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TO: Dover Chemical Company Employees
From: Jack Teat
Subject: Organization Announcement

As previously discussed, I will be retiring from Dover Chemicals effective at the end of this year. It has been an absolute pleasure to have worked in this role for the last 6 years. I am very grateful for the opportunity that was given to me, and for the success we have all enjoyed at Dover. That success is because of each of you, and I want to thank all of you for your support, hard work and friendship over the many years. I am excited about the future for Dover.

I am pleased to announce that Marc Nolen has been appointed to the position of Interim President of Dover Chemicals until a permanent replacement has been appointed. Over the next several months Marc, along with ICC, will be evaluating the company's future needs as we continue to search for the best individual to lead Dover for future success. Marc has spent his entire career at Dover Chemicals, starting in the labs, moving into various commercial roles, and most recently with increasing key leadership roles in operations and supply chain. He has certainly earned the opportunity to lead our organization going forward and I congratulate him for this opportunity.

I will continue to serve on Dover's board and will have background involvement to support Marc and the team going forward. I wish all of you continued growth and success. Please provide Marc with your complete support during this interim period and join me in congratulating Marc in his new role.

Jack Teat
President
Dover Chemical Corporation