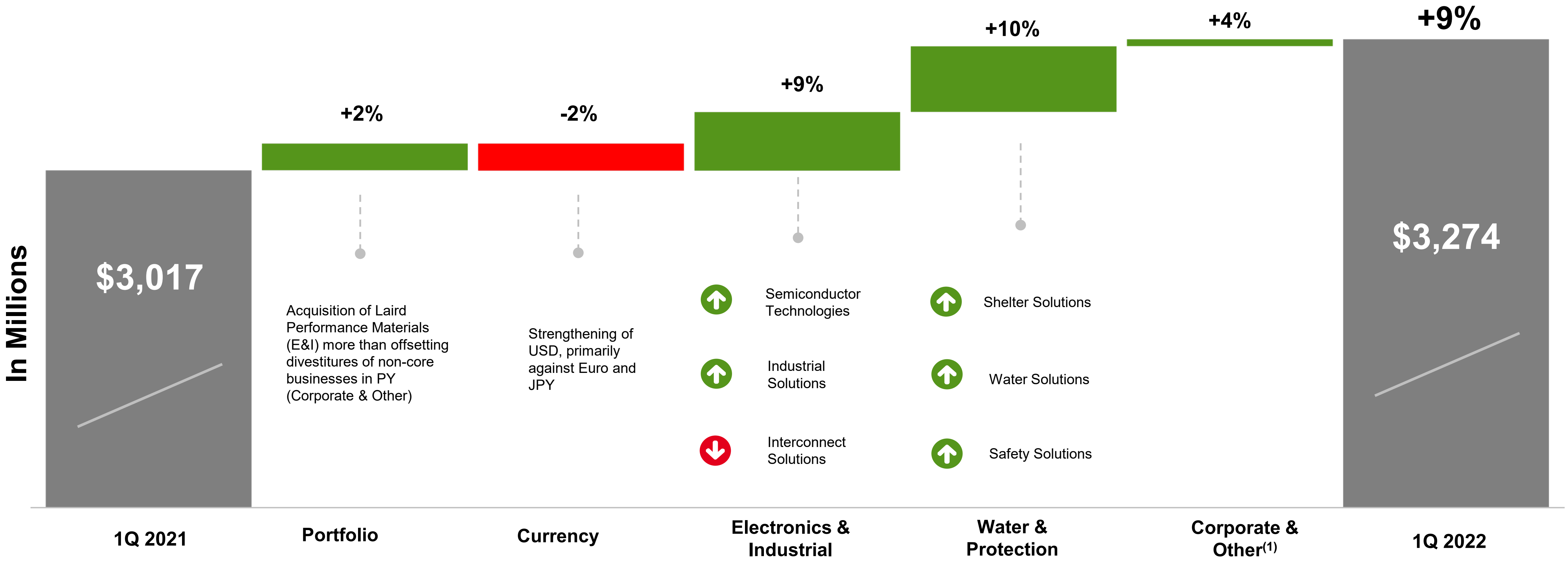
Connecting with new partners

[1]4R: Reduce, Reuse, Recycle and Recover
[2]TCFD: Task Force on Climate-Related Financial Disclosures

Appendix

1Q 2022 Net Sales Bridge

Organic Sales +9%
Price +6%
Volume +3%



Organic sales gains in all businesses except Interconnect Solutions given softness in China and anticipated return to normal seasonality

1) Corporate & Other reflects net sales of the Retained Businesses and Biomaterials business. The Company has signed a definitive agreement to divest the Biomaterials business. In prior year, Corporate & Other also included net sales related to non-core businesses that were divested, specifically the Solamet® business and Clean Technologies business which were divested on June 30, 2021 and December 31, 2021, respectively.

2Q 2022 Segment Expectations

Segment	Electronics & Industrial	Water & Protection
Key Drivers and Assumptions	• Demand remains strong but government-mandated lockdowns in China expected to slow volume growth due to supply chain constraints; expecting low to mid-single digit organic growth vs. 2Q'21 • Interconnect Solutions expected to be down year-over-year on organic basis with return to more traditional sales pattern and China slowdown • Supply chain constraints resulting in lower production rates expected to lead to slight sequential operating EBITDA margin decline from 1Q 2022	• Steady demand environment across major end-markets in all three product lines but monitoring impact of supply constraints stemming from lockdowns in China, primarily in Water • Continue to expect raw material, logistics and energy inflation to be offset by price • Supply chain constraints resulting in lower production rates, along with currency headwinds and lower equity earnings, expected to result in sequential operating EBITDA margin decline from 1Q 2022

COVID-related lockdowns in China expected to slow volume growth and lead to margin contraction

Additional Modeling Guidance – Full Year 2022

Below-the-line estimates:	
Base Tax Rate	~21-23%
D&A	~$1,170 million, pre-tax
Intangible Amortization	~$610 million, pre-tax
Interest Expense	~$480 million, pre-tax
Exchange (Gains)/Losses	~$30 million, after-tax
Non-Controlling Interest	~$60 million, after-tax
Share count – diluted Weighted Average	~510 million – FY 2022

Items included in Operating EBITDA:	
R&D	~$550 - $600 million
Corporate & Other:	
- Corporate expenses	~$135 million
- Stranded costs(1)	~$50 million
- Results of Retained Businesses and Biomaterials	

Other Cash Uses:	
Capital Expenditures(2)	~$900 million
Dividends(3)	~$680 million
Transaction Costs(4)	~$800 - $900 million

2021 quarterly financial information recast on continuing operations basis available on DuPont Investors website

1) Stranded costs reflect indirect corporate overhead costs previously allocated to the Divested M&M Businesses which do not meet the criteria to be accounted for as discontinued operations under ASC 205. These specific indirect costs, which are not subject to reimbursement, will remain in continuing operations of DuPont (included as part of operating EBITDA and adjusted EPS) and are reported in Corporate & Other. See slide 2 and 16 for additional information.
2) Includes full year of estimated capital expenditures associated with the Divested M&M Businesses.
3) Subject to approval of the DuPont Board of Directors.
4) Transaction costs are excluded from Operating EBITDA and Adjusted EPS. A substantial portion of transaction costs relate to the M&M Divestitures which are reflected in discontinued operations within the Company's income statement. See slide 2 and16 for additional information..

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Upcoming Events

- ❖ **Tuesday, June 14, 2022**
  - **Shelter Solutions (W&P) Teach-In**

E&I teach-ins (Semiconductor Technologies, Interconnect Solutions and Industrial Solutions) and W&P teach-in (Water Solutions) available for replay at www.investors.dupont.com

Overview

On November 2, 2021, DuPont announced it has entered definitive agreements to acquire Rogers Corporation (“Rogers”), (the “Intended Rogers Acquisition”). On January 25, 2022, Rogers shareholders approved the transaction. Closing is expected late in the second quarter or early in the third quarter of 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 historical 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 Statement about 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.