

THE ECONOMIC CLUB

O F W A S H I N G T O N, D. C.

Excerpts from the Signature Event featuring Ellen Kullman, Chair of the Board and Chief Executive Officer, Dupont

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“... most of our competition is coming from emerging markets, as companies create and continue to grow and evolve. ... the interesting thing is that competition is good. I think competition’s good for the economy. I think competition is good for us because it keeps us on our game. It keeps us focused on what’s important, on how to continue to create innovation that makes a difference to our customers. And then, we as a company create value. Our shareholders participate in that. And I think of that as great. The basketball player in me comes out – I love the nature of competition, and really winning in the marketplace is what it’s all about.” ~ *Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont*

“... [DuPont is] in our third century. We moved from an explosives company to a chemical company. We’re now moving into an integrated science company and really creating great products and services down our value chains to enable our customers to be successful, using all the power that science has. It is that transformation and that broadening that is really driving me, it’s driving my senior team in creating the growth, both top line and bottom line, for our company.” ~ *Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont*

“... we’re using the power of integrated science to build our strengths in three areas. ... The first is in agriculture and nutrition. We’re already a major global player in agriculture and our strategy is to extend that leadership across high-value science-driven segments in the ag and the food value chain. The second is in bio-based industrials. Our strategy here is to develop world-leading industrial biotechnology capabilities to help transform new materials and new businesses that are bio-based. And the third area is in advanced materials. We’ve been a leader in materials science for many years and our strategy here is to strengthen and to grow our position in highly differentiated performance materials. The key to success in these strategic areas will be our ability to create innovative solutions that respond to local needs. And this is occurring everywhere around the world – where science meets demand.” ~ *Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont*

“I’m a big believer that science is becoming a bigger part of all of our lives, not a smaller part. And we’re not doing our job as a country in educating our children to be able to live in a world where they need to make these decisions. They need to do it from a base of knowledge. I think what’s being done around improving the curriculum in STEM, in science-based areas, is critical to our future. ... my passion lies in science education. It’s in creating more engineers. It’s creating more scientists. I spend a lot of time working in Change the Equation, which is a bunch of CEOs from the Business Roundtable working together to see how our efforts can help create a stronger scientific future in our educational system.” ~ *Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont*

“To me, that’s the most exciting part of my job – chief recruiting officer. I go out to engineering schools ... [to] recruit Ph.D.s and engineers and scientists. What I say is, with the changes that are occurring in the world and the need for science to address those changes – feeding a growing population, [providing] energy choices for that growing population, and protecting people and the environment – they’re the areas that DuPont is focused on from a science standpoint and working with customers focused on that and understanding how it creates a huge difference in our world and the impact that science can have. Kids today, they want a good job, but they want to work for somebody that also does good. ... Young kids today have a passion for helping the

world become a better place.” ~ *Ellen Kullman, Chair of the Board and Chief Executive Officer, DuPont*