

SCIENCE
POWERED.

GROWTH
DRIVEN.

WELCOME TO THE GLOBAL COLLABORATORY™

2011 ANNUAL REVIEW



To DuPont Shareholders



Ellen Kullman

In 2011, DuPont delivered another year of strong sales and earnings growth for our shareholders.

Sales for the year were up 20 percent versus 2010, and sales in developing markets grew 27 percent. Underlying earnings grew 20 percent, reflecting strong execution throughout the company—well above our long-term earnings per share growth target of 12 percent compounded annually.

Our performance in 2011 was characterized by strong year-over-year growth in the first half, followed by weaker conditions in the last four months of the year. We saw continued outstanding performance in Agriculture, which had the highest volume growth of all our segments and benefitted in particular from success in Latin America during the second half. The softening we experienced in some businesses during the second half was primarily the result of global destocking, slower growth in Asia, and an emerging recession in parts of Europe. We took the necessary steps across the company to adjust to this new reality.

In support of growth, we started up two major expansions, one for DuPont™ Kevlar® aramid fiber at our site in South Carolina and the other in Ohio for DuPont™ Tedlar® film, an important material for photovoltaic products. Both Kevlar® and Tedlar® are high-margin products with strong growth potential and opportunities worldwide.

We continued to advance our strategic priorities to position our company for continued long-term success. The most significant strategic step change in 2011 was the acquisition of Danisco. This acquisition strengthens our presence in nutrition and biosciences through a portfolio of strong and profitable businesses, advanced science and technology, and new capabilities. Integration of these businesses has been rapid, and we are already seeing good synergy together with complementary skills and strengths.

Inclusive Innovation.

We also advanced our plan to bring our science closer to local markets and innovate in a way that addresses local needs. We continued to prioritize our R&D portfolio to focus on delivering new products for agriculture and nutrition, promoting alternative energy and energy efficiency, and protecting lives and the environment. Overall, we launched more than 1,700 new products in 2011. Revenue derived from products launched within the past four years was \$10.7 billion, a 10 percent increase over 2010. This translates into more value delivered, better pricing, margin expansion, and opportunities for growth.

We received strong positive feedback from our customers and partners in South Korea, India, Taiwan and Thailand in response to new DuPont Innovation Centers we opened in those countries. Our existing center in Japan continues successful operation, and early in 2012, we are opening two more centers—one in Mexico and another in Brazil. Plans for additional Innovation Centers in Asia and Europe are being finalized, and R&D laboratory expansions are under way in India and China.

Our Innovation Centers enable customers and local leaders to experience the innovative power of DuPont science and what it means for their businesses and communities. The centers provide an environment where customers and global thought leaders can interact with DuPont experts and connect to DuPont's global science capabilities. They're perfect examples of what we call "inclusive innovation."

Science Powered. Growth Driven.

So where are we headed? Many may still think of DuPont as a chemical company and in terms of paints, plastics, and industrial chemicals. That no longer adequately describes us or the direction in which we are rapidly moving. Investors who know us well fully understand that we have transformed DuPont into a market-driven science company with a major presence in agriculture and food, advanced materials, and with a substantial opportunity in biotechnology.

DuPont Core Values

Safety & Health

Environmental Stewardship

Highest Ethical Behavior

Respect for People

Today we see our company as “Science Powered. Growth Driven.” As we look to the immediate future, we’ll rely on three strategic levers that we work to accomplish our goals.

The first is innovation. At DuPont, we are disciplined in the way we are applying our science and innovation to create products that the world needs. We have identified specific global trends, driven by world population growth, that present new challenges and exciting business opportunities: feeding the world, reducing dependence on fossil fuels, and protecting people and the environment. Opportunities presented by these trends complement our scientific strengths. DuPont is well positioned to develop innovative solutions to respond to these challenges and thereby generate attractive returns for our shareholders.

The second lever is differential management—how we allocate resources and make decisions that grow the company and maximize returns to our shareholders. Differential management is a systematic process. Each business does a comprehensive assessment of its markets, competitive position and capabilities, and investments are aligned with growth opportunities. Simply put, we bias our investments toward high-growth opportunities, and we expect a commensurate return in these segments in the form of higher revenue growth and improved margins.

Our third lever is productivity, which has become a way of life across all DuPont businesses and functions. We benchmark performance versus competition, and we have strongly advanced our relative position since we started this work five years ago. Our disciplined processes, which we refer to as DuPont Integrated Business Management (DIBM) and DuPont Production System (DPS), are increasingly embedded in our businesses and are making important contributions. In 2011, we delivered \$400 million in fixed cost productivity and \$500 million in working capital productivity, exceeding our goals in both categories. At the end of 2011, we had realized over \$1.8 billion of fixed cost productivity and more than \$2.2 billion of working capital productivity since 2008.

Our future goals will be achieved while advancing the core values of our company. Living our core values is part of the job of every DuPont employee, everywhere in the world, every day. Over the course of the past year, I visited sites in all our regions and had a chance to meet with several thousand employees. I am always impressed by their commitment and creativity. They are the foundation of my confidence that DuPont will continue to grow and continue to earn the trust of our shareholders.



Ellen Kullman
Chair of the Board &
Chief Executive Officer
March 1, 2012

NET SALES (dollars in billions)



EARNINGS PER SHARE¹ (dollars)



¹ Before significant items

DIVIDEND PAYMENTS (dividends per share in dollars)



THE POWER OF SCIENCE. THE STRENGTH OF COLLABORATION.

For over 209 years, the people of DuPont have understood how the power of science can transform the world. Today, we're applying market-driven science to help solve the world's greatest challenges in food, energy and protection. And we're focusing on inclusive innovation—bringing together the strength of many—to work across all geographies, sectors and institutions.

In 2011, we invested nearly \$2 billion in research and development. More than 85 percent of this investment was targeted to solve challenges in food, energy and protection. Our U.S. patent filings were up compared to 2010, reaching 2,047 in 2011, and our U.S. patent grants totaled 910—a record year in the history of our company.

To foster profitable, sustainable growth and meet rapidly changing conditions, DuPont works in collaboration with our partners around the globe. In more than 150 research centers in 35 countries, over 9,500 scientists and engineers are dedicated to using collective ingenuity to solve the most complex problems on local and global levels. Our four new Innovation Centers in India, Thailand, Taiwan and South Korea offer a place where customers, aid organizations, government agencies, university scientists and other business partners gather to discuss local challenges and connect to the global network of DuPont scientists.

Working with farmers and growers to increase crop yield, finding new sustainable sources of energy and efficiency to reduce our dependence on fossil fuels, and developing materials, products and knowledge-based solutions to keep everyone, everywhere, safer are the global challenges driving our science, our innovation and the growth of our company. At DuPont, we're uniquely positioned to help solve the challenges of an ever-expanding population by bringing science-powered solutions to market.

Welcome to The Global Collaboratory™

food

SOLUTIONS TO FEED 7 BILLION PEOPLE.

DuPont is collaborating with scientists, customers, local growers, governments and universities around the world to enhance the quality and quantity of food. Our science-based collaborations in agriculture, nutrition, food protection, packaging and biosciences are addressing the need for sustainable solutions to feed the world's 7 billion people. Our high-yielding seed varieties and sustainable crop protection solutions help make the most of every acre. Advanced DuPont food ingredients improve overall nutritional value by reducing fats, salts and sugars and provide weight management, digestive and bone health benefits. Food protection ingredients and advanced pathogen detection systems improve food quality, and our ingredients and innovative packaging materials reduce food waste by increasing shelf life.



62% 

of our research and development investment is devoted to innovating and localizing solutions in food and agriculture—key in addressing food security for people around the world.

Today, approximately 30% of milk produced in smallholder farms in Kenya is lost to waste. Through a new application of enzyme technology, DuPont is slowing microbial spoilage in milk and reducing waste. In collaboration with DANIDA (Danish International Development Agency) and Egerton University in Kenya, we are bringing this solution to farmers to help reduce waste and increase farmers' income.

“Science and technology, especially with regard to rice, have significantly improved our quality of life. DuPont™ Rynaxypyr® protected my rice fields from the pests. As a farmer, when I can help provide enough food, it gives me a sense of pride.”

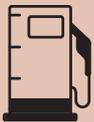
—Deden Hermansyah
Indonesian farmer

SOLUTIONS TO REDUCE OUR DEPENDENCE ON FOSSIL FUELS.

With our expertise in material and polymer sciences, chemical engineering and microbiology, DuPont is partnering with governments, manufacturers and industrial leaders to find new energy sources and innovative ways to use existing resources more responsibly. We are increasing the power output and lifetime of solar panels, and helping to reduce overall system costs. Our high-performance polymers improve vehicle engine efficiency and reduce vehicle weight to decrease emissions and improve fuel economy, and our bio-based polymers replace petroleum-based materials to help conserve energy resources. We are helping to meet demand for renewable fuels—from targeted hybrids, enzymes and fermentation additives that improve the efficiency of today's bioethanol production, to new technologies for advanced biofuels, including cellulosic ethanol and biobutanol.



68 BILLION LITERS OF BIOETHANOL



DuPont's innovative enzyme technology is helping bioethanol manufacturers produce 68 billion liters of bioethanol annually—the equivalent of 475 million barrels of oil—and thus reducing the amount of petroleum-based gasoline needed to fuel cars.

Masdar City, a project in Abu Dhabi, is one of the most sustainable communities on the planet and is a model of green urban development. To help power Masdar City, DuPont is collaborating with Suntech, the world's largest producer of solar modules, and providing leading-edge materials for the Suntech panels installed in the city's solar farm. Currently, solar panels provide about 40% of the total energy for Masdar City.

“Engineers and designers are working with scientists from DuPont to develop lighter vehicles with a lower environmental impact.”

—Paulo Filho
Materials Engineering
Manager, Fiat Brazil

protection

SOLUTIONS TO KEEP EVERYONE, EVERYWHERE, SAFER.

Working with academics, governments, other companies and organizations, DuPont is developing a vast range of materials, products and consulting solutions that protect life and the environment. From life-saving body and car armor to next generation refrigerants that have a significantly lower global warming potential, we're working on products and services that protect people where they work, travel and live. Our protection technologies produce the world's leading brands—DuPont™ Kevlar® aramid fiber, DuPont™ Nomex® aramid fiber, and DuPont™ Tyvek® spun olefin—which help protect millions of industrial workers, firefighters, law enforcement and military personnel and emergency first responders. Our global consulting services provide expertise, proven methodologies and training to empower clients in many market sectors to improve employee, contractor and process safety; reduce incidents; and enhance operational performance.



99.5%



EMISSIONS REDUCTION

Our MECS® Brink® Mist Eliminator Organic Package System helps manufacturers reduce harmful emissions from their sites by 99.5%.

From creating a holistic safety culture to setting and executing long-term environmental performance goals, DuPont Sustainable Solutions is helping Suncor Energy to become a more socially responsible energy producer. In support of this initiative, DuPont has helped Suncor to put in place a Corporate Environmental Planning process to accelerate its sustainability efforts and a company-wide management system to reduce energy consumption.

“I thought: I can’t die. I have three children. I’ve got a wife. They need me. I went to the hospital. They’d taken the vest off. ‘You’re OK, the bullet didn’t go through.’ It saved my life. It really did save my life.”

—Officer da Silva
Military Police, Brazil
(Survivor, thanks to a bullet-resistant vest made with DuPont™ Kevlar® aramid fibers)



OUR MISSION: SUSTAINABLE GROWTH

The creation of shareholder and societal value while we reduce our environmental footprint along the value chains in which we operate.

DuPont Agriculture

Businesses:

Pioneer Hi-Bred | Crop Protection

Mission:

Grow aggressively through innovative products and services that help increase the quantity, quality and sustainability of the world's food supply.

Core Market:

Production Agriculture

DuPont Electronics & Communications

Mission:

Supply enabling materials and systems for photovoltaics, electronics, flat-panel displays and advanced printing. Achieve focused growth through differential management of key products.

Core Markets:

Photovoltaics | Consumer Electronics | Advanced Printing | Displays



DuPont Industrial Biosciences

Mission:

Grow rapidly as a provider of high-efficacy, sustainable enzymes and renewable materials for wide-ranging industrial applications.

Core Markets:

Biofuels | Carpet | Textiles | Feed | Food | Detergents



DuPont Nutrition & Health

Mission:

Deliver growth through functional ingredients and solutions that offer more nutritious, healthier and safer food worldwide.

Core Markets:

Food & Nutrition Products

DuPont Performance Chemicals

Businesses:

Titanium Technologies | Chemicals & Fluoroproducts

Mission:

Focus on higher-growth markets, regions and technologies to achieve top-quartile performance among peer global specialty chemical manufacturers. Accelerate earnings and cash growth through cost and working capital productivity.

Core Markets:

Industrials & Chemicals | Construction | Specialties

DuPont Performance Coatings

Mission:

Make highly selective growth investments to achieve top-quartile financial performance among global industry peers. Deliver earnings and cash growth through cost and working capital productivity.

Core Markets:

Automotive Aftermarket | Automotive OEM | General Industrial



DuPont Performance Materials

Businesses:

Performance Polymers | Packaging & Industrial Polymers

Mission:

Provide innovative materials and expert applications development that enhance product performance for customers, while also improving sustainability and reducing total system cost. Deliver earnings and cash growth through cost and working capital productivity, while making select growth investments.

Core Markets:

Automotive | Industrial | Packaging | Electrical/Electronics

DuPont Safety & Protection

Businesses:

Protection Technologies | Building Innovations | Sustainable Solutions

Mission:

Be the global innovation leader in sustainable building solutions, engineered products, services and systems that protect lives and the environment. Grow aggressively through investment in new products and technologies.

Core Markets:

Industrial | Construction | Military & Law Enforcement | Automotive | Consumer



This publication contains forward-looking statements which may be identified by their use of words like "plans," "expects," "will," "believes," "intends," "estimates" or other words of similar meaning. All statements that address expectations or projections about the future, including statements about the company's growth strategy, product development, regulatory approval, market position, anticipated benefits of acquisitions, outcome of contingencies, expenditures and financial results, are forward-looking statements. Forward-looking statements are not guarantees of future performance and are based on certain assumptions and expectations of future events which may not be realized. Forward-looking statements also involve risks and uncertainties, many of which are beyond the company's control. Some of the important factors that could cause the company's actual results to differ materially from those projected in any such forward-looking statements are: fluctuations in energy and raw material prices; failure to develop and market new products and optimally manage product life cycles; significant litigation and environmental matters; failure to appropriately manage process safety and product stewardship issues; changes in laws and regulations or political conditions; global economic and capital markets conditions, such as inflation, interest and currency exchange rates; business or supply disruptions; security threats, such as acts of sabotage, terrorism or war, weather events and natural disasters; inability to protect and enforce the company's intellectual property rights; and integration of acquired businesses and completion of divestitures of underperforming or non-strategic assets or businesses. The company undertakes no duty to update any forward-looking statements as a result of future developments or new information.

Use of Non-GAAP Measures: This annual review includes company information that does not conform to generally accepted accounting principles (GAAP), including measures which exclude significant items such as underlying earnings per share. Non-GAAP measures are not a substitute for GAAP results. Significant items represent special charges or credits that are important to an understanding of the company's ongoing operations. The company uses non-GAAP measures to evaluate and manage the company's operations. Management believes that an analysis of this data is meaningful to investors because it provides insight with respect to ongoing operating results of the company, and allows investors to better evaluate the financial results of the company. The determination of significant items and these measures may not be comparable to similarly titled measures provided by other companies. A reconciliation of non-GAAP measures to GAAP results is provided on the company's website at www.dupont.com under the heading Investor Center, or as furnished in the company's SEC filings on Form 8-K, which are available at www.sec.gov.

Total developing markets is comprised of Developing Asia, Developing Europe, Middle East & Africa and Latin America. A detailed list of all developing countries is available on the Key Financials & Filings link on the Investor Center website at www.dupont.com.

Copyright © 2012 DuPont. All rights reserved. The DuPont Oval Logo, DuPont™ and all products denoted with ™ and ® are trademarks or registered trademarks of DuPont or its affiliates.

Produced with DuPont proofing products.