



AS FILED WITH THE SEC ON 02/17/2015



# IMPORTANT FACTS FOR DUPONT SHAREHOLDERS

FEBRUARY 2015

## **REGULATION G**

The attached includes company information that does not conform with generally accepted accounting principles (GAAP). Management believes the use of these non-GAAP measures is meaningful to investors because they provide insight with respect to operating results of the company and additional metrics for use in comparison to competitors. These measures should not be viewed as an alternative to GAAP measures of performance. Furthermore, these measures may not be consistent with similar measures used by other companies. This data should be read in conjunction with previously published company reports on Forms 10-K, 10-Q, and 8-K. These reports are available on the Investor Center of [www.dupont.com](http://www.dupont.com). Reconciliations of non-GAAP measures to GAAP are also included herein.

## **FORWARD LOOKING STATEMENTS**

This document contains forward-looking statements which may be identified by their use of words like “plans,” “expects,” “will,” “believes,” “intends,” “estimates,” “anticipates” or other words of similar meaning. All statements that address expectations or projections about the future, including statements about the company's strategy for growth, product development, regulatory approval, market position, anticipated benefits of recent acquisitions, timing of anticipated benefits from restructuring actions, outcome of contingencies, such as litigation and environmental matters, 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; ability to respond to market acceptance, rules, regulations and policies affecting products based on biotechnology; 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; ability to protect and enforce the company's intellectual property rights; successful integration of acquired businesses and separation of underperforming or non-strategic assets or businesses and successful completion of the proposed spinoff of the Performance Chemicals segment including ability to fully realize the expected benefits of the proposed spinoff. The company undertakes no duty to update any forward-looking statements as a result of future developments or new information.

## **ADDITIONAL INFORMATION AND WHERE TO FIND IT**

DuPont intends to file a proxy statement with the U.S. Securities and Exchange Commission (the "SEC") with respect to the 2015 Annual Meeting. DUPONT STOCKHOLDERS ARE STRONGLY ENCOURAGED TO READ ANY SUCH PROXY STATEMENT, THE ACCOMPANYING WHITE PROXY CARD AND OTHER DOCUMENTS FILED WITH THE SEC CAREFULLY IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION.

DuPont, its directors, executive officers and other employees may be deemed to be participants in the solicitation of proxies from DuPont stockholders in connection with the matters to be considered at DuPont's 2015 Annual Meeting. Information about DuPont's directors and executive officers is available in DuPont's proxy statement, dated March 14, 2014, for its 2014 Annual Meeting. To the extent holdings of DuPont's securities by such directors or executive officers have changed since the amounts printed in the 2014 proxy statement, such changes have been or will be reflected on Statements of Change in Ownership on Form 4 filed with the SEC. More detailed information regarding the identity of potential participants, and their direct or indirect interests, by security holdings or otherwise, will be set forth in the proxy statement and other materials to be filed with the SEC in connection with DuPont's 2015 Annual Meeting. Stockholders will be able to obtain any proxy statement, any amendments or supplements to the proxy statement and other documents filed by DuPont with the SEC free of charge at the SEC's website at [www.sec.gov](http://www.sec.gov). Copies will also be available free of charge at DuPont's website at [www.dupont.com](http://www.dupont.com) or by contacting DuPont Investor Relations at (302) 774-4994.

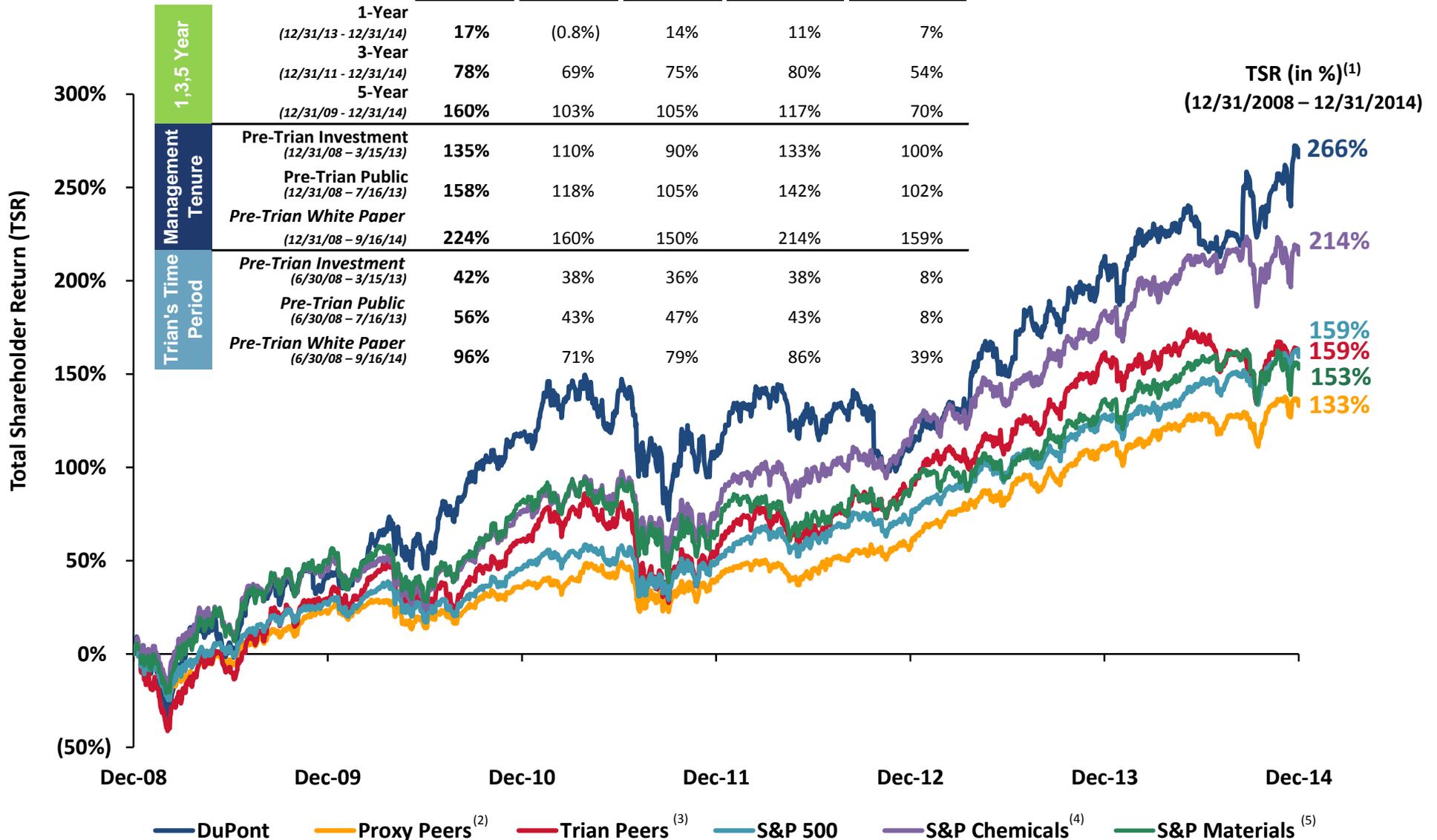
# DUPONT'S TRACK RECORD OF OUTPERFORMANCE



DuPont created superior value long before Trian's investment and continues to do so

## Total Shareholder Return Performance (TSR)

	DuPont	Trian Peers	S&P 500	S&P Chemicals	S&P Materials	
<b>1, 3, 5 Year</b> (12/31/13 - 12/31/14)	<b>1-Year</b>	<b>17%</b>	(0.8%)	14%	11%	7%
	<b>3-Year</b>	<b>78%</b>	69%	75%	80%	54%
	<b>5-Year</b>	<b>160%</b>	103%	105%	117%	70%
<b>Trian Management Tenure</b> (12/31/08 - 3/15/13)	<b>Pre-Trian Investment</b>	<b>135%</b>	110%	90%	133%	100%
	<b>Pre-Trian Public</b>	<b>158%</b>	118%	105%	142%	102%
	<b>Pre-Trian White Paper</b>	<b>224%</b>	160%	150%	214%	159%
<b>Trian's Time Period</b> (6/30/08 - 3/15/13)	<b>Pre-Trian Investment</b>	<b>42%</b>	38%	36%	38%	8%
	<b>Pre-Trian Public</b>	<b>56%</b>	43%	47%	43%	8%
	<b>Pre-Trian White Paper</b>	<b>96%</b>	71%	79%	86%	39%



**DuPont's Strong Performance for Shareholders Reflects the Continued Execution of Our Transformation Strategy Initiated Under Current Management**

Trian is attempting to mislead shareholders by using misrepresentations, inaccurate data, and flawed analyses to make its unsubstantiated case for Board representation. Below are just a few examples:

### Trian's Myths

#### MYTH:

DuPont "only takes action in the face of outside pressure" – therefore Trian is responsible for all recent value creation efforts at DuPont

#### MYTH:

Recent market outperformance is a result of Trian's investment in March 2013

#### MYTH:

Trian's time periods are the right ones to measure DuPont's performance

### The Facts

- DuPont's current Board and management team have a well-documented record of taking decisive action since 2009 and continue to execute on a transformative strategy that has delivered clear results, many of which were initiated or executed long before Trian's investment:
  - Streamlined and focused the portfolio, including acquisitions such as Danisco and Pannar Seed, and the separation of two of the largest legacy businesses representing \$11 billion in annual sales
  - Reduced 23 separate businesses to 12 and reduced management headcount by 32%
  - Met or exceeded multiple cost cutting objectives
  - Returned approximately \$14 billion in total capital to shareholders<sup>(6)</sup>
  - Added 6 new Directors to the Board since 2011
- Less than a year ago, Trian publicly praised DuPont's management as being the company's agent of change:
  - *"Ellen Kullman has basically been an activist within DuPont to get that business to best-in-class operating metrics, separate the Coatings business, separated the Performance Chemicals business, she's buying back \$5B in shares."*
    - **Ed Garden, CIO and Founding Partner of Trian, May 9, 2014<sup>(7)</sup>**
- *"There is no objective method to confirm what portion of such [share price] appreciation was attributable to Trian's involvement and what may have been attributable to other factors"* - Trian
- Trian continues to claim credit for DuPont's strong share price performance even though DuPont has not adopted Trian's agenda to break-up the company
- One day market reaction to DuPont and Trian platform<sup>(8)</sup>:
  -  **3%** **2/5/15:** DuPont rejects Trian slate and appoints Messrs. Breen and Gallogly to DuPont's Board
  -  **1%** **1/8/15:** Trian nominates Nelson Peltz and its slate of Directors
- Trian selectively uses 28 different discrete time periods to attack DuPont's performance, 13 of which incorporate periods before current management began on January 1, 2009
- Trian publicly stated in its PepsiCo campaign that periods before current management were irrelevant to measure performance
  - *"Management will inevitably defend performance by questioning our timeframes[...]However, we did not choose our timeframe arbitrarily. We did so because 2006 marks the beginning of current management's tenure"*

- Trian, PepsiCo White Paper, February 2014

### Trian's Myths

### The Facts

**MYTH:**

DuPont has \$2 – 4 billion in excess corporate costs

- Trian uses broad and incorrect extrapolations based on the sale of one division (Performance Coatings, comprising 11% of 2011 sales and not reflective of costs subsequently eliminated by DuPont) to arrive at unrealistic estimates
- DuPont has already identified \$1.3 billion of specific run-rate cost reductions with the “Fresh Start” program and is committed to continuing the evaluation of additional savings opportunities going forward

**MYTH:**

EPS has declined over the last 3 years from 2011 “Actual” EPS of \$4.32

- Trian’s analysis relies on a 2011 EPS of \$4.32 that is not reported in DuPont’s public filings, and relates only to an arbitrary year self-servingly selected by Trian that includes data from businesses that are no longer or will no longer be part of the portfolio
- The strength of DuPont’s business is evident in the underlying growth of its on-going businesses – in that context, adjusted annual EPS growth<sup>(9)</sup> has been 19.3% from 2008 to 2014 and 16.0% from 2011 to 2014
- The evidence of DuPont’s performance and actions is reflected in DuPont’s continued TSR outperformance under the current management

**MYTH:**

Capital returned to shareholders is below that of peers

- DuPont has returned a total of approximately \$14 billion under the current management representing 5.1% of its average market cap and significantly outperforming the S&P 500, S&P Chemicals and S&P Materials indices<sup>(10)</sup>
- 2.6% dividend yield under management is greater than the average for the S&P 500, S&P Chemicals and S&P Materials indices<sup>(11)</sup>
- DuPont has delivered 442 consecutive quarterly dividends to date since 1904

**MYTH:**

Agriculture R&D spend has yielded negative results

- Agriculture segment sales grew at a 10% compounded annual growth rate under management tenure to lead all major competitors, and has resulted in a market share increase of 6 points in N. American corn seed and 9 points in soybeans<sup>(12)</sup>
- Pioneer produced leading innovations such as Optimum® AcreMax® corn, Optimum® AQUAmax® corn, Optimum® Leptra® corn, Y Series soybeans, T series soybeans, Plenish® high oleic soybeans, and Seed Production Technology
- Since 2009, DuPont has been recognized with the Agrow Agriculture Award’s “Best R&D Pipeline” for two consecutive years; the Patent Board’s “No. 1 Innovator” for 6 consecutive years; and Thompson Reuters’ “Top 100 Global Innovator” for 3 consecutive years

### Trian's Myths

### The Facts

**MYTH:**

Trian has a plan to drive value creation at DuPont

- To date, Trian's central value creation plan has been its flawed proposal to break-up the company further - yet it is now publicly back-tracking from its position
- Trian's flawed break-up analysis, including its intention to cut up to \$4 billion of excess corporate costs when DuPont does not even have that level of corporate costs, only further highlights Trian's lack of understanding of DuPont and the absence of any credible plan
- Trian's promise of "new perspectives, robust oversight and enhanced dialogue" offers no tangible plan beyond joining a Board and management team that already have a track record of delivering value including 266% in TSR during the course of their tenure<sup>(1)</sup> and was just recently enhanced by the appointment of 2 highly qualified Directors

**MYTH:**

Trian's presence on Boards has always added value

- Following the Board involvement of a Trian partner or designee, total shareholder return at 5 out of 11 companies underperformed the broader market as of year-end 2014<sup>(13)</sup>
- Trian has recent experience at only one company in the chemicals sector, Chemtura
  - 15 months after Ed Garden joined the Board, Chemtura filed for Chapter 11 bankruptcy

**MYTH:**

Trian has engaged in constructive dialogue and consistently and purposefully avoided proxy contests

- Trian's "attempt to avoid a proxy contest" was in the form of multiple ultimatums to DuPont's CEO, CFO and Lead Director including:
  - Execute a break-up proposal that was not in the best interest of shareholders and that Trian itself has since publicly back-tracked from; or
  - Appoint to the Board Trian's Ed Garden who helped oversee the bankruptcy of Trian's only recent involvement in the chemicals sector; or
  - Face a proxy contest
- Trian refused any negotiated settlement that did not include Nelson Peltz on the Board

**MYTH:**

Trian wants only what is in the best interest of DuPont and all of its shareholders

- Trian has been singularly focused on attaining Board seats for Nelson Peltz or Ed Garden
- DuPont offered to consider an independent Director from Trian's nomination slate in addition to the appointment of DuPont's new Directors, Edward Breen and James Gallogly, who are themselves renowned industry leaders, with total shareholder returns as CEOs far surpassing the S&P 500, and exceptionally qualified to oversee management's strategy and the ongoing transformation of DuPont
  - Mr. Peltz refused to even hear the proposal if the outcome did not involve himself personally being appointed to the Board

**E. I. DU PONT DE NEMOURS AND COMPANY AND CONSOLIDATED SUBSIDIARIES**  
**RECONCILIATION OF NON-GAAP MEASURES (UNAUDITED)**  
(dollars in millions, except per share)

<b><u>RECONCILIATION OF ADJUSTED OPERATING EPS</u></b>	<b>Year 2014</b>	<b>Year 2011</b>	<b>Year 2008</b>
GAAP EPS from continuing operations	3.90	3.38	2.28
Add: Significant Items	0.01	0.25	0.42
Add: Non-Operating Pension & OPEB Costs / (Credits)	0.10	0.39	(0.28)
Less: Performance Chemicals <sup>(a),(b)</sup>	0.82	1.79	0.59
Less: Pharma <sup>(c)</sup>	0.02	0.20	0.73
<b><u>Adjusted Operating EPS (excluding Performance Chemicals, Pharma) (Non-GAAP)</u></b>	<b><u>3.17</u></b>	<b><u>2.03</u></b>	<b><u>1.10</u></b>

(a) Prior periods reflect the reclassifications of Viton<sup>®</sup> fluoroelastomers from Performance Materials to Performance Chemicals.

(b) Performance Chemicals operating earnings assumes a base income tax rate from continuing operations of 19.2%, 22.0% and 20.4% for 2014, 2011 and 2008, respectively.

(c) Pharma operating earnings assumes a 35% tax rate.

Trian quotes, unless otherwise indicated are sourced from Trian shareholder letter, "white paper", dated February 11, 2015.

- (1) Source: Datastream – 12/31/08 – 12/31/14; Total shareholder return is calculated as equal to the appreciation or depreciation of a particular share, plus any dividends, over a given period, expressed as a percentage of the share's value at the beginning of the period. Closing prices are adjusted for spin-offs, stock splits, rights and special dividends. Excludes Companies not public during the relevant time period.
- (2) Proxy Peers: 3M, Air Products, Baxter Intl, Boeing, Caterpillar, Dow Chemical, Emerson, Honeywell, Ingersoll-Rand, Johnson Controls, Johnson and Johnson, Kimberly Clark, Merck, Monsanto, Procter and Gamble, Syngenta AG, and United Technologies. TSR reported on a market cap weighted basis.
- (3) Trian Peers: Huntsman Corp, Eastman Chemical, Dover, 3M, BASF, Honeywell, Ingersoll-Rand, United Technologies, Danaher, Dow Chemical, Eaton Corp, FMC, Emerson, Celanese, General Electric. TSR reported on a market cap weighted basis.
- (4) S&P Chemicals in 2014 consists of Airgas, Air Products, CF Industries, Dow, DuPont, Eastman Chemical, Ecolab, FMC, IFF, LyondellBasell, Monsanto, Mosaic, PPG, Praxair, Sherwin-Williams, and Sigma-Aldrich.
- (5) S&P Materials in 2014 consists of Air Products, Airgas, Alcoa, Allegheny Technologies, Avery Dennison, Ball, Bemis, CF Industries, Dow Chemical, DuPont, Eastman Chemical, Ecolab, FMC, Freeport-McMoRan, IFF, International Paper, LyondellBasell, Martin Marietta Materials, MeadWestvaco, Monsanto, Mosaic, Newmont Mining, Nucor, Owens Illinois, PPG, Praxair, Sealed Air, Sherwin-Williams, Sigma-Aldrich, and Vulcan Materials.
- (6) Represents cumulative share repurchases and dividends paid (2009 – 2014).
- (7) Speech to the Council of Institutional Investors, May 9, 2014. Permission to use quote neither sought nor obtained.
- (8) Datastream. Measured from 2/4/15 to 2/5/15; 1/8/15 to 1/9/15.
- (9) Adjusted operating EPS defined as diluted earnings per share from continuing operations excluding non-operating pension/OPEB costs, significant items, Performance Chemicals and Pharma. EPS Compounded Annual Growth Rate (CAGR).
- (10) Total Capital Returned to Shareholders calculated as dividends and share repurchases as a % of average market capitalization; Index metrics calculated as the average of the median value for all companies in the index in each of the 5 ¾ years (2009 – 9/30/2014, due to unavailability of 4Q results for comparison to market indices).
- (11) Calculated as latest available data for annualized dividend per share / latest day close price as of 9/30/2014.
- (12) Public company files. Agriculture peers include BASF, Bayer Cropscience, Monsanto, Syngenta and Dow.
- (13) Calculated from undisturbed date prior to Trian Partner or designee appointed to the Board through resignation or 12/31/2014. Companies include: Mondelez, Family Dollar, Wendy's, Legg Mason, and Chemtura.

