DuPont Ecosystem

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DuPont De Nemours, Inc. (Delaware Corporation)

Outside Relationships

Regulators	Capital	Suppliers	Customers
Subjects of Regulation and Legal Risks	Public Debt Holders	Selected Suppliers of Electronics & Imaging Raw Materials	Selected Electronics & Imaging Customers
Environmental Protection	Commercial Banks	Acrylic Monomers	Broadcom (Semiconductors)
Pollution Control		Hydroxylamine	NVIDIA (Semiconductors)
Greenhouse Gas Emissions		Photoactive Compounds	Advanced Micro Devices (Semiconductor)
Generation, Storage, Handling, Trans-portation, Treatment, Disposal and Remediation of Hazardous Substances and Waste Materials		Oxydianiline	GoDaddy (Interconnect Solutions)
Louisiana Compliance Inspection		Palladium Metal	Unisys (Interconnect Solutions)
New Jersey Litigation Regarding Poly- and Perfluoroalkyl substances		Copper Foil	Yahoo (Interconnect Solutions)
Other Regulation		Polyester And Other Polymer Films	Epiq Systems (Interconnect Solutions)
Tax		Diglycolamine	Hewett Packard Enterprise (Image Solutions)
Antitrust		Pacetoxystyrene	Pitney Bowes (Image Solutions)
Repatriation of Foreign Cash		Pigments And Dyes	HP (Image Solutions)
Labor Law Compliance		Styrenic Block Copolymers	Canon (Image Solutions)
Government-Mandated Price Contorls		Dimethyl-acetmide	Houghton Mifflin Harcourt (Publishing)
Foreign Investment Laws		Monomers	Time (Publishing)
Potential Government Takeover or Nationalization of Business		Polyurethane Resins	New York Times (Publishing)
Import, Export, Trade Tariffs, and Other Trade Restrictions, Including Sanctions and Embargoes		Pyromellitic Dianhydride	

Bond Financing
Working Capital Financing
Business Regulation
Supplies of Electronics & Imaging Raw Materials
Sales of Electronics & Imaging Materials

Debt Structure

Debt ($13.617 B @ 12/31/2019) — Credit Ratings (Long-Term Debt): S&P (A-), Moody's (Baa1), Fitch (BBB+)

- Commercial Paper ($1.829B at 2.79%)
- Five-Year Revolving Credit Facility: ($3B capacity; floating rate; matures 2024)
- 2020 Senior Notes: ($2B; 3.48% avg. rate)
- 2024 (and Beyond) Senior Notes: ($7.9B; 4.98% avg. rate)
- Term Loan Facility ($3B capacity; floating rate; matures 2022)
- 364-Day Revolving Credit Facility: ($750M capacity; floating rate; matures 2021)
- 2023 Senior Notes: (2.8B; 4.08% avg. rate)

Equity Structure

Equity

- Stock Repurchase Program *Authorization: $2 Billion Expiration: June 1, 2021*
- Common Stock *Authorized: 1,666,666,667 shares Outstanding: 746.3M Record Holders: 80,891*

Governance

Board of Directors

Amy Brady (A, EHS)	Edward D. Breen	Ruby R. Chandy (A,EHS)	Committees: Audit (A), Nominating and Governance (NG), People and Compensation (PC), Environment, Health, Safety & Sustainability (EHS)
Eleuthere I . Du Pont (A, NG)	Rajiv L. Gupta (PC, EHS);	Luther C. Kissam (A, NG)	
Franklin K. Clyburn Jr.(NG, PC)	Terrence R. Curtain (A,NG)	Alexander M. Cutler (NG, PC)	
Frederick M. Lowery (PC, EHS)	Raymond J. Milchovich (PC, EHS)	Steven M. Sterin(A, EHS)	

Management Team

Edward D. Breen: Executive Chair and CEO	Lory D. Koch Executive VP and CFO	Darrell Ford SVP and CHRO	Erik T. Hoover SVP and General Counsel
Steve Larrabee: SVP and CIO	Raj Ratnakar: SVP and Chief Strategy Officer	Mattias Heinzel: President, Nutrition & Biosciences	Jon Kemp: President, Electronics & Imaging
Rose Lee President, Safety & Construction	Randy Stone President, Transportation & Industrial	Daryl Roberts SVP, Operations and Engineering	Alexa Denback: SVP, Technology & Sustainability

Corporate Matters

Human Resources	Information Technology	Finance and Accounting	Legal	Engineering Operations	Technology & Sustainability
Compensation and Benefits	IT Network	Accounting	Corporate Governance	Manufacturing Operations	Research and Development
Talent Development	Business Applications	Financial Planning and Analysis	Disclosure Matters	Engineering	Innovation
Succession Planning	Digital Platform and Innovation	Treasury	Litigation Management	Environment Health and Safety	Innovation Strategy
Culture and Engagement	Enterprise Resource Planning	Tax	Legal Compliance	Quality	**Strategy**
Diversity and Inclusion	Data Management	Budgeting	Commercial Contracting	Compliance	Organic and M&A Growth
HR Information Systems		Internal Audit	Intellectual Property Management		Strategic Planning
Talent Acquisition		Investors Relations			Commercial Excellence Capability Building

Operations

Number of Manufacturing Sites Across the World

Asia/Pacific	17 Electronics & Imaging	15 Nutritions & Biosciences	15 Transportational & Industrial	11 Safety & Construction	3 Non-Core	61 Total Properties
Europe, Middle East, and Africa	4 Electronics & Imaging	41 Nutritions & Biosciences	8 Transportational & Industrial	6 Safety & Construction	1 Non-Core	60 Total Properties
Latin America	0 Electronics & Imaging	13 Nutritions & Biosciences	2 Transportational & Industrial	0 Safety & Construction	0 Non-Core	15 Total Properties
U.S & Canada	12 Electronics & Imaging	21 Nutritions & Biosciences	20 Transportational & Industrial	13 Safety & Construction	7 Non-Core	73 Total Properties

209 Total Properties Around the World

ELECTRONICS & IMAGING

Supplies Materials to Assist in the Creation of Electronics, Fabricated Circuit Boards, and Items in the Packaging Industry

Image Solutions	Interconnect Solutions	Semiconductor Technologies Solutions
Applications and Marketing Segments		
Flexographic Printing	Printing Circuit Board	Integrated Circuit Fabrication for Memory
Inkjet Printing Displaying	Electronic and Industrial Finishing	Logic Semiconductors
Materials for Mobile Devices		
Key Technologies		
Flexographic Printing Plates and Materials	Circuit Packaging Firm and Laminate Materials	CMP Consumables
Digital Inks	Interconnect Metallization and Imaging Process Chemistries	Advanced Chip Packaging Materials
OLED and Other Display Process Materials	Dry Film	Photolithography Materials
	Laminates	Semiconductor Fabrication Materials
	Polyimide Films	Fabrication Cleaners and Removers
	Flexible Circuit Materials	Thermal Management Materials
		LED Encapsulants
Competition		
Flint Group	Shin Estu	Merck KgaA
JSR Micro	3M	Entegris
Sun Chemical	Element Solutions	Cabot Microsystems

NUTRITION & BIOSCIENCES

Provides Solutions for the Global Food and Beverage, Dietary Supplements, Pharma, Home and Personal Care, Energy and Animal Nutrition Markets

Food & Beverage	Health & Biosciences	Pharma Solutions
Applications and Marketing Segments		
Food and Beverage	Animal Nutrition	Oral Dosage Pharmaceutical Excipients
Dietary Supplements	Detergents	**Key Technologies**
Infant Nutrition	Biofuels Production	Cellulosic and Other Technologies for Medicines
Sports Nutrition	Food and Beverage	Excipients and Active Pharmaceutical Ingredients
Key Technologies	Phosphate Fertilizer	Solubility Enhancers
Probiotics	Microbial Control Solutions for Oil and Gas	Granulation and Binders
Sweetners	Home and Personal Care	Coatings
Ingredient Systems	Other Industrial Preservation Markets	Reagents
Texturants	**Key Technologies**	Controlled Release
Soy Protein	Enzymes	
Antioxidants	Yeast	
Fibers	SILVADUR	
Cultures	Betaine	
Antimicrobials	Antimicrobial	
Emulsifiers	Direct-Fed Microbials	
	Glutaraldehyde	
Competition		
Croda	Royal DSM	Tate & Lyle
Corbion	Lonza	CP Kelco
Kerry	Novozymes	Chr. Hansen

TRANSPORTATION & INDUSTRIAL

Provides High-Performance Engineering Resins, Adhesives, Silicones, Lubricants and Parts to Engineers and Designers in the Transportation, Electronics, Healthcare, Industrial and Consumer End-Markets

Healthcare & Specialty	Industrial & Consumer	Mobility Solutions
Applications and Marketing Segments		
Healthcare & Specialty	Industrial & Consumer	Mobility Solutions
Major Products		
KALREZ	HYTREL Polyester Thermoplastic Elastomer Resins	DUPONT ZYTEL Nylon Resins
Perfluoro-Elastomer	VAMAC Ethylene Acrylic Elastomer	CRASTIN PBT Thermoplastic Polyester Resin
VESPEL Parts and Shapes	DELRIN Acetal Resins	RYNITE PET Polyester Resin
DOW CORNING Silicone Solutions for Healthcare	MULTIBASE TPSIV Silicones for Thermoplastics	TYNEX Filaments
MOLYKOTE Lubricants		
BETASEAL		
BETAMATE		
BETAFORCE Structural and Elastic Adhesives		
Competition		
BASF	Sika	Royal DSM
Celanese	Victrex	Wacker Chemie.
EMS	Henkel	
Mitsubishi	Kluber	

SAFETY & CONSTRUCTION

Addresses the Growing Global Needs of Businesses, Governments, and Consumers for Solutions that Make Life Safer, Healthier, and Better

Safety Solutions	Shelter Solutions	Water Solutions
Applications and Marketing Segments		
Industrial Personnel	Rigid and Spray Foam Insulation	Water Filtration and Purification
Military and Emergency Response	Weatherization	Pharmaceuticals
Medical Devices and Packaging	Waterproofing and Air Sealing	Electronics
Protection	Caulks and Sealants	Municipal
Automotive and Aerospace	Roof Coatings	Mining
Roof Coatings	**Key Technologies**	Power
Weatherization	STYROFOAM™ (Brand Insulation Products)	Food and Beverage
Oil and Gas	TYVEK® (Weather Resistant Barriers)	Oil and Gas Applications
Waterproofing	THERMAX™ (Exterior Insulation)	**Key Technologies**
Key Technologies	WALOCE™ (Cellulose Ethers)	DOWEX™ and AMBERLITE™ (Ion Exchange Resins)
KEVLAR® Fiber	CORIAN® (Design Solid and Quartz Surfaces)	FILMTEC™ (Reverse Osmosis)
NOMEX® Fiber and Paper	XENERGY™ (High Performance Insulation)	INTEGRAFLU™ (Ultrafiltration Modules)
TYVEK® Protective Materials	GREATSTUFF™ (Insulating Foam Sealants)	FORTILIFE™ (Challenging Water Reverse Osmosis Membranes)
TYCHEM® Protective Suits	LIQUIDARMOR™ (Flashing and Sealant)	Nanofiltration Element
Competition		
Hydranautics	Kingspan	Toray and Taijin
Honeywell	Lanxess	Owens-Corning
Royal DSM	LG Corp	
Purolite	3M	

NON-CORE

Materials for (A) Photovoltaic Cells, (B) Sulfuric Acid Production and Regeneration Technologies, Alkylation Technology for Clean, High-Octane Gasoline, (C) Carpet and Apparel, and (D) Polyester Films for Healthcare, Electronics, Packaging, and Electrical Insulation Industries; Provides Safety and Consulting Services

Biomaterials

Applications and Marketing Segments: Apparel; Carpet

Major Products: SORANA ®(Polymer)

Clean Technologies

Applications and Marketing Segments: Sulfuric Acid; Chemicals; Fertilizer; Refining Scrubbing

Major Products: MECS® (Sulfuric Acid & Environmental Technologies); ISOTHERMING® (Hydroprocessing Technology); STRATCO® (Alkylation Technology); BELCO® Wet Scrubbing Technology

DuPont Teijin Films

Applications and Marketing Segments: Dry Film Resists; Photovoltaics; Healthcare; Packaging and Labels; Electrical Insulation; Electronics

Major Products: MYLAR®; MELINEX® Polyester Films

Photovoltaic & Advanced Materials

Applications and Marketing Segments: Consumer Electronics; Automotive; Photovoltaics; Aerospace/Aircraft; Military

Major Products: Polycrystalline Silicon; Metallization pastes (including SOLAMET®); FORTASUN® (Silicone Encapsulants and Adhesives, Trichlorosilane); TEDLAR® (Polyvinyl Fluoromaterials)

Sustainable Solutions

Applications and Marketing Segments: Manufacturing; Other

Major Products: Safety Consulting Services

Specialty Chemicals Batch Processing

A Batch Manufacturing Process Produces a Defined Quantity of a Product During a Measured Period of Time

- **Step 1**: Customers Request Specialty Chemicals to Specification.
- **Step 2**: Producer Procures Necessary Materials to Complete Batch Process
- **Step 3**: Specialty Production of Requested Chemicals
  - Mixing
  - Heating
  - Cooling
  - Creating Chemical Reaction
  - Distillation
  - Crystallization
  - Separation
  - Drying
  - Packaging
- **Step 4**: Shipment of Finished Specialty Chemicals to Customer

Selected Nutrition and Biosciences Customers

Coca-Cola (Beverages); PepsiCo (Beverages); Archer Daniels Midlands (Food Processing); Beyond Meat (Food Processing); Hershey (Food Processing); General Mills (Food Processing); Kellogg (Food Processing); Kraft Heinz (Food Processing); Amgen (Biotech & Drugs)

Sales of Nutrition & Biosciences Products

Nutrition & Biosciences Raw Materials

Sugars And Yeasts; Gelatin; Cellulose Processed Grains (Including Dextrose And Glucose); Bean Gum; Peels; Soybeans; Organic Vegetable Oils; Seaweed; Glycols; Saccharides

Nutrition & Biosciences Raw Materials Suppliers

Selected Transportation & Industrial Customers

United Parcel Service (Transport); FedEx (Transport); Ryanair (Transport); YRC Worldwide (Transport); Schneider National (Transport); Full Dominion Freight (Transport); Con-way (Transport)

Sales of Transportation & Industrial Products

Transportation & Industrial Raw Materials

Butanediol, Carbon Black; Terephthalate; Polyethylene Terephthalate; Adipic Acid; Hexamethylene Diamine; Methanol; Dimethyl Terephthalate; Purified Terephthalic Acid And Silicones; Flame Retardants

Transporational & Industrial Raw Materials Supplies

Selected Safety & Construction Customers

Brinks (Armored Cars); KB Home (Construction); Pulte Group (Construction); ADT (Security); Blue Line Protection Group (Security)

Safety & Construction Raw Materials Supplies

Safety & Construction Raw Materials

Alumina Trihydrate; Aniline; Calcium Chloride; Benzene; Divinyl Benzene Monomers; Chlorine; Dimethyl Terephthalate; Isophthalic Acid; High-density Polyethylene; Polystyrene, Sulfuric Acid; Methyl Methacrylate; Terephthalic Acid; Polyester Resin, Polypropylene; Metaphenylenediamine

Sales of Safety & Construction Products

Non-Core Raw Materials

Terephthalic Acid; Propanediol; Precious Metals; Adipic Acid; Silicon Metal

Non-Core Raw Materials Supplies

Outside Relationships

Customers	Suppliers	Capital	Regulators
Selected Non-Core Customers	Selected Professional Services Firms	Significant Shareholders	Securities Regulators
Nike (Apparel)	PwC (Audit Services)	The Vanguard Group (7.74%)	US Securities and Exchange Commission
Ralph Lauren (Apparel)	Computer Share (Transfer Agency Services)	SSgA Funds Management (5.07%)	New York Stock Exchange
Mohawk Industries (Carpet)	R/GA (Advertising Services)	BlackRock Fund Advisors (4.19%)	
Fresh Del Monte Produce (Fertilizer)	Ballard Spahr (Legal Services)	T. Rowe Price Associates (3.31%)	
Boeing (Advanced Materials)	Shook, Hardy & Bacon (Legal Services)	40 North Management (2.76%)	
Northrop Grumman (Aerospace)	Crowell & Moring (Legal Services)	Fidelity Management & Research (2.72%)	
Lockheed Martin (Aerospace)		Institutional Ownership (78.35%)	
Biofuels Power (Renewables)			
Global Clean Energy (Renewables)			

Securities Regulation and NYSE Listing Rules
Stock Repurchases
Equity Capital
Professional Services
Intellectual Property Registrations and Renewals
Intellectual Property License Agreements for Sharing Certain Know-How, Trade Secrets, Copyrights, Trademarks Software, Patents, and Standards
Sales of Non-Core Products

U.S and Foreign Patents and Trademark Regulators

DowDuPont Arrangements: Corteva Agriscience; Dow Chemical

Key Company Data As of (12/31/2019)

Financial Highlights

- Net Sales: $21.512B
- Cost of Sales: $14.1B
- SG&A: $2.663B
- Net Income: $600M
- Cash Flow -$12.445B
- Cash Flow From Operations: $1.409B
- Cash Flow From Financing: -$11.550B
- Cash Flow From Investing: -$2.313B
- Long-Term Debt: $13.164B

Share Information

- NYSE Symbol: DD
- Share Price: $58.50 (10/25/2020)
- Market Cap: $42.93B (10/25/2020)
- Forward Annual Dividend: $1.20 (10/5/2020)
- EPS (Trailing 12 Month): -$0.86 (10/25/2020)

Resources

- 209 Total Properties Around the World
- 98,000 Employees
- R&D Expense: $955M

Recent Developments

- DuPont Partners with Home Depot to Donate Tyvek® Material to Kaiser Permanente for Isolation Gowns
- Dupont Collaborates with Lowe's to in Supporting Manufactures of Personal Protective Equipment
- Separation from DowDuPont on April 1, 2019
- The *Dark Waters* Motion Picture Depicts the Product Liability Litigation Arising from Groundwater and Soil Contamination

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