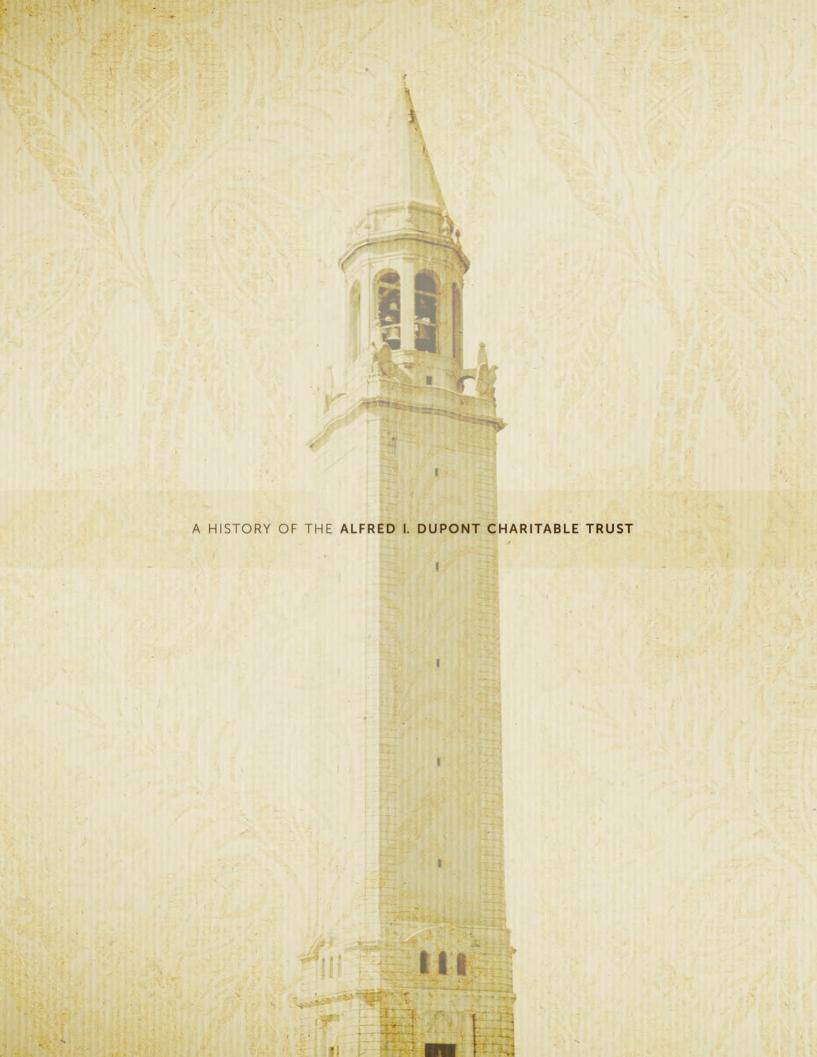


SEEING POSSIBILITIES

A HISTORY OF THE ALFRED I. DUPONT CHARITABLE TRUST







SEEING POSSIBILITIES

A MISSION IN MOTION: THE ALFRED I. DUPONT CHARITABLE TRUST

For more than 80 years, the Trustees and staff of the Alfred I. duPont Charitable Trust have remained faithful to Alfred I. duPont's vision and legacy. Through prudent financial stewardship during ever-changing times, the Trustees have expanded his mission through the Trust's charitable beneficiary, The Nemours Foundation — and will continue to do so for generations to come.





INTRODUCTION

Established by Alfred I. duPont's will and created upon his death in 1935, the Alfred I. duPont Charitable Trust has played a significant role in supporting — and evolving — pediatric health care.

At the turn of the century, Alfred duPont overcame many personal trials to succeed in business and many endeavors, including inventions, philanthropy, real estate and, of course, roles with the family gunpowder dynasty, the DuPont Company. In his will, Alfred duPont specified that his passion for helping needy children should continue long after his passing.

The estate he left behind was valued at \$40 million. And thanks to the hard work and diligence of his wife, Jessie Ball duPont, her brother, Ed Ball, and a group of dedicated Trustees, the Trust was valued at approximately \$5.9 billion in early 2018.

During its first 80 years in operation, the Alfred I. duPont Charitable Trust has distributed more than \$3 billion in financial support to the Trust's primary beneficiary, The Nemours Foundation, for the care and treatment of children in Delaware and Florida.

Until her death in 1970, Jessie duPont and a select group of Mr. duPont's friends and family were named beneficiaries of the Trust and Mrs. duPont contributed her own wealth and assets to create and build The Nemours Foundation.



As primary beneficiary of the Trust, The Nemours Foundation includes several facilities throughout the U.S. that carry on Alfred's vision of helping children, including the Alfred I. duPont Hospital for Children in Wilmington, Delaware, the Nemours Children's Hospital in Orlando, Florida, and more than 30 Nemours Children's Specialty Care locations in Delaware, Florida, Pennsylvania, Georgia and New Jersey. Mr. duPont was also passionate about helping the elderly, which led to the creation of the Nemours Health Clinic.

This book takes a look back at the extraordinary life and vision of Alfred I. duPont and the many individuals who played major roles in the successful creation and growth of the duPont Trust and The Nemours Foundation. It is designed to take readers on a journey that begins with Alfred's extraordinary life and ends with the ongoing mission to provide much-needed care to the neediest among us — children and the elderly.

Carrying out his vision has required unwavering dedication to his last will and testament by a succession of Trustees. Their stewardship and dedication has been tested over the last 80 years, but they met that challenge by carefully evolving with the times and remaining true to Alfred's vision — while paving the way for continued excellence in pediatric care and health care.

We hope this book will inform and inspire all of those who come in contact with the Alfred I. duPont Charitable Trust and The Nemours Foundation.

— The Trustees of the Alfred I. duPont Charitable Trust

RENAISSANCE MAN & FAMILY REBEL







1771Great-grandfather of Alfred,
Eleuthère Irénée duPont, founder
of the DuPont Company is born.

RENAISSANCE MAN & FAMILY REBEL

ALFRED IRÉNÉE DUPONT was a man of intriguing contrasts. A successful industrialist and banker, he also had a flair for the arts, both playing and writing music. His great wealth enabled him to travel the world, but rural Virginia was the backdrop for his fondest memories.

While much is known about his achievements, there's no record of any significant interaction that would've inspired his ultimate life's work — helping crippled children.

The great-grandson of Eleuthère Irénée duPont and the heir to the gunpowder dynasty he created, Alfred had a deep-rooted sense of duty to his family's namesake and empire. Full of conviction and determination, his tenacity earned him the reputation as the duPont family rebel.

Alfred's passions were more than mere hobbies.

He not only played the violin beautifully, he formed an orchestra called the Tankopanicum Musical Club. He also has nine pieces of music to his credit, eight marches and one gavotte, a French peasant dance.

This combination of artistic ability, business and engineering acumen would serve him well throughout the course of his lifetime — a lifetime dedicated to serving others for generations to come.



duPont becomes president

of the DuPont Company.



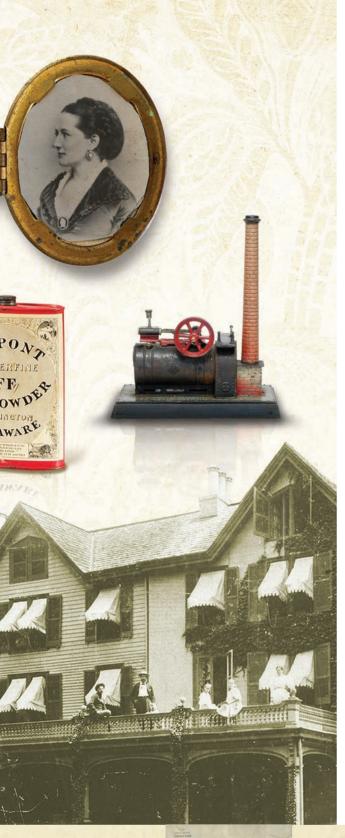
1829 Eleuthère Irénée duPont II, Alfred's father, is born.



The dollar is introduced as U.S. currency.



1835 Mark Twain is born.



AN IDYLLIC CHILDHOOD

Life was good for young Alfred, born in 1864, who was fortunate enough to be born into a loving family with four siblings. The Brandywine Valley region of Delaware was the ideal place to grow up for a young boy who was fond of swimming and hunting.

Alfred always had a strong bond with his father, Eleuthère Irénée duPont II. As partner in the family gunpowder dynasty, he showed his eldest son around the family powder mills, explaining the ins and outs of production. These machines were of great interest to such an intelligent and inquisitive boy, so much so that his father gave him a small steam engine when he was 12, and he quickly learned how to tear it apart and put it back together again, good as new.

Alfred stood out in other ways, too, preferring the company of the children whose fathers worked at the DuPont mill over that of his own privileged cousins.

Wide-eyed and full of imagination, Alfred loved to hear his mother share tales of her adventures in faraway places, especially her trips to Florida. From breathtaking beaches and a river in Northeast Florida that flowed backwards to most noteworthy encounters with alligators and the swamps of the Everglades, every story filled Alfred with wonder.



1850Scientific American declares DuPont the "most extensive" powder mill in the world.



1866Alfred Nobel invents dynamite.



1839 The first baseball game is played.



1864 Alfred Irénée duPont's life begins as the Civil War comes to an end.

TENACITY THROUGH TRAGEDY

In 1877, Alfred's seemingly perfect childhood was completely turned upside-down. He lost his mother and father to illness within a month of one another. The future of the five duPont siblings, now orphans, was left at the mercy of elder relatives to decide.

When rumors of having to leave their beloved family home at Swamp Hall to live with relatives reached Alfred and his siblings, they staged a rebellion to fight for the only home they'd ever known. Led by 13-year-old Alfred, the children banded together with an arsenal that included a rolling pin, axe, antique pistol and twelve-gauge shotqun.

In standing their ground, the newly orphaned duPont siblings were able to maintain ownership of Swamp Hall, but they did have to attend boarding school.

Upon graduating from Phillips Andover Academy at 18, Alfred transitioned from boarding school to college life at the Massachusetts Institute of Technology. There, he studied mathematics, chemistry, shop work and German. While his grades didn't reflect it, he did have a knack for all things mechanical.

Alfred still made time for extracurricular activities and was even a champion boxer at Andover and MIT. A true arts enthusiast, he often frequented the theater and concerts in Boston with his older cousin, T. Coleman duPont, who also attended MIT.





1877Both of Alfred's parents, Charlotte and Eleuthère Irénée II, pass away within 29 days of each other.



Winston Churchill is born.



1882 Alfred begins attending MIT.

HUMBLE CAREER BEGINNINGS

In 1884, Alfred's favorite uncle,
Lammot duPont, died in an
explosion at the DuPont chemical
plant. This unexpected loss drove
Alfred to rethink his priorities and
career goals.

Another uncle, Fred duPont, offered him his choice in jobs — he could work for Fred's paper mill in Louisville or write for the Louisville Courier-Journal. Writing was of interest to Alfred, but his sense of duty to

carry on the family business drew him back to the Brandywine and the DuPont Company. He left MIT at age 20, not to be groomed for management, but to become a common laborer in the Hagley gunpowder mills.



The traction engine was one of many inventions of Alfred's that improved worker safety and efficiency at the Hagley gunpowder works.

Living up to his work ethic,

Alfred climbed the ranks to yard supervisor at the mill and even earned the reputation of one of the nation's top powder men.

Not only did he master making the powder itself, he innovated the gunpowder-making process.

Throughout his life, he registered more than 200 patents, most of them related to machines used to make gunpowder.

Was the death of his favorite uncle inspiration for his inventions? When describing his contributions, Alfred stated: "Most of my inventions were powder-making machinery

which led to greater safety, the elimination of men from the mills and reducing the number of accidents, handling large amounts of powder at one time."

For 14 years, Alfred continued to make a name for himself in the family business, working his way up in the DuPont Company. The ultimate test of his abilities came about in 1898, when he was tasked with the nearly impossible: produce enough brown powder to arm the U.S. military during the Spanish-American War. Determined to deliver on the improbable assignment, Alfred organized his crew, then worked elbow to elbow with them as they put in 18-hour days until the job was completed.

A DYNASTY IN PERIL

In 1902, the death of the family patriarch, Eugene duPont, left the future of the DuPont Company up in the air. No heir apparent was ready to take charge



1884Jessie Dew Ball is born.



1887Alfred wires his beloved
Swamp Hall for electricity.



Dr. John Pemberton, an Atlanta pharmacist, invents Coca-Cola.



1888 Ed Ball of running the company. Feeling hopeless, the elders on the board of E.I. duPont de Nemours and Company decided their best option was to sell DuPont Company to Laflin & Rand — its longtime rival.

> Delivering on the impossible to support the military during the Spanish-American War was not enough to make Alfred a shoe-in to lead the company. He was only 34 at the time and considered too young to take on such responsibility.

His outrage at learning the family company was going to be sold to Laflin & Rand inspired him to create an ingenious, yet risky plan to buy the

company from his relatives. He couldn't do it alone. however. so he convinced cousins, Pierre S. duPont and T. Coleman duPont, to execute the plan with him.



The outcome was almost as unbelievable as the deal — the cousins bought the company for \$15.4 million – \$12 million in notes and 33,000 shares of the reorganized DuPont – and retained ownership of 86.400 shares, valued at \$8.6 million. Their out-of-pocket costs for this mega-million-dollar deal? Only \$700 each for legal fees.





Alfred meets his future wife, Jessie Dew Ball, while hunting in Ball's Neck, Virginia





JAMES M. SMYTH, BUILDER

1903 The Wright Brothers, Wilbur and Orville, make their first flight.

"NEMO



1896 The first modern Olympic Games are conducted in Athens, Greece.



Alfred duPont and his two cousins, Pierre and Coleman, buy the struggling DuPont Company before it can be sold to rival, Laflin & Rand Powder Company.



With the three cousins at the helm, the DuPont Company was transformed from a 100-year-old explosives manufacturer to a chemical company with diversified specialties. Bringing the company into the 20th century they modernized management, invested in R&D labs and added new products including paints, plastics and dyes.

BLOODLINE REACHES ITS BOILING POINT

As is the case in many family businesses, the cousins' relationship began to deteriorate as it was tested.

Naturally, Alfred didn't feel his contributions to the company were appreciated by Pierre and Coleman.

And to add to the family tension, Alfred's personal relationships were an offensive embarrassment to

the rest of the duPont clan. He divorced his first wife and mother of his four children, Bessie Gardner, then married his own second cousin, Alicia Bradford Mattox — a divorcee with a small child — in 1907. The



In 1911, when Alfred was removed from his operating duties at the DuPont Company, mill workers in the Brandywine yards gave him a touching farewell. He stands behind the left pillar.

divorce alone fueled outrage within the family, but the fact that Alicia, a blood relative, was previously



1905 Albert Einstein introduces his theory of relativity.



1904 Alfred loses his left eye when a fellow hunter accidentally shoots him on a hunting trip in Virginia.



1908 Henry Ford's Model T is introduced in Detroit. married to a DuPont Company employee fanned the flames well past the point of no return.

Unaffected by his family's outrage, Alfred spoiled his new bride with a 47,000-square-foot mansion built on 300 acres in Wilmington. This classic French estate designed by New York architects Carrère and Hastings was based on Marie Antoinette's Petit Trianon.



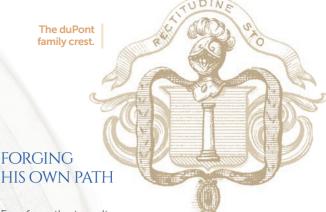
The sprawling Nemours mansion and gardens in Wilmington is a rare example of French Neo-Classical architecture in America.

As an homage to his great-great-grandfather, Pierre Samuel duPont, Alfred named the home Nemours after the French town Pierre Samuel represented in the court of Louis XVI.

Predictably, Alfred's bond with cousins and business partners Pierre and Coleman continued to crumble. In

1915, Coleman sold a block of his stock to a group of company officers and directors, which enraged Alfred. Passionately believing the stock should be bought by the company, Alfred sued his cousin in a lawsuit that dragged on for two years.

Ultimately, the courts upheld the sale of the stock, and this was the last straw for Alfred, causing him to resign from the company he and his cousins had rescued only 15 years prior.



Free from the tumultuous

family business, Alfred expanded his horizons in various business ventures in Delaware and New York. He founded Nemours Trading Corporation, an investment firm, and also invested in banks, ultimately acquiring 60 percent interest in the Delaware Trust Co. He also founded an import-export operation in New York.

In addition to his business dealings, Alfred pursued political and social matters. His first major push for reform came about when he expressed concern about the financial hardships among the elderly, lobbying the Delaware Legislature to create a public pension plan. When the Legislature failed to act, Alfred took it upon himself to fund the pension plan for several years. Publicly, he helped launch the Delaware Symphony, while privately he gave money to the needy.

No stranger to tragedy, Alfred experienced yet another great loss in January of 1920 when his beloved Alicia died of a heart attack en route to Florida. With perseverance and determination, he pressed on, a living example of the duPont family motto, Rectitudine Sto, or "I stand upright."



1916
Alfred resigns from the DuPont Company



1920
Alfred's wife Alicia dies of a heart attack en route to Florida.

1919The Treaty of Versailles ends World War I.

A VISION & FONDNESS FOR FLORIDA





L921

Alfred marries his soulmate and future philanthropist, Jessie Dew Ball.

A VISION & FONDNESS FOR FLORIDA

After spending a year as a widower, 57-year-old Alfred married Jessie Dew Ball, a 36-year-old teacher he first met in the late 1800s. Jessie was from Ball's Neck, Virginia, one of Alfred's favorite hunting spots.

Jessie was a high school teacher and administrator in San Diego before marrying Alfred. A bright woman, she quickly assumed the role of business confidante and protector of Alfred, who by the 1920s was almost entirely deaf.

Together, they enjoyed several trips to Florida on Alfred's yacht, Nenemoosha. In 1925, they eventually made Florida their full-time home, mainly because cousin Pierre became Delaware's tax commissioner and Alfred did not want to live in his jurisdiction, where he could review Alfred's business and property records.

Recalling the fond memories his mother had shared about Northeast Florida, Alfred decided to move to Jacksonville.





1922

The Florida real estate boom is in full effect, with land prices being driven up by buyer speculation rather than land value.



1925

Alfred's nemesis and cousin, Pierre duPont, becomes Delaware tax commissioner.



1923

Ed Ball leaves his successful career in sales and takes a hefty pay cut to work for his brother-in-law, Alfred I. duPont.



1925

Alfred and Jessie transition from Florida snowbirds to full-time residents.



STARTING ANEW

Newlyweds in a new city, Alfred and Jessie decided to build a place to call home. Their stunning Mediterranean Revival estate was a collaboration between Jessie, who helped with the house and furnishings, Alfred who designed the gardens, and architects Marsh & Saxelbye. Jessie named it Epping Forest after the Virginia plantation of Mary Ball, mother of George Washington and distant relative of Jessie Ball duPont.

Always industrious, Alfred began seeking new business opportunities. He hired Jessie's brother, Edward Ball, to assist him. During this time, Florida was experiencing a real estate boom. Alfred and Jessie invested in South Florida real estate, buying and selling properties for quick profit. Sensing this real estate bubble would inevitably bust, Alfred avoided making major investments.

In 1926, Florida's real estate market crashed, sending property values down with it. Families lost millions in paper wealth. Banks began to fail. Alfred saw this as an opportunity to not only acquire the struggling banks, but buy large tracts of land at lower rates.

Alfred and Ed Ball got to work buying up shares in several Florida banks before gaining control of Florida National Bank of Jacksonville in 1929. Under their ownership, the bank opened six other locations throughout the state.





1928

Alfred is treated at Dr. Isadore Muller's clinic in Czechoslovakia in an attempt to restore his hearing loss — after two visits, it worked for only a couple of years.



1928

Florida tourism and land sales tick slightly upward, only to fall again in the Great Stock Market Crash of 1929.



1929

Alfred and Ed Ball take over control of Florida National Bank of Jacksonville, a move later cited as saving the Florida banking structure.



BIG PLANS FOR FLORIDA'S PANHANDLE

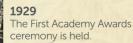
Amassing greater assets for the sake of growing richer didn't appeal to Alfred, already a wealthy man.

After seeing the toll the real estate bust had on Florida and its residents, he set out to help, especially in the impoverished Panhandle region.

While the northwest part of the state had once been booming — especially Port St. Joe — with wealth from cotton plantations, timber, mills and deepwater ports, an epidemic of yellow fever decimated the region in the 1840s. Another fatal blow to the area came in the 1860s when the Civil War and Northern blockade led to the region's economic collapse.

Fortunately, Alfred had a vision for the impoverished area and the grit to help bring Northwest Florida back to life. He saw possibilities that others couldn't, citing the pristine white beaches, proximity to Latin American shipping lanes and great pine forests as the foundation for a rebirth of the region.

In 1927, Alfred made his intentions most evident: "We are now in Florida to live and work. We expect to spend the balance of our days here. We have all the money necessary for any reasonable effort to help Florida grow and prosper. Our business undertakings should be sound, but our primary object should not be the making of money. Through helpful works, let us build up good in this state and





1932 Alfred revises his will, establishing the Alfred I. duPont Charitable Trust to fulfill his philanthropic wishes.



1932

Jessie opens the gardens at Nemours to the public for a fundraiser to restore Robert E. Lee's Virginia birthplace, Stratford Hall.



933

Alfred purchases The Apalachicola Northern Railroad, which extended from Chattahoochee to Port St. Joe.



make it a better place in which to live. In my last years, I would much rather have the people of Florida say that I helped them and their state than to double the money I now have."

UNFINISHED BUSINESS

The cornerstone of his Northwest Florida vision was transforming Port St. Joe into a modern city. With Ed Ball as his agent, he bought tens of thousands of acres in the Panhandle, including most of Port St. Joe, where he wanted to establish a paper mill that would employ many. He and Ed Ball also acquired the Apalachicola Northern Railroad and the St. Joseph Telephone & Telegraph Company.

Up until his death, Alfred worked tirelessly to execute his vision of creating a bustling paper mill in Port St. Joe — one that would breathe new life and prosperity into the community. He hired renowned city planner Earle S. Draper to draft the plans for his ideal Port St. Joe utopia with a large paper mill and bustling activity along the deep harbor.

Even in his final days, Alfred I. duPont was intent on finishing his Port St. Joe project. In 1935, his last words were: "Thank you, doctors. Thank you, nurses. I'll be all right in a few days."

Since this was unfortunately not the case, his beloved wife, Jessie, talented brother-in-law, Ed Ball, and a succession of Trustees would carry the torch to keep his vision moving forward.



Alfred suffers a second heart attack and dies at Epping Forest on April 29 at 70.

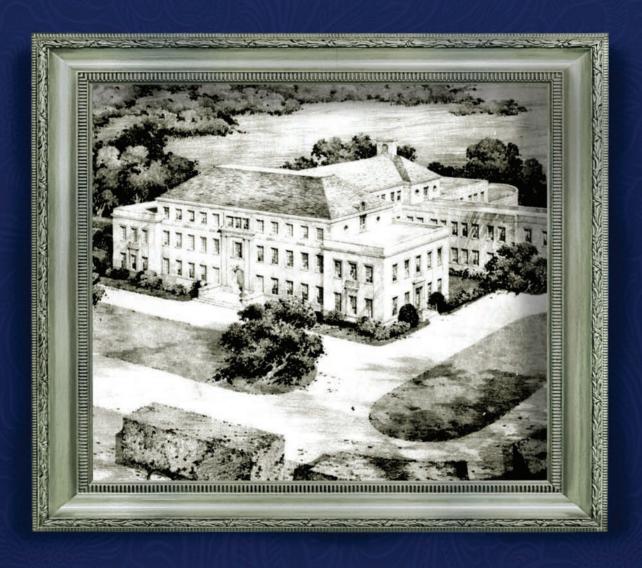


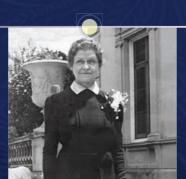
Alfred suffers a heart attack and subsequently starts allowing Jessie and Ed Ball to take over the reins of his business.



ALFRED I. DUPONT 1864-1935

A WILL THAT EMPOWERED A LEGACY





1936

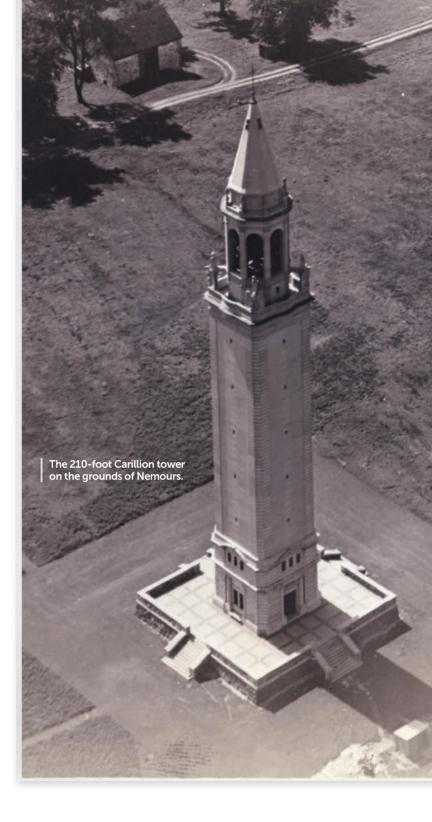
The Nemours Foundation is created, and Jessie Ball duPont is named first president.

A WILL THAT EMPOWERED A LEGACY

Knowing there was still much work to be done in helping crippled children and the elderly, Alfred carefully pondered how to balance taking care of his loved ones and having enough left in his estate to carry out his philanthropic wishes.

Working with his Jacksonville attorney, Raymond D. Knight, Alfred took two years to draft, revise and perfect his last will and testament. He signed it on November 19, 1932, with his estimated \$40 million estate consisting of securities, mostly in E.I. duPont de Nemours and Company shares, Florida land, seven Florida National Banks and the estates of Nemours and Epping Forest.







1939The NY Yankees win the World Series.



1941
Jessie duPont donates the yacht,
Nenemoosha, to the U.S. as part
of the World War II effort.



1938The St. Joe Paper Company opens.



The Alfred I. duPont Institute for the care and treatment of crippled children opens on the grounds of Nemours.

GENEROSITY BEYOND MEASURE

Naturally, Alfred made sure his beloved Jessie would never have to worry about money. He left her Epping Forest, the Jacksonville estate they built together, as well as all of his personal possessions and the income from his estate

In addition to full ownership of Epping Forest, she could also enjoy use of the Nemours mansion and grounds for the rest of her days. Thinking of everyone close to him, Alfred established grant and annuity payments between \$1,200 to \$30,000 annually for life to several relatives and employees. He also left several thousand shares of his holding company, Almours Securities, to each of his children and Jessie's siblings. His children and Ed Ball each received 5,000 shares, and Jessie's other three siblings received 1,000 shares apiece.

The remainder — and lion's share — of Alfred's estate went to the Alfred I. duPont Charitable Trust, where his fortune could help those in need for generations to come.

In his will, Alfred named those he could most rely on to be Trustees of the Alfred I. duPont Charitable Trust: his wife, Jessie Ball duPont, brother-in-law, Ed Ball, and son-in-law, Reginald S. Huidekoper. The Florida National Bank of Jacksonville was named Corporate Trustee.

The Trustees' first order of business was to create a charitable corporation for the "care and treatment of crippled children, but not of incurables, or the care of old men or old women, and particularly old couples." Per Alfred's instruction, this charitable corporation, named The Nemours Foundation, was to give first priority to residents of Delaware who fit his requirements of curable crippled children and the elderly.

As for the 300-acre Nemours estate in Wilmington, Delaware, Alfred tasked the Trustees "to care for the mansion and grounds and gardens surrounding Nemours in order that they be maintained for the pleasure and benefit of the public in their present condition and the grounds improved from time to time, as their funds warrant."

As stated in Alfred's will, The Nemours Foundation was a memorial to his great-great grandfather, Pierre Samuel duPont de Nemours, and his father, Eleuthère Irénée duPont II.

To this day, a plaque on the grounds pays tribute to Pierre Samuel duPont.





1951
Six years after the end of World
War II, President Truman and
48 other nations sign a formal
peace treaty with Japan.



1955 Walt Disney's Disneyland opens in Anaheim, California.



The Nemours Foundation begins treating children in Florida.



1952 A polio vaccine is invented.

THE WILL TO BUILD UP THOSE WHO NEED IT MOST

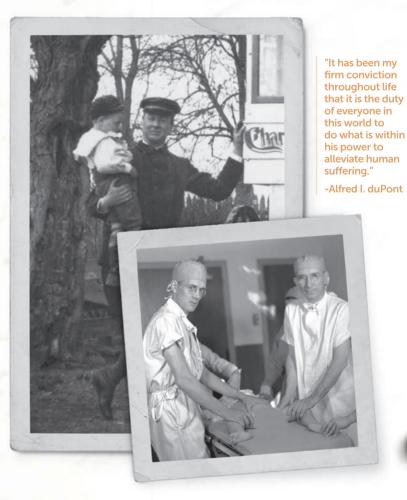
To clearly make his intentions known, Alfred wrote in his will: "It has been my firm conviction throughout life that it is the duty of everyone in this world to do what is within his power to alleviate human suffering and I have sedulously striven to that end. It is, therefore, natural that I should desire after having made proper provision for the immediate members of my family and others whom I have seen fit to remember, that the remaining portion of my estate should be utilized for charitable needs."

Alfred's interest in providing assistance for the care and cure of crippled children has left some quite baffled as to its origin. He never outright explained why he left his great fortune to such a worthy cause. But those closest to him believe this focus is rooted in his deep work ethic. Alfred passionately felt that all able-bodied Americans should contribute to society through work. In this context, healing crippled children so they can lead more productive lives is a logical extension of his core belief.

One thing that no one could ever question is the dedication of Jessie Ball duPont to carry out Alfred's vision for The Nemours Foundation. A former schoolteacher, Jessie took on another role dedicated to helping young people — The Nemours Foundation's first president and chair.

In addition to helping create The Nemours Foundation, Jessie used the income and assets Alfred left her from his personal estate — her own personal wealth — to help bring his final wish to fruition.

Jessie and the other Trustees quickly got to work on what would ultimately become one of the most significant charitable organizations in the nation.





1958
Elvis Presley is inducted into the Army.



John F. Kennedy wins the U.S. Presidential Election.



Ed Ball refuses to meet with Walt Disney to discuss a land sale because he is in "the carnival business."

BUILDING A LEGACY THAT LASTS





1960

The duPont Institute becomes one of the first hospitals in the country to perform spinal fusion surgery with an internal fixation device.

BUILDING A LEGACY THAT LASTS

Upon Alfred's death in 1935, Jessie Ball duPont accompanied his body back to Delaware from their Jacksonville home. She laid him to rest beneath the 210-foot carillon tower on the grounds of the Nemours mansion, where he could be honored for generations.

From then on, Jessie resided in Nemours during the spring and summer and retreated south to Epping Forest during the winter.

Shortly after burying Alfred, Jessie returned to Epping Forest to begin the work of carring out her husband's legacy.

Establishing The Nemours Foundation
was a huge accomplishment — but it was
just the beginning. Jessie's next order of
business was the construction
of a children's hospital on the grounds of the
Nemours mansion in Wilmington. And who better
to help her design such a facility than Alfred's own
son, architect Alfred Victor duPont?

From the first days of setting up The Nemours

Foundation until her last days on Earth, Jessie donated
a substantial portion of her own wealth and income
to support Alfred's mission through the Foundation.





1961
Ed Ball acquires bankrupt Florida East Coast
Railway and quickly turns the company around.



1963
Dr. Alfred R. Shands Jr., the duPont Institute's first medical director, retires.



1963Rev. Martin Luther King Jr., delivers his famous "I Have a Dream" speech in Washington, D.C.



banks and operating companies.

of the Trust and Nemours dies at 86.

TRUST BUILDING — A FAMILY AFFAIR

Jessie had her hands full carrying out Alfred's vision for The Nemours Foundation and advancing the legacy of her true love. Fortunately, her brother Ed was equally dedicated to ensuring that the estate was financially positioned to carry out Alfred's wishes.

The fate of the Alfred I. duPont Trust was left up to four Trustees — Jessie, Ed Ball, Reginald Huidekoper and a representative of Florida National Bank. However, it soon became evident that Ed Ball was the guiding force behind the Trust's financial success.

Before his death, Alfred wasn't shy about expressing the confidence he had in brother-in-law, Ed Ball. In his own words, he stated, "Don't let anyone ever minimize Ed Ball's ability to you. I have worked with him for years; I know his ability, his integrity and his devotion to you and to me and his loyalty to a trust."

Alfred wasn't the only one who felt confident in Ed's capabilities. Ed himself led the other Trustees to make bold financial moves early on. In 1936, they incorporated the Trust's Florida assets as the St. Joe Paper Company. Then, two years later, Ed liquidated the \$50 million in holdings at Almours Securities and temporarily deferred paying annuities owed to the duPont relatives (even though these payments were included in Alfred's will).

This strategic move financially fueled Ed and the Trust's ambitions. And several years later, the Trust resumed the annuity payments willed to Alfred's relatives long ago.



St. Joe Paper Co., Port St. Joe, Florida 5,760-ACRE II FRANKLIN & LIBERTY COUNTIES, FLA. (Ne An excellent tract of Northwest Florida acreage be of immediate interest to any investor seeking land for cattle-raising. Distinguished by its ve land-at the attractive figure of ood value as a timber ver ion of both. Of particu that one-third of the e stand of timber. Jacksonville Horida 1975



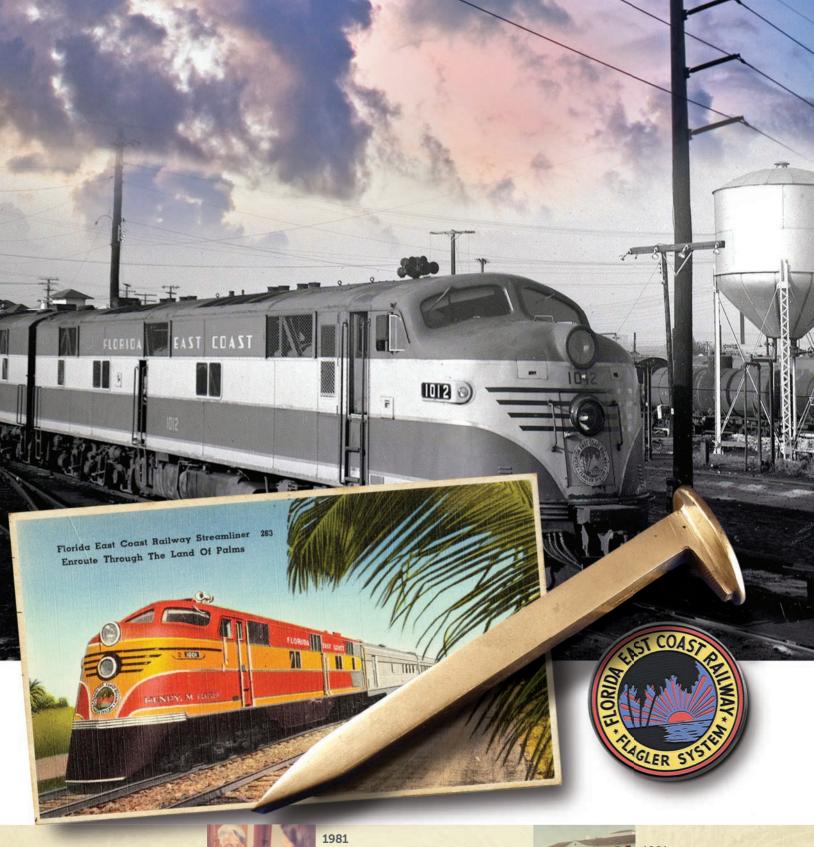


The Vietnam War ends after nearly two decades.



Jimmy Carter is inaugurated as the 39th president of the United States.

The Nemours Board of Directors expands the Institute's mission to encompass more than pediatric diseases.





Nemours establishes Nemours Senior Care to provide programs and health services for low-income seniors throughout Delaware.



1981

The Nemours Foundation acquires Hope Haven Children's Hospital in Jacksonville.



1979

The first phase of the Alfred I. duPont Hospital for Children in Wilmington, Delaware is completed.



1981

Alfred's brother-in-law and trust builder, Ed Ball, dies at the age of 93. He leaves his entire \$100 million estate to The Nemours Foundation.

FORGING A PATH TO GROWTH

Even though Ed Ball didn't share Alfred's ideas about how a new town in Florida's Port St. Joe was a smart way to leverage the estate's assets, he did move forward with the construction of the paper mill, which began operations in 1938.

Ed Ball continued to increase the wealth and assets of the estate over the next several decades. The Trust's bank holdings grew from seven banks acquired while Alfred was alive to a total of 30 by 1970.

The financial holdings weren't the only assets that grew the duPont estate portfolio, however. The Trust bought more timberland to keep the St. Joe Paper Company mill fed and bought or developed 30 corrugated box plants to ensure that business was beyond good for the mill. By the 1970s, St. Joe was the largest private landowner in Florida, with nearly one million acres in its possession.

Seeing the income possibilities of railroads, Ed Ball acquired the bankrupt Florida East Coast Railway Company in 1961. Built by Henry Flagler in the 1890s, the railroad company was nearly defunct when Ed made the purchase. Under Ed's reign, the company's fortune went from bankrupt to well in the black, thanks to trimming costs and eliminating antiquated work rules.

Then, in 1966, a new federal regulation prohibited charitable trusts from owning banks and operating companies — it was time to choose one. Ed decided to sell the banks and hold onto the St. Joe Paper Company and the Florida East Coast Railway.

The 1970s were a time of great growth for the Trust's holdings, but the decade was also a time of great loss when Jessie Ball duPont died at the age of 86. From the Foundation's inception in 1939 until her death, Jessie contributed \$22.5 million of her own money to The Nemours Foundation. In addition to Nemours, she contributed much of her annual income to a wide range of charities and causes, including colleges, churches and scholarships for deserving and needy students. To carry those initiatives forward, through her will she created a separate trust, the Jessie Ball duPont Fund.

BROADENING HORIZONS, EXPANDING HOPE

Jessie's death also meant that the majority of income she was receiving from Alfred's will and other endeavors would now be directed to The Nemours Foundation. With the addition of more funding, the Trustees were faced with the challenge of how to best use this increase in income.



1983Nemours Children's Clinic, a complementary

outpatient and ambulatory care facility, opens in Wilmington.



1984
The AIDS virus is isolated for the first time.



1982 Nemours announces its first president and CEO, W. Jeffrey Wadsworth.



1984
The Alfred I. duPont Hospital for Children of The Nemours Foundation is completed.

The Trustees had big dreams and ideas on how to best expand the mission, including a new hospital next to the Alfred I. duPont Institute in Wilmington.

But first, there was one issue they needed help in clarifying. In 1971, the Trustees sought clarification of the intent and purpose of Alfred's will, including elaboration on the definition of "crippled children."

The Alfred I. duPont Charitable Trust and The Nemours Foundation came under the jurisdiction of the state Circuit Court in Jacksonville. After reviewing the definition at the Trustees' request, the court ruled to broaden the allowable treatment of children to include other forms of illness and maladies, not just orthopedic disabilities. The ruling also established



Jessie Ball duPont and her brother Ed were deeply committed to advancing Alfred's mission in life and in death.



The Nemours Foundation as a hospital operating foundation and paved the way for the new hospital in Delaware and several other children's clinics in Florida.

More change was on the horizon in 1981, when Ed Ball died at 93 years old. Ever steadfast to Alfred's wishes, Ed left his entire \$100 million estate to The Nemours Foundation. Throughout his lifetime, whenever asked for his job title, Ed Ball would answer he was a "trustee," but to the Foundation and fellow Trustees, he was so much more.

With both Jessie Ball duPont and Ed Ball deceased, the remaining Trustees would need to come into their own without the guidance of the "giver" and the "builder" who established The Nemours Foundation and the Alfred I. duPont Charitable Trust and helped it achieve tremendous growth.



1985The Pediatric Surgical
Associates join Nemours.



1987In England, the first criminal is convicted using DNA evidence.



1986The world's first triple organ transplant (heart, lungs and liver) is performed in Cambridge, England.

REMAINING FOCUSED ON THE MISSION





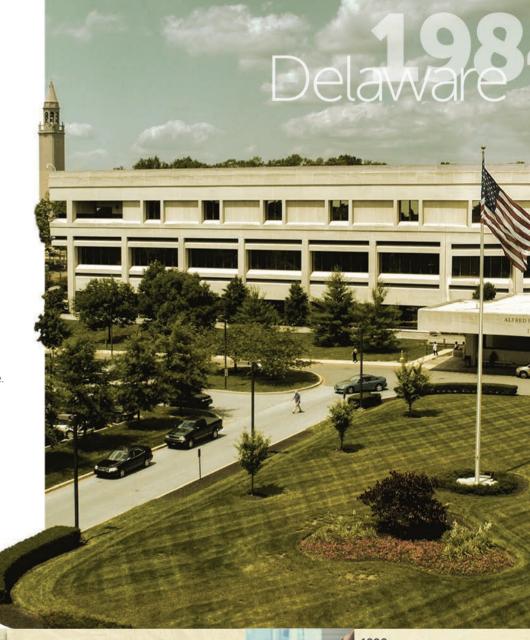
1987
President Reagan delivers his famous speech at the Berlin Wall in Germany, urging Soviet leader, Mikhail Gorbachev to tear down the wall.

REMATNING FOCUSED ON THE MISSION

Under this new generation of Trustees, the Trust made significant strides in supporting Alfred's mission of helping crippled children lead better lives.

One of their earliest and most notable accomplishments was opening a state-of-the-art medical facility adjacent to the duPont Institute in Delaware in 1984. This 180-bed hospital helped expand the services available to those in need of them, including emergency care and transplants.

In 1991, The Nemours Foundation
expanded its reach in Alfred's beloved
Northeast Florida and opened the
Nemours Children's Clinic in Jacksonville.
The new, 11-story facility was adjacent
to the Wolfson Children's Hospital.
This huge stride in serving sick children
was followed by subsequent facilities
and children's clinics throughout Florida
and Delaware.





1989

The Berlin Wall falls, sending Communist regimes toppling throughout Europe's Eastern Bloc.



1990

The Trustees decide to diversify the Trust's portfolio and sell five million shares of St. Joe stock.



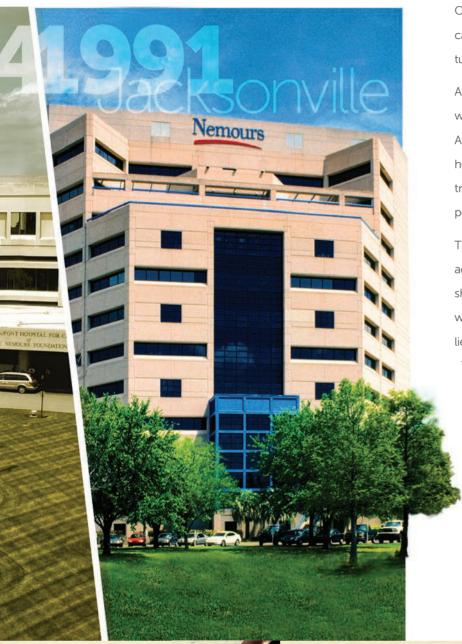
1988 Physici

Physicist Stephen Hawking publishes A Brief History of Time.



1989

Florida National Banks are acquired by First Union Corporation.



INVESTING IN A SOLID FUTURE FOR HEALING

Once significant progress in state-of-the-art medical care was made by the Trust, the Trustees were able to turn their attention inward and focus on financial growth.

At the time, the lion's share of the Trust's holdings was affiliated with the St. Joe Paper Company. Although St. Joe was a diversified company with holdings in paper, timber, telecommunications, transportation and sugar, the diversification of the portfolio did not rival those of other trusts of the day.

The Trustees set about to change this in 1990, adding diversification when the Trust sold five million shares of St. Joe stock in a public offering. This move was conducted by Trustees including former Ed Ball lieutenants J.C. Belin, W.L. "Win" Thornton and Tom Coldewey, along with Alfred's grandson

Alfred duPont Dent and a representative from NCNB, the Corporate Trustee. The stock sale reduced the Trust's ownership of St. Joe from 80 percent to 69 percent. After this move, the diversification effort was put on hold for several years while the Trustees clarified their mission and direction.



1992

Dr. Leroy E. Hood patents his technique for automated **DNA** sequencing



1991 The Nemours Children's Clinic, a comprehensive pediatric subspecialty ambulatory system,



Dr. Rita Meek, a board-certified pediatric hematologist/oncologist, establishes the children's cancer program at duPont Hospital.



Bill Clinton is inaugurated as the 42nd president.

In early 1995, the diversification strategy was renewed with the addition of three new Trustees — W.T.

Thompson III, a Richmond, Virginia vice president of A.G. Edwards & Sons Inc. and a great-nephew of Jessie Ball duPont and Ed Ball, John F. Porter III, then-chairman and CEO of The Delaware Trust Co.; and Herbert H. Peyton, a Jacksonville businessman, who had acquired the duPont's Epping Forest estate.

This new group quickly revisited portfolio diversification and drove it to the top of the priority list. After thorough review of the Trust and options for investment, the Trustees concluded that St. Joe, which represented nearly 70 percent of total assets, was still too heavily invested in the paper company. At the time, the Trust's St. Joe holdings were valued at \$1.64 billion.

A NEW STRATEGY FOR ST. JOE

The Trustees quickly got to work on selling some of the Trust's holdings in St. Joe, including the telephone company, paper mill and corrugated box plants peppered throughout the Eastern U.S. After some debate, the Trustees decided to hold onto all of St. Joe's vast timberland holdings, ultimately transforming St. Joe into a real estate operating company.

By 1997, St. Joe owned one million acres of land, a 54 percent interest in Florida East Coast Industries, Talisman Sugar, \$500 million in cash and no debt. To aid in St. Joe's transition from industrial operations to real estate development, Win Thornton stepped down as chairman and CEO of St. Joe and Florida East Coast Industries. Renowned Walt Disney Company real estate executive Peter Rummell was enlisted as St. Joe's new chairman and CEO, and Carl Zellers took the helm as chairman and chief executive officer of Florida East Coast Industries.

That same year, Alfred duPont Dent passed away and the Trust hired Wachovia as its new Corporate Trustee.





The Nemours Foundation launches KidsHealth.org, a website dedicated to children's health issues.

1996
The Nemours Foundation expands to Pensacola and Orlando.







1995
Three new Trustees join Alfred's mission — W.T. Thompson III, John F. Porter III and Herbert H. Peyton.



In Scotland, Dolly the sheep becomes the first mammal to ever be cloned.

Hugh Durden, president of Wachovia Institutional Banking division in Atlanta, was named as the Corporate Trustees' representative.

The Alfred I. duPont Charitable Trust continued to execute its asset diversification strategy — and see the fruits of its labor. In 1998, another public offering was held for St. Joe, and the Trust sold 12 million shares, reducing its ownership to 57 percent of all shares. Then, in 2000, the Trust hired its first chief investment officer to keep close watch on the Trust's portfolio.

TRANSFORMING THE TRUST

By 2005, St. Joe's — and the Alfred I. duPont Charitable Trust's — portfolio looked drastically different than when Ed Ball laid the foundation more than 50 years prior. St. Joe had undergone transformation to become a real estate development company once the Trust sold Talisman Sugar and other non-core assets and after the tax-free spinoff of its ownership of Florida East Coast Industries (FECI) to its shareholders. As a result, the Trust became a direct shareholder of FECI holdings that were subsequently divested. FECI continues today as a separately traded company.

The Trust finalized its metamorphosis from operating entity to diversified investment trust. The Nemours Foundation's mission realized some significant changes, too, including adding prevention to its list of health care services.

With this new portfolio composition came new investment guidelines: the Trust will not own more than five percent of any one company's shares, nor will the Trust allow any one investment to represent more than five percent of its total assets.



1997The St. Joe Company's holdings include one million acres of land.



1998
The Nemours Cardiac Center opens at the duPont Hospital for Children.



St. Joe Telephone & Telegraph, part of St. Joe Paper's holdings, is sold.



Hugh Durden is named Corporate Trustee as a representative of Wachovia Bank.

ACCELERATING GROWTH & THE CHANGING OF THE GUARD

As time marched on, so did the stewards of the Trust. When Jake Belin died in April 2000, Win Thornton remained as the last of Ed Ball's selected Trustees and John S. Lord joined the ranks. John S. Lord became a Trustee in July of 2000.

By 2005, the need for a Corporate
Trustee had been eliminated, leaving
only six individual Trustees. Hugh Durden,
now retired from Wachovia, was elected
to succeed Thornton as chairman of the
Trust. Thornton, who served as chairman
for 23 years, remains a Trustee.

ADVANCING PEDIATRIC HEALTH CARE

Times were changing in regard to the Trust and it have remained technology, too, which gave way to extraordinary achievements by the Trust and its primary beneficiary — The Nemours Foundation. Treating sick and disabled children has changed dramatically since Alfred's vision in the 1930s.

The Trustees have remained faithful while growing

Nemours into the leading-edge network it has become
today. The Nemours Pediatric Health System includes
the Alfred I. duPont Hospital for Children in Wilmington,

Delaware; Nemours Children's Hospital in Orlando, Florida; Nemours Children's Specialty Care locations in Delaware, Florida, Pennsylvania, Georgia and New Jersey; and Nemours Health and Prevention Services.

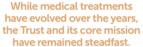
Nemours provides innovative care in nearly every pediatric subspecialty, with more than 400 physicians and surgeons on staff.

As health care needs continued to evolve, so did the priorities of the Trustees and The Nemours Foundation Board of Directors. These additional priorities encompassed the increasing issue of childhood obesity in Delaware, and a pilot program for the treatment of dyslexia was established in Jacksonville.

Governance of The Nemours Foundation also needed evaluation. Originally, Trustees of the Alfred I. duPont Charitable Trust served

Because health care management became more complex over the years, the Trustees decided to enlist the valuable perspectives of outside experts. In 2005, the Trustees began expanding The Nemours Foundation board to include additional directors to help set policy and govern. Today, The Nemours Foundation board includes a total of 13 members.

as board members for The Nemours Foundation.





1998
The St. Joe Company paper mill closes.



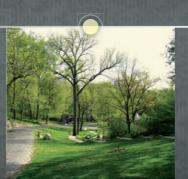
1999

The world braces for the potential Y2K bug in computers.

1998 The Trust sells 12 million St. Joe shares, reducing its ownership of the company to 57 percent of all shares.

NEMOURS: FAR-REACHING IMPACT IN PEDIATRIC SPECIALTY CARE





1999
The Nemours Foundation donates more than 70 acres of land connecting Blue Ball Barn and Brandywine Creek to conservation and public recreation.

NEMOURS: FAR-REACHING IMPACT IN PEDIATRIC SPECIALTY CARE

Could Alfred I. duPont have even imagined that his last will and testament could build such a powerful legacy?

What began in 1936 with the formation of The Nemours Foundation as a pediatric orthopedic hospital has grown over the last 80+ years to become one of the nation's largest integrated pediatric health systems, providing:



Hospital-based specialty care



Clinic-based specialty care



Primary care



Prevention



Health information services



Research



Medical education programs





John S. Lord becomes a Trustee of the Alfred I. duPont Charitable Trust and a member of the Board of Directors of The Nemours Foundation.



2000

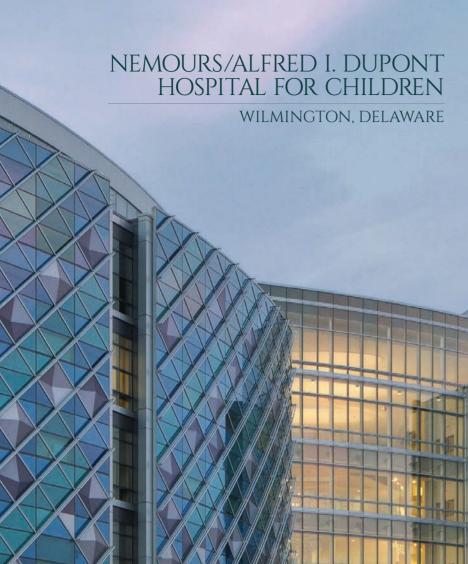
The duPont family celebrates its 200th year in the U.S. with a spectacular reunion at the Nemours Mansion and Gardens.



screening and intervention services.



George W. Bush is inaugurated as 43rd president.











2006

The old Florida National Bank headquarters building is purchased by the City of Jacksonville and renamed to honor Ed Ball for his contributions to the city, state and bank.



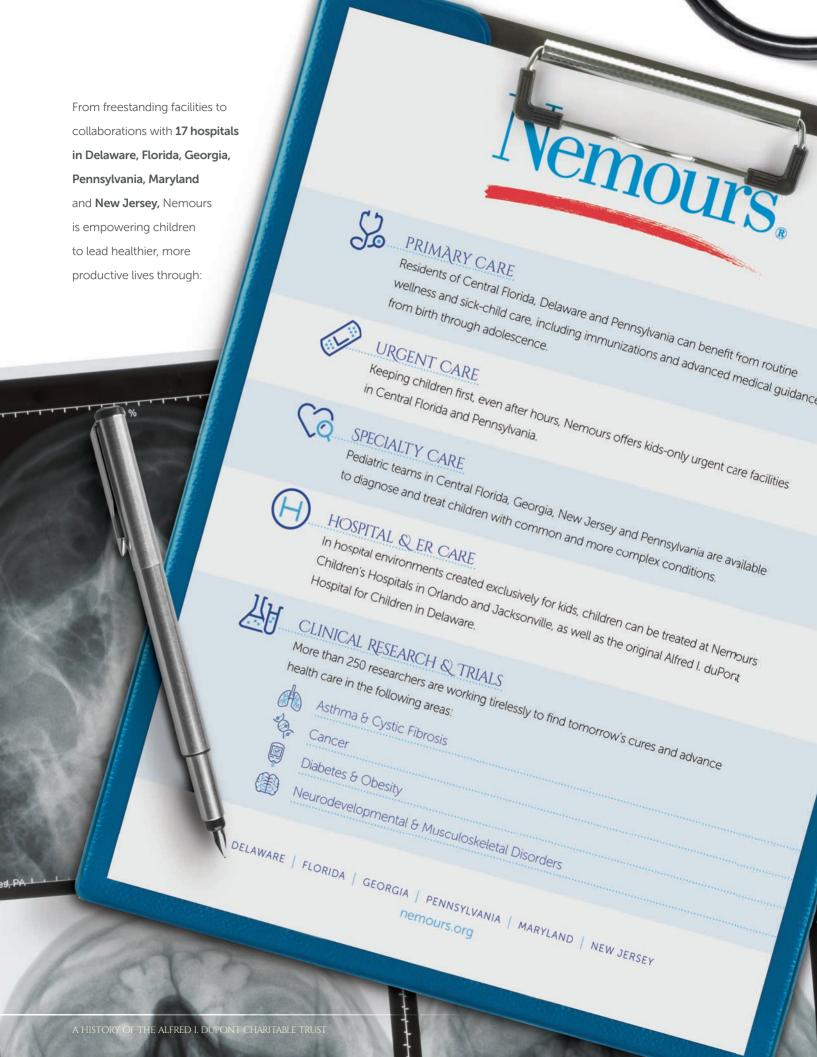
2005

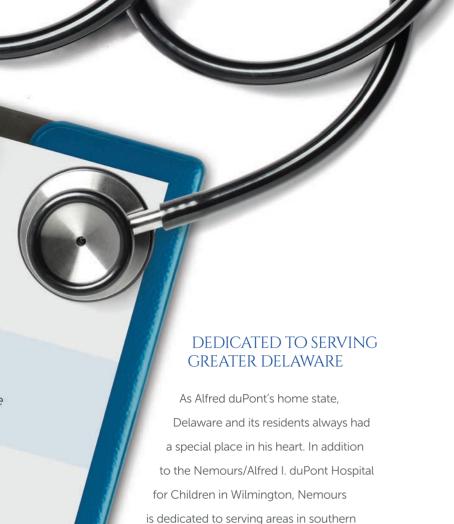
The Trustees expand the Nemours Foundation Board to include additional directors to help govern and set policy.



2006

The Nemours Board of Directors welcomes six new members, who, in addition to current member Richard Christopher, form a majority of "non-Trustees" to help fully realize the design of Nemours as a leading children's health system.





To eliminate the need for these children and their families to travel long distances to Nemours or another Nemours Specialty location, Nemours has partnered with Bayhealth in Milford.

Nemours is building a specialty center on Bay Health's new medical campus, bringing much-needed pediatric specialty care to the central and southern part of the state.

Delaware, where access to pediatric

specialists may be limited.

IMPROVING HEALTH CARE WITH ANYTIME, ANYWHERE ACCESS

Throughout the last 20 years, Nemours has invested in developing a wide range of digital tools to bring greater access, convenience and information to the patients, parents and medical professionals it serves.

Launched in 1995, KidsHealth.org is the No. 1 mostvisited website devoted to children's health in the world.

The Nemours CareConnect telehealth program is empowering parents to seek care remotely and improve outcomes through virtual visits. Using advanced video technology, patients can virtually visit clinicians without being transported to a facility unless absolutely necessary.

When children must be transported, CareConnect helps transport teams coordinate the transitions to enable a more seamless move and fast treatment.

Nemours CareConnect can provide 24/7 on-demand coverage to those in six states, whether at home, at school, on vacation or even during emergencies.

When 2017 brought many hurricanes to the United States, Nemours CareConnect helped patients find help when in-facility treatment wasn't an option.

The Nemours Center for Health Delivery Innovation (CHDI) provides a seamless, all-encompassing virtual experience that is unique in today's health care environment.



2007
Nemours Mansion
and Gardens Visitor
Center opens



2009
The Foundation breaks ground on a state-of-the-art children's hospital in Orlando.



The Trust presents plans for its new headquarters building.



800

The Alfred I. duPont Charitable Trust relocates to its headquarters along the St. Johns River in downtown Jacksonville.

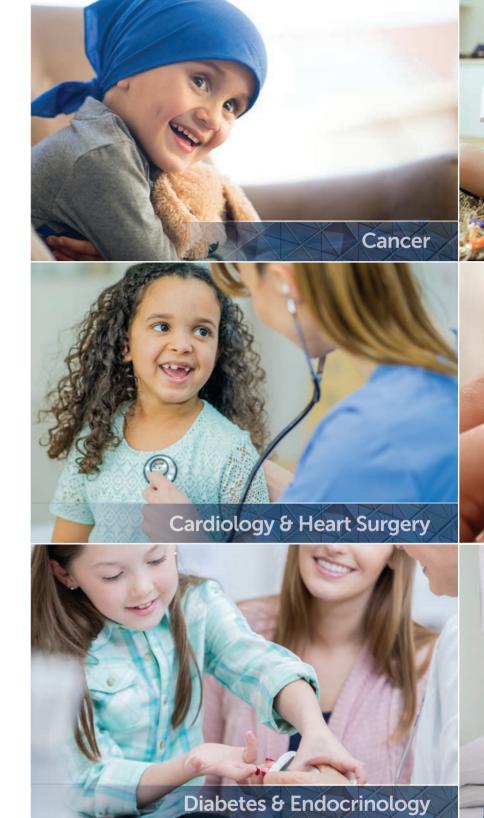
The first major project of the CHDI was the Nemours App for Pediatric Asthma, which is designed to help patients, parents, caregivers and clinicians track and manage care. Launched in February 2018, the asthma app empowers all caregivers to manage and connect with the child's care team anytime, anywhere.

AWARD-WINNING FOCUS ON CHILDREN'S HEALTH

Founded in 1940 to help treat children and low-income seniors with curable conditions, Nemours/Alfred I. duPont Hospital for Children is now ranked by *U.S. News & World Report* as one of the best children's hospitals in the nation.

The Nemours Center for Cancer and Blood
Disorders is one of only two designated pediatric
National Cancer Institute Community Oncology
Research Programs (NCORP) in the country,
recognized as a fully integrated pediatric cancer
network with excellence in clinical research
care and quality improvement.

The Nemours Children's Health Network has garnered national acclaim for a wide range of achievements, including research, education, technology, patient outcomes and cancer research.





Nemours celebrates "sky-breaking" for the expansion of the Nemours/Alfred I. duPont Hospital in Wilmington, Delaware.



2010 The Alfred I. duPont Charitable Trust celebrates its 75th anniversary.



Nemours Children's Hospital in Orlando, Florida, opens, making Nemours the only pediatric health system in the nation with two freestanding children's hospitals.















2013Nemours opens five new facilities throughout Delaware, Florida, New Jersey and Pennsylvania.



2014Richard T. Christopher becomes a Trustee of the Alfred I. duPont Charitable Trust.



2014

The Nemours Foundation collaborates with the University of California, Los Angeles Center for Healthier Children, Families and Communities to launch its Moving Health Care Upstream initiative.

PREVENTION INITIATIVE HELPS ADVANCE HEALTH ON A NATIONAL SCALE

Today, Nemours National Office of Policy and Prevention helps promote health for all children — even those who wouldn't typically be served within the Nemours Children's Health System.

Acting as an advocate for federal policy change on matters that impact children's health, the organization acts as a voice, resource and ally for promoting healthy environments, combating childhood obesity and creating other initiatives that help improve community health.

REMAINING TRUE WHILE CARRYING THE TORCH 80⁺ YEARS LATER

The Nemours mission is to provide leadership, institutions and services to restore and improve the health of children through care and programs not readily available, with one high standard of quality and distinction, regardless of the recipient's financial status.

While not every treatment within the Nemours network can be provided at no cost, in 2017 alone Nemours provided \$154.6 million in uncompensated care. This total reflects a combination of charity care (where the recipient couldn't afford treatment and lacked adequate health insurance), shortfalls (where providers are reimbursed), and uncollected patient care charges underwritten by Nemours.

Since opening its doors, Nemours has invested more than \$3.1 billion in delivering a higher standard of medical care for children.

During 2017, Nemours provided direct care and services to 410,000 children during 1.7 million patient encounters, as well as outreach, education, advocacy and support for hundreds of thousands more.

Nemours is proud to extend our reach to include advocacy and prevention programs that improve overall community health.



2016Geoffrey M. Rogers becomes a Trustee of the Alfred I. duPont Charitable Trust.



2017Nemours Children's Hospital (NCH) celebrates its fifth birthday.



2016

Nemours Children's Hospital in Orlando is named one of only nine "Top Children's Hospitals" in the country by the Leapfrog Group.

A FACILITY WORTHY OF ALFRED'S LEGACY





Thomas G. Kuntz becomes a Trustee of the Alfred I. duPont Charitable Trust.

A FACILITY WORTHY OF ALFRED'S LEGACY

Since its inception, the Alfred I. duPont Charitable Trust operated from rental properties throughout Jacksonville, Florida.

In 2008, the Trust was relocated to its permanent headquarters, a building on the scenic St. Johns River near downtown Jacksonville. Its design is one that Alfred himself would be proud of — one that utilizes the latest in green technology. With a graceful design, this building operates as more than a headquarters; it serves as a functioning monument to the man who left behind a lasting gift and has helped change the lives of thousands of children.

The Trust's headquarters in Jacksonville is a 40,000-square-foot homage to sustaining more than Alfred's mission.







Donald Trump is sworn in as the 45th president of the United States.



2017

London initiates processes to leave the European Union in a movement known as "Brexit."



2017

SpaceX conducts the world's first flight and successful landing of a reusable rocket.

2017

Nemours Nursing at N/AIDHC, which achieved Magnet status in 2012, is granted redesignation by the American Nurses Credentialing Center Magnet Recognition Program.





2017

Americans and tourists alike witness "the Great American total solar eclipse" from coast to coast.



2017

Nemours is recognized in the American Hospital Association's Health Care's Most Wired survey for the seventh consecutive year.



2017

The Nemours App for Asthma helps parents and patients monitor plans, track flare-ups and share key care information with clinicians.



2017

Jacksonville University receives a \$100,000 gift from the Alfred I. duPont Educational and Charitable Fund to establish the Alfred I. duPont Endowed Nursing Scholarship Fund.



Although the building is modern and forwardthinking in its design, hints of the Nemours mansion in Wilmington, Delaware, are evident.

The architectural style creates scenic vistas of the St. Johns River at every turn, similar to how the Nemours mansion created views of its expansive gardens down below.

But behind the breathtaking design lies a higher purpose — sustainability. From top to bottom, the headquarters building is constructed to minimize environmental impact. The bamboo floors are friendly to our forests, and energy-efficient heating and air systems are used to minimize power consumption. Rather than the building using retention ponds to collect rainwater, cisterns were installed to reduce water demand for irrigating its grounds.

The facility is the ideal reflection of the Trust's commitment to sustaining Alfred's original mission — as well as the environment — for many decades to come.

Scenic views from every angle were inspired by the gardens found at the Nemours mansion in Delaware.



2018The 2018 Winter Olympic
Games are held in PyeongChang,





2018

The epilepsy program at Nemours/duPont Hospital achieves the highest level of accreditation from the National Association of Epilepsy Centers.

2018

Apple, Inc. becomes the first public company in the world to reach a market value of more than \$1 trillion.

STEADFAST STEWARDSHIP, NO MATTER WHAT THE FUTURE HOLDS





U.S. News & World Report ranks Nemours/Alfred I. duPont Hospital one of the Best Children's Hospitals in seven specialties, including 6th in the nation for orthopedics and 16th in the nation for cancer.

STEADFAST STEWARDSHIP, NO MATTER WHAT THE FUTURE HOLDS

From its inception in 1935 to today, the Trust's journey has been a long, productive and steadfast one. The Trustees of the Alfred I. duPont Charitable Trust have maintained their faithful stewardship of Alfred's original vision, distributing more than \$2.7 billion for the care and treatment of children.

Advancing Alfred's intentions for The Nemours Foundation after all of these years has not been an easy task. Even through ever-changing times, the Trust bolstered its strategies and those of The Nemours Foundation, enjoying strong and solid growth for more than 80 years.

Alfred's original purpose for the Trust is just as relevant today as it was in 1935 — to do whatever is in our power to help children overcome the illnesses that prevent them from having productive, satisfying lives.

The Trustees will continue to carry this torch forward, no matter how the world around us continues to change, with Alfred's own words as their guiding principle.



"EVERYONE HAS THE DUTY TO DO WHAT IS WITHIN THEIR POWER TO ALLEVIATE HUMAN SUFFERING."

Refued 9 de Sont

DEDICATED FROM DAY ONE: THE TRUSTEES OF THE ALFRED I. DUPONT CHARITABLE TRUST

JESSIE BALL DUPONT 9/19/39 – 9/26/70

> EDWARD BALL 9/19/39 - 6/24/81

REGINALD S. HUIDEKOPER 9/19/39 - 9/28/43



ELBERT DENT

JACOB C. BELIN 12/4/67 - 5/31/00

WINFRED L. THORNTON 12/4/67 - Present WILLIAM B. MILLS 5/10/65 - 1/10/86

THOMAS S. COLDEWEY 5/10/65 - 5/19/94

ALFRED DUPONT DENT 5/10/65 – 8/21/97

A.L. HARGRAVES 5/10/65 – 1/7/66

W.T. THOMPSON III

HERBERT H. PEYTON 1/18/95 - 1/31/17

JOHN F. PORTER III 1/18/95 - Present JOHN S. LORD 7/25/00 - Present

HUGH M DURDEN 1/18/05 - Present

RICHARD T. CHRISTOPHER 9/1/14 - 6/30/16

> GEOFFREY M. ROGERS 7/1/16 - Present

THOMAS G. KUNTZ 1/31/17 - Present



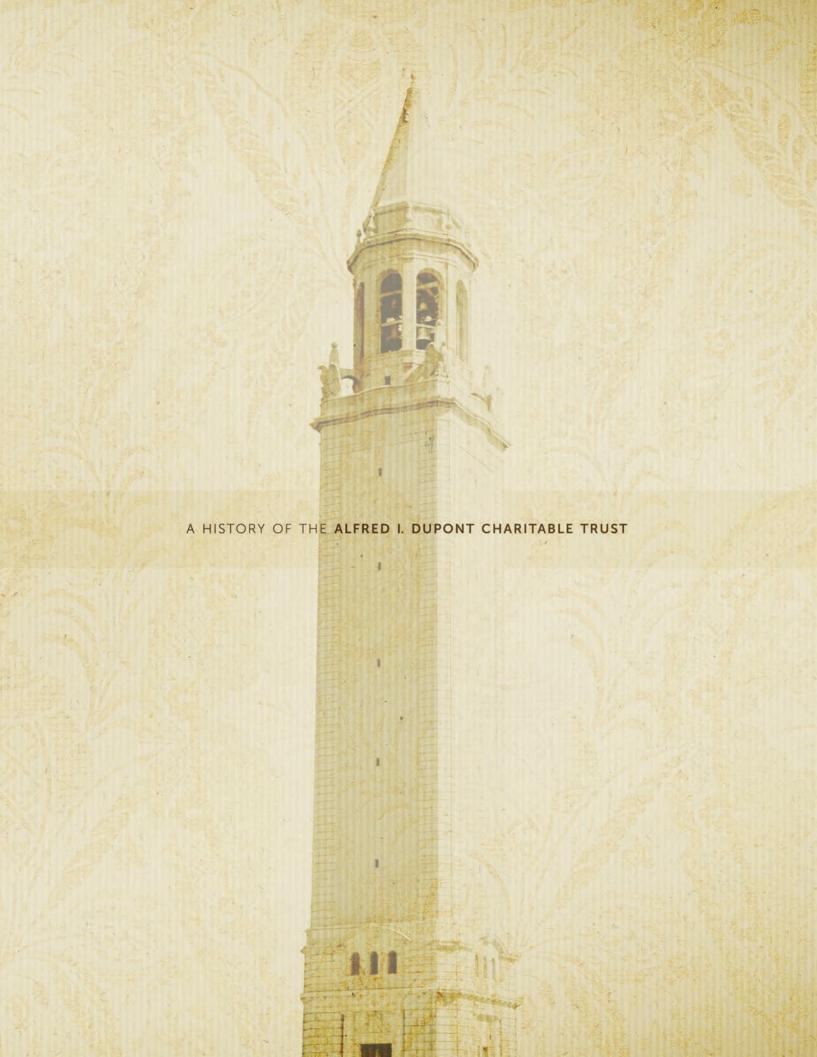
ACKNOWLEDGMENTS

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Facts were derived from internal Trust documents, interviews with long-standing Trustees and from the following published sources: Alfred I. duPont - The Man & His Family by Joseph Frazier Wall, Oxford University Press, 1990; Alfred I. duPont - The Family Rebel by Marquis James, The Bobbs-Merrill Company, 1941; Jessie Ball duPont by Richard Greening, Hewlett University Press of Florida, 1992; "The Estate of Alfred I. duPont and The Nemours Foundation," The Estate of Alfred I. duPont, 1974.

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