Chair of the Board &
Ellen Kullman

...new challenges and exciting business opportunities: feeding the world, reducing dependence on fossil fuels, strategic levers that we work to accomplish our goals.

The second lever is differential management—how we allocate resources and make decisions that grow the company returns for our shareholders.

...are the foundation of my confidence that DuPont will continue to grow and continue to earn the trust of our shareholders.

Over the course of the past year, I visited sites in all our regions and conducted comprehensive assessments of all our 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.

In support of growth, we stood up major operations, use the DuPont™ Keurig®

...achieve electronics, flat-panel displays, systems for photovoltaics, DuPont Electronics & Fluoroproducts... 

...be the global innovation leader in Inclusive Innovation... 

...developments that enhance... 

...provide innovative materials and expert knowledge... 

...use the foundations of the combination DuPont will continue its growth and continue to earn the trust of our shareholders.

Ellen Kullman
Chair of the Board
April 1, 2012
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 25 percent. Our earnings growth of 25 percent also outpaced the S&P 500. Earnings per share of $3.93 were up 25 percent over 2010 and more than $2.2 billion of working capital productivity since 2008.

In our business, we continue to drive top-quartile performance among global chemical competitors. We have conducted a top-down strategic review of all our 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.

To DuPont Shareholders

Our performance in 2011 was characterized by strong year-over-year growth in the first half of the year and a strong second half, creating a compelling growth story. We will continue to focus on delivering our promise to agriculture and nutrition, promoting alternative and renewable energy, and making a difference in the environment.

We believe that the future will be more sustainable and that science can help make a difference. Our mission is to provide better products, processes, and services that help increase the quality, productivity, and sustainability of life. DuPont will be a leader in this movement toward a better future through a portfolio of strong and profitable businesses, advanced science and technology, and new capabilities. Integration of these capabilities with our existing businesses has been rapid, and we are already seeing good synergy together with complementary skills and strengths.


Mission:

Sustainability

Core Markets:

Industrials & Chemicals
Chemicals & Fluoroproducts
Titanium Technologies
Performance Polymers
Packaging Materials
Electronics | Advanced Printing

Milestones for 2011:

- Inclusive Innovation.
- Grow aggressively through making select growth investments.
- Achieve earnings and cash growth through cost 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...
To DuPont Shareholders

In 2011, DuPont delivered another year of strong sales and earnings growth for our shareholders. In fact, the year-on-year revenue increase in 2011 was the highest since 1995, as we continue to launch new products and achieve strong operating margins.

Our third lever is productivity, which has become a way of life across all DuPont businesses and functions. We benchmark our processes against the best-in-class performance of leading companies. DuPont’s Integrated Business Management and DuPont Manufacturing System are examples of this approach. Our disciplined processes, which we refer to as DuPont Integrated Business Management (DIBM) and DuPont Manufacturing System, have proven effective in improving productivity and enhancing our competitiveness. The result is more value delivered, better pricing, margin expansion, and increased ROI.

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 ensure that our investments are focused on innovation that is relevant to local markets. We launched new products and solutions that are tailored to the needs of our customers in different regions.

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To foster profitable, sustainable growth and meet rapidly changing conditions, DuPont works through collaborative efforts. In 2011, our U.S. patent grants were up compared to 2010, reaching 2,047 in 2011, and our U.S. patent grants totaled 9,560. In 2011, we invested nearly $2 billion in research and development. More than 85 percent of our research and development is devoted to innovating for our customers and addressing the needs of sustainable solutions to feed the world's 7 billion people.

The Strength of Collaboration.

The Global Collaboratory™, based at the DuPont Innovation Center in Stormont, Delaware, is one of the most sustainable buildings in the world. It is one of the most sustainable buildings in the world. It is located next to the Delaware River on the site of a former DuPont munitions plant, which was the site of the famous 1917 explosion. The building is designed to achieve net-zero energy use, with 100% renewable energy and 80% less water use than a comparable office building.

The Global Collaboratory™ is a center for innovation, collaboration, and education. It is a place where customers, aid organizations, governments, universities, and other business partners gather to discuss local and global challenges and connect to the global network of DuPont scientists.

We're uniquely positioned to help solve the challenges of an ever-expanding population by investing in science, technology, and innovation to meet the needs of a growing population while protecting the planet. At DuPont, we're working with farmers and growers to increase crop yield, finding new sustainable sources of energy and enhancing 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.

SOLUTIONS TO FEED 7 BILLION PEOPLE.

DuPont is collaborating with scientists, customers, local growers, governments, and universities around the world to reduce the cost of food and to improve the quality and safety of food. Our scientific collaborations in agronomy, nutrition, food protection, packaging and biosciences are addressing the need for sustainable solutions to feed the world's 7 billion people. DuPont is slowing microbial spoilage on food and improving the shelf life of perishable foods. We are helping to slow the growth of foodborne illness and reduce waste in the food supply chain.

SOLUTIONS TO REDUCE OUR DEPENDENCE ON FOSSIL FUELS.

We are helping to reduce our dependence on fossil fuels by developing solutions to reduce our carbon footprint and improve energy efficiency. DuPont is working with farmers and growers to increase crop yield, finding new sustainable sources of energy and enhancing 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.

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SOLUTIONS TO KEEP EVERYONE, EVERYWHERE, SAFER.

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Welcome to The Global Collaboratory™
To foster profitable, sustainable growth and meet rapidly changing conditions, DuPont works—in innovation—bringing together the strength of many—to work across all geographies, world’s greatest challenges in food, energy and protection. And we’re focusing on inclusive solutions that can transform the world. Today, we’re applying market-driven science to help 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 dependency on fossil fuels, and developing new technologies and products and knowledge-based solutions to help everyone everywhere—safely and sustainably—tackle the global challenges driving our science, our innovations and the growth of our company. As DuPont, we’re uniquely positioned to help solve some of the biggest challenges today, from increasing food production to providing energy solutions for the world’s 7 billion people.

Welcome to The Global Collaboratory™

SOLUTIONS TO FEED 7 BILLION PEOPLE.

DuPont’s collaborating with scientists, customers, local growers, governments, and universities around the world to reduce the cost and improve the quality and quantity of food. Our innovation—collaborations in nutrition, health, food protection, packaging and biosciences—are addressing the need for sustainable solutions to feed the world’s 7 billion people.

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, cognitive and heart health benefits. Food protection and advanced packaging solutions improve food safety and our ingredients and innovative packaging materials help food last by increasing shelf life. 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 effectively to increase the power output and lifetime of solar panels, and helping to reduce carbon input costs. The high-performance polymers improve engine efficiency and reduce vehicle emissions. 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 effectively to increase the power output and lifetime of solar panels, and helping to reduce carbon input costs.

62% The percentage of the world’s population that has access to electricity.

68% The percentage of the world’s population that has access to clean water.

99.5% The reduction in emissions achieved by the MECS® Brink® Mist Eliminator.

SOLUTIONS TO REDUCE OUR DEPENDENCE ON FOSSIL FUELS.

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DuPont’s innovative enzyme technology, produced in smallholder farms in Indonesia, Thailan, Taiwan and South Korea, is helping bioethanol manufacturers reduce waste and increase fuel efficiency. 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 effectively to increase the power output and lifetime of solar panels, and helping to reduce carbon input costs. The high-performance polymers improve engine efficiency and reduce vehicle emissions. 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 effectively to increase the power output and lifetime of solar panels, and helping to reduce carbon input costs.

SOLUTIONS TO KEEP EVERYONE, EVERYWHERE, SAFER.

Working with authorities, governments, other companies and organizations, DuPont is developing a wide range of solutions, products and consulting solutions that protect life and the environment. From life-saving tools and car seats to precision orthopedics, we have a significant and positive impact on global water treatment, waste incineration, medical waste destruction, and pharmaceuticals. 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 effectively to increase the power output and lifetime of solar panels, and helping to reduce carbon input costs. The high-performance polymers improve engine efficiency and reduce vehicle emissions. 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 effectively to increase the power output and lifetime of solar panels, and helping to reduce carbon input costs.

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99.5% EMISSIONS REDUCTION

The reduction in emissions achieved by the MECS® Brink® Mist Eliminator.

588,000 metric tons of CO2-equivalent emissions are reduced annually—the equivalent of 475 million metric tons of petroleum-based gasoline needed to fuel cars.
THE POWER OF SCIENCE. THE STRENGTH OF COLLABORATION.

For over 200 years, the people of DuPont have understood the power of science to 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 95 percent of the investment was targeted to solve challenges in food, energy, and protection. Our U.S. patent filings increased 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.

Patent filings span market sectors and institutions.

Innovation—bringing together the strength of many—to work across all geographies, sectors and institutions.

To foster profitable, sustainable growth and meet rapidly changing conditions, DuPont works 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.

THE STRENGTH OF COLLABORATION.

THE POWER OF SCIENCE.

THE SOLUTIONS OF DU PONT.

Welcome to The Global Collaboratory™

SOLUTIONS TO FEED 7 BILLION PEOPLE.

DuPont’s collaborating with customers, scientists, local growers, governments, and universities around the world to reduce the quality and quantity of food. Our innovative collaborations in agronomy, nutrition, food protection, packaging and biosciences are addressing the need for sustainable solutions to feed the world’s 7 billion people.

Market sectors to improve employee, contractor and process safety; reduce incidents; and enhance operational performance.

DuPont’s working with farmers and growers to increase crop yield, finding new sustainable sources of energy and efficiently transport our dependency on fossil fuels, and developing new materials and products.

DuPont is helping to conserve energy resources. We are helping to meet demand for renewable fuels—from targeted research and development to new materials to help conserve energy resources. We are helping to meet demand for renewable fuels—from targeted research and development to new materials to help conserve energy resources.

62% of the total energy for DuPont’s operations is from renewable or alternative sources.

68% of DuPont’s fixed industrial electricity is from renewable or alternative sources.

99.5% of DuPont’s operations are ISO 14001 certified.

EXECUTIVE SUMMARY

Enzymes and designer proteins are driving the next generation of renewable fuels.

Enzymes are biological catalysts that speed up reactions without being used up, providing cost-effective solutions for energy conversion.

Agriculture—key in addressing food security for people around the world.

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35 countries, over 9,500 scientists and engineers are dedicated to using collective ingenuity to solve the most complex problems local and global alike.

To form profitable, sustainable growth and more rapidly changing conditions, DuPont works in collaboration with our partners around the globe. In more than 50 research centers in 35 countries, over 5,000 scientists and engineers are dedicated to bringing collective ingenuity to solve the most complex problems local and global alike.

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SOLUTIONS TO KEEP EVERYONE, EVERYWHERE, SAFER.

Working with academics, governments, other companies and organizations, DuPont is developing a vast range of solutions to help reduce waste and increase safety for people around the world. DuPont is slowing microbial spoilage using advanced pathogen detection systems and enzymes to help solve the world’s greatest challenges in food, energy and protection.

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To foster profitable, sustainable growth and meet rapidly changing conditions, DuPont works closely with customers, suppliers, local governments, and nongovernmental organizations around the world to develop technology, innovation, and new business models to innovate solutions that support sustainable development. In 2011, our U.S. research expenditure—nearly $2 billion—was devoted to innovating solutions to feed 7 billion people and reduce our dependence on fossil fuels.

SOLUTIONS TO FEED 7 BILLION PEOPLE.

DuPont’s collaboration with scientists, customers, local governments, and nongovernmental organizations around the world is helping us to reduce the quality and cost of food. Our inventive collaborations in agriculture, nutrition, food protection, packaging, and biocatalysts are addressing the needs for sustainable solutions to feed the world’s billion people. Our advanced seed varieties and sustainable crop protection solutions help make the most of every acre and every drop of water while enhancing the quality and quantity of food. Our science-based collaborations in agriculture, nutrition, food protection, packaging, and biocatalysts are addressing the needs for sustainable solutions to feed the world’s billion people. Our advanced seed varieties and sustainable crop protection solutions help make the most of every acre and every drop of water while enhancing the quality and quantity of food.

SOLUTIONS TO REDUCE OUR DEPENDENCE ON FOSSIL FUELS.

With our expertise in materials and polymer sciences, chemical engineering and computational chemistry, 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 improve on-grid power costs. Our high-efficiency performance systems improve engine efficiency and reduce emissions from cars and trucks. Our energy solutions for advanced biofuels, including cellulosic ethanol and biobutanol reduce overall system costs. Our high-performance polymers improve vehicle engine efficiency and reduce vehicle emissions. 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.

SOLUTIONS TO KEEP EVERYONE, EVERYWHERE, SAFER.

Working with farmers and growers to increase crop yield, finding new sustainable sources of energy and efficiently producing biofuels, DuPont is developing new biomass conversion technologies and products that help reduce overall system costs. Our biomass conversion technologies and products help reduce overall system costs. Our biomass conversion technologies and products help reduce overall system costs. Our biomass conversion technologies and products help reduce overall system costs.

Welcome to The Global Collaboratory®
To our key stakeholders: We remain committed to our mission of "Science-Powered. Growth Driven." As we look toward the immediate future, we rely on those strategic drivers to work toward our key goals.

The pivotal role of global innovation in driving growth is unprecedented. We continue to invest in our global innovation system that will sustain competitive advantage. Our science and technology-driven businesses are focused on delivering superior performance, growth and returns for the company and our shareholders.

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 and technology. Integration of these core markets, key businesses has been rapid, and we are already seeing good synergy, with complementary skills and strengths.

In support of growth, we stand up major operations, see DuPont™ De Moderne narrow Fab in China on our operations, and plan for high-growth products with strong growth potential and geographical expansion.

DuPont's market share is comprised of Asia, the Americas, and Europe. 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 and technology. Integration of these core markets, key businesses has been rapid, and we are already seeing good synergy, with complementary skills and strengths.

Mission:

Our Mission: Sustainable Growth

DuPont Agriculture

Mission: 

Creating stronger, safer, more nutritious, healthier and safer ingredients and solutions that offer more value to customers with less environmental impact.

Businesses:

Pioneer Hi-Bred | Crop Protection

Mission:

Businesses:

Biofuels | Carpet | Textiles | Automotive

DuPont Performance Materials

Mission:

Businesses:

Performance Polymers | Packaging

DuPont Performance Polymers

Mission:

Businesses:

Consumer Solutions & Industrial Polymers

Mission:

Businesses:

OEM | General Industrial

DuPont Protection Technologies

Mission:

Businesses:

Environmental Stewardship

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Mission:

Businesses:

Environmental Stewardship

To DuPont Shareholders

Our future goals will be achieved while advancing the core values of our company. Living our core values is part of the job of the CEO, Chief Executive Officer, and the Board of Directors. DuPont's financial performance and strategic investments are a result of our commitment to our shareholders. While we are committed to our shareholders, we are also committed to our employees, customers, suppliers, and the communities in which we operate. Our goal is to create value for all stakeholders.

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