March 25, 2016

Copy: Mr. Edward D. Breen, CEO
Mr. James C. Collins, EVP
Mr. Nicholas C. Fanandakis, CFO

Mr. Mr.Benito Cachinero-Sanchez
Senior Vice President, Human Resources

Dear Mr. Cachinero-Sanchez,

DuPont's pension benefits have been a significant attraction for employee recruitment and retention for a long time. Beyond its clear and significant financial value for employees, the pension was part of the broad corporate promise that taking good care of its employees was a DuPont core value. Generations of employees have considered DuPont's pension benefit commitment as the bedrock foundation on which to base their retirement financial security, while they worked hard to advance the business interests of the Company. The December 2015 announcement of the Dow-DuPont merger, and the subsequent spin-off into three separate companies, naturally causes great concern among the 140,000 DuPont Pension Plan Participants about the long-term security of their pensions.

For these reasons, your February letter to Pension Plan Participants was a timely, important and a most welcome initial communication, stating that "the Plan remains able to meet its obligations to existing pensioners and other Plan Participants", that DuPont's "contributions to the Plan meet funding requirements under US laws and regulations", and that the Pension Trust "will not be affected by the merger". The DowDuPont S-4 SEC filing states that the "contemplated" plan would allocate appropriate portions of the current Pension Trusts to each of the 3 successor businesses. These statements broadly indicate the general intent and may increase Plan Participants' comfort level in these uncertain times; nevertheless, key questions remain, representing pension security concerns, which we believe can and need to be addressed:

a. Explicit assurance is needed that Pension Plan Participants would not suffer pension losses due to corporate restructuring, confirming DuPont's clear legal pension obligations.

b. Since the S-4 filing is silent on this, how will corporate functions (such as Engineering, Legal, Central Research, and others) be allocated across the 3 successor businesses?

c. The S-4 indicates that liabilities, associated with Plan Participants in discontinued/divested businesses, will be allocated to the 3 successor business in some proportion "to be defined" – but the corresponding assets, to cover these liabilities, are not mentioned – will these assets be also allocated?

d. How will pension-related corporate obligations be fulfilled, such as: 1) any pension components paid from operating expenses, 2) enhancements granted in various retirement incentives, 3) beneficiary payments under group life insurance and the Pension Plan? All of these might be impacted by any re-structuring or transfer of the current Trust assets and liabilities to another entity.

The general risks affecting the security of DuPont retirees' pensions, create natural concerns. The perceived risks are not predictions of compromised pensions, but recognizable potential pension problems. The uncertainty around the path forward for the DuPont Pension Trust, and various pension losses and litigation in many companies, provide a context and justification for our concerns. The sources of perceived pension security risks below are a summary of a fuller Risk Assessment:

1. **Funding level of the DuPont Pension Trust** was 92%, on the basis of temporary legislation ("MAP-21"), allowing the use of higher interest rates in valuing Trust assets, since 2012, and thus reducing required minimum contributions. But using the more realistic interest rates used before MAP-21, funding level would be only 74%; 80% is generally considered underfunded and "at risk" by ERISA rules. Notably, while the Trust Sponsors are allowed to use MAP-21 rates to project higher funding levels, the Pension Benefit Guaranty Corporation (PBGC) uses much lower rates to evaluate the real value of Pension Trusts. DuPont has made no contributions to the Trust Fund in the last 3 years. As the MAP-21 rules expire, this underfunding may become problematic for the 3 successor businesses.

2. **Transfer of the Pension Trust to an insurance company** (to provide annuities) is a "de-risking" strategy used by many companies in recent years, to reduce balance sheet liabilities. For any insurance company buyout of the Trust assets and its liabilities, funding level would first have to be boosted to 100% or more (on their interest rate basis). While this is not the contemplated plan in the S-4 filing, should DuPont or DowDuPont consider this option, there would be some risks requiring protection. In that situation, potential failure of the insurance company would be guaranteed by State Insurance Guaranty Associations (SIGA), instead of the PBGC, but at much lower maximum guaranty levels. Beneficiary coverage and secondary, re-insurance would need to be put in place to protect pensioners.

For the first time in my 50 - year association with DuPont, as an Engineer, Manager, Lab-Director, Safety Consultant/Contractor and Pensioner, the uncertainties associated with the upcoming corporate re-structuring raise a natural concern about the security of our pensions. For this reason, I have studied all the potential problems mentioned above, and shared my full risk assessment with many hundreds of DuPont retirees. The respondents overwhelmingly support communicating our common concerns with DuPont senior management, and request a definitive corporate statement of commitment, to ensure that all Pension Plan Participants will continue to receive their vested pension incomes, regardless of the corporate and Pension Trust restructuring that may occur – no more than promised and owed, but no less. To deliver on these commitments, a clear set of principles, guiding the decisions for the Trust's final disposition, should provide the Participants with confidence in the security of their pensions.

On the basis of fair treatment of employees in the past, we have every hope and expectation that upcoming DuPont and DowDuPont decisions will preserve the capacity to pay vested current and future retiree pension obligations. But renewing a clear commitment now, to meet long-term corporate obligations to Pension Plan Participants, would not only allay their understandable concerns, but would help preserve DuPont's long-standing reputation, as a caring and responsible corporation, that looks after employees. Plan Participants are also citizens in their wide-spread communities and, if they remain loyal to DuPont, they are natural promoters of the company's public image – which is a valuable corporate asset, especially in turbulent, economically stressed times, when environmental and safety issues negatively affect the corporate reputation. A strong message of commitment, to fulfill all corporate pension obligations, long -term, would represent a clear positive step and a significant and needed public relations "win" for DuPont, in the midst of corporate restructuring, and the associated uncertainty, dislocation and layoffs.

306 Pension Plan Participants endorsed the initial draft of this communication, from a wide range of departments, functions and levels - and the list is still growing. This letter represents "our collective voice" around pension security, and our constructive attempt to gain reassurance. We believe we can be of advantage to DuPont, as a growing network and an additional communication channel to the large retiree community. We are, naturally, keenly interested in, and will keep abreast of all pension-related developments, as the merger/split process unfolds; but more than that, we would like to assist DuPont in any way that we can, towards a statement of corporate commitment, to ensure the long-term security of our pensions, allaying the concerns of Plan Participants. As always, good, open and ongoing dialog is the key to effective communications and understanding.

Please let me know your thoughts about these issues, what you plan to do, and how we can be helpful.

Sincerely,

Paul Kende

Paul Kende, on behalf of concerned Pension Plan Participants (paul.kende@gmail.com)