



*The miracles of science™*

# DuPont

2000 Data Book

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DuPont DATA BOOK has been prepared to assist financial analysts, portfolio managers and others in understanding and evaluating the company. This book presents graphics, tabular and other statistical data about the consolidated company and its business segments. Dollars are in millions except per share or where otherwise indicated. Most notes to financial statements are not included. This information is only a summary and should be read in conjunction with the company's audited consolidated financial statements and "Management's Discussion and Analysis" located in the 2000 Annual Report and on Form 10K filed with the Securities and Exchange Commission.

DuPont DATA BOOK is now available on the Web at [www.dupont.com/corp/ir](http://www.dupont.com/corp/ir).

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*April 2001*

## BOARD OF DIRECTORS

*(Pending stockholder approval on April 25, 2001)*

**Alain J. P. Belda** \* ††  
Chairman and Chief Executive Officer,  
Alcoa Inc.

**Curtis J. Crawford** † †††  
Chairman, President and  
Chief Executive Officer,  
ZiLOG, Inc.

**Louisa C. Duemling** \*\*

**Edward B. du Pont** †††

**Charles O. Holliday, Jr.** \*  
Chairman of the Board and  
Chief Executive Officer

**Deborah C. Hopkins** †  
Executive Vice President and  
Chief Financial Officer,  
Lucent Technologies

**Lois D. Juliber** \* ††  
Chief Operating Officer,  
Colgate-Palmolive Company

**Göran Lindahl** \* \*\*  
Former President and  
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**Masahisa Naitoh** †  
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**H. Rodney Sharp, III** † ††

**Charles M. Vest** †  
President, Massachusetts  
Institute of Technology

### Board Committees:

- † Audit
- †† Compensation
- ††† Corporate Governance
- \*\* Environmental Policy
- \* Strategic Direction

## SENIOR LEADERS



**Thomas M. Connelly**▲  
Senior Vice President &  
Chief Science &  
Technology Officer



**Richard U. De Schutter**  
Chairman & Chief  
Executive Officer  
DuPont Pharmaceuticals



**Richard R. Goodman**▲  
Executive Vice President  
& Chief Operating Officer



**John W. Himes**  
Senior Vice President  
DuPont Corporate Strategy



**John C. Hodgson**  
Group Vice President &  
General Manager  
DuPont *i* Technologies



**Charles O. Holliday, Jr.**▲  
Chairman & Chief  
Executive Officer



**W. Donald Johnson**  
Group Vice President  
DuPont Nylon



**William F. Kirk**  
Group Vice President  
DuPont Biosolutions  
Enterprise



**Ellen J. Kullman**  
Group Vice President &  
General Manager  
DuPont Safety Resources,  
DuPont Bio-Based Materials  
& Corporate New Business  
Development



**George F. MacCormack**  
Group Vice President  
Chemicals & Polyester



**Steven R. McCracken**  
Group Vice President &  
General Manager  
DuPont Apparel &  
Textile Sciences



**Stacey J. Mobley**▲  
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Chief Administrative  
Officer & General  
Counsel



**Craig G. Naylor**  
Group Vice President &  
General Manager  
DuPont Engineering  
Polymers



**Gary M. Pfeiffer**▲  
Senior Vice President  
& Chief Financial Officer



**Louis F. Savelli**  
Group Vice President  
DuPont Performance  
Coatings

▲ Member, Office of the Chief Executive



## 2000 @ A GLANCE



Wall cladding  
made of Zodiaq®  
in Indus Red.

During 2000 DuPont reinforced its position as a premier, global science company and continued the journey toward sustainable growth by linking modern biology with chemistry and physics. The goals for the company remain unchanged:

- To produce new and rewarding products that benefit society and improve the lives of others,
- While delivering sustainable growth, a reduced environmental footprint, and value to shareholders.

The three pillars of the company's direction include:

**Knowledge Intensive Growth** — driving higher growth and profitability by adding service, design or information to our product offerings

**Integrated Science** — using our scientific and technological strength to focus research and development resources on high growth initiatives in polymer-, chemical-, electronic- and biology-based businesses

**Productivity Improvements** — primarily through Six Sigma. 1,100 experts are leading more than 3,400 projects that have achieved \$370 million in annualized, pre-tax benefits from projects completed through December 2000 and an anticipated total of \$700 million in potential annualized benefits from projects active at year-end.

### Highlights

In the face of one of the most difficult set of economic and marketplace challenges we have faced in over a decade — most notably, over \$1.3 billion in higher energy and raw material costs and negative currency effects — we implemented aggressive pricing initiatives, increased volumes and improved productivity programs that resulted in 6 percent higher earnings per share. We also made further progress toward focusing and strengthening our portfolio of businesses while driving initiatives that will leverage the company's science and technology positions.

- From a science and technology perspective, we introduced DuPont™ Sorona™, the new 3GT polymer that we believe will demonstrate a unique combination of physical properties and value-in-use. 3GT, while currently produced through a petrochemical process, is expected to become the company's first significant renewable resource-based material platform when a key intermediate, 1,3 propanediol (PDO), is converted to a bio-based production process in the near future.
- We announced our intention to separate DuPont Pharmaceuticals from the company.
- We expanded our share buyback program to \$2.5 billion, to be funded largely by proceeds from asset sales.
- We made significant progress in positioning our businesses to take advantage of e-commerce opportunities by participating in the creation of business-to-business market-makers in several key industries in which we participate, including Industria Solutions, which facilitates procurement in global fluid process industries.



Fabric made  
with fibers of  
Sorona™.

**2000 was an active year in our pursuit of sustainable growth. The highlights include:**

### January

- ✓ DuPont and Teijin Limited announced the start-up of the joint venture, DuPont Teijin Films, to produce and market polyester film globally.
- ✓ DuPont and Sabanci announced start-up of a joint venture to produce and sell polyester filament, staple, resins, intermediates and related products throughout the European region, the Middle East and Africa.
- ✓ DuPont and General Mills announced plans to collaborate in developing and marketing soy-based foods and beverages to consumers.
- ✓ DuPont and Fluor Daniel formed an alliance to license, design and construct the first industrial plants for production of polyester packaging resins based on new DuPont technology, NG-3. The first polymerization process technology specifically developed for packaging resins, NG-3 is expected to improve product quality while lowering investment, operating costs and emissions.

### February

- ✓ The company realigned its management structure to bring more specificity, speed and accountability to the development and implementation of growth strategies, naming a single Chief Operating Officer and appointing four new group vice presidents.
- ✓ DuPont named the first five members of its external Biotechnology Advisory Panel, an independent panel to guide the company's actions, to help create positions on issues, and to counsel the company in the development, testing and commercialization of new products based on biotechnology.

### March

- ✓ DuPont acquired UNIAX Corporation, a start-up company that has produced the world's first polymer-based plastic display used as an alternative to liquid crystal display (LCD) technology.
- ✓ DuPont introduced Zodiaq® quartz surfaces, a new brand and product category for continued growth in the home and architectural surfaces market. Zodiaq® is a complement to DuPont™ Corian® solid surfaces.

### April

- ✓ DuPont and Unifi Inc. announced a manufacturing alliance to optimize facilities, increase productivity and improve product quality of partially oriented polyester filament yarn.
- ✓ DuPont announced a second phase of restructuring in its global performance coatings business to eliminate redundancies associated with the acquisition of Herberts in 1999.

### May

- ✓ The company announced expansion of DuPont™ Kapton® polyimide film production for flexible circuit application in the wireless, digital and computer markets.

## July

- ✓ DuPont named Richard U. De Schutter as non-executive chairman of the board of DuPont Pharmaceuticals Company and began a process to evaluate future strategic alternatives. *See December*
- ✓ The company announced two actions to improve the long-term competitiveness in its Pigments & Chemicals business segment: the sale of its share in Quimica Fluor, a Mexico-based manufacturer of anhydrous hydrogen fluoride; and the restructuring of manufacturing operations at its Chambers Works, New Jersey, site.

## August

- ✓ The company announced a joint development agreement with a subsidiary of Tate & Lyle PLC for production of polymers from renewable sources — primarily developing a process to turn a carbohydrate base (corn starch) into PDO used to manufacture DuPont™ Sorona™. *See Highlights*
- ✓ DuPont subsidiary Qualicon Inc. teamed with the U.S. Centers for Disease Control and Prevention (CDC) to test the Qualicon RiboPrinter® microbial characterization system's ability to store and rapidly compare patterns of foodborne disease-causing bacteria.

## September

- ✓ The company announced formation of a new business concept, DuPont Inova, that combines the textile properties of DuPont™ Lycra® with the unique attributes of nonwoven substrates.

## October

- ✓ Alan Heeger, co-founder and consultant to UNIAX Corp., a wholly-owned subsidiary of DuPont, received the Nobel Prize in Chemistry.
- ✓ The company announced the integration of its apparel, home textiles and related businesses into a new global organization — DuPont Apparel and Textile Sciences — which combines DuPont™ Lycra® brand elastane, nylon textile and DuPont™ Dacron® branded specialties and fiberfill businesses into a single, market-focused unit.
- ✓ DuPont™ Lycra® and Nine West Group announced an innovative concept in footwear that leverages the strengths of the two fashion brands by focusing on footwear with DuPont™ Lycra® brand elastane from the Easy Spirit® shoe division of Nine West.

## November

- ✓ The American Heart Association published a position supporting the beneficial effects of soy protein on the human cardiovascular system. AHA's position supports FDA health claims for soy protein — important to DuPont subsidiary Protein Technologies International, the leading supplier of isolated soy protein.

## December

- ✓ DuPont announced that its Board of Directors approved the company's intent to separate DuPont Pharmaceuticals from DuPont.
- ✓ Growers planting Pioneer® brand hybrids won 25 of 27 national awards — including first place in all nine categories — in the 2000 National Corn Growers Association Yield Contest. Pioneer® hybrids out-yielded competitive brands nationally by an average of 7.4 bushels per acre.

## January 2001

- ✓ The company announced a joint development agreement with Shipley Microelectronics, a wholly owned subsidiary of Rohm and Haas Company, to produce fully formulated 157 nanometer photoresists and antireflective coatings for future generations of semiconductor chips.

### DuPont won several notable awards in 2000:

- ✓ Ranked Number 1 among the chemical industry in the *Fortune* survey of "America's Most Admired Companies."
- ✓ For the fifth consecutive year DuPont was named one of the "100 Best Managed Companies in the World" by *Industry Week*.
- ✓ Named — for the 13th year in a row — one of the "100 Best Companies for Working Women" by *Working Woman* magazine.
- ✓ Named one of America's 50 Best Companies for Minorities by *Fortune* magazine.
- ✓ Won the "Best Environmental Practice" category in the *Financial Times* Energy Global Awards. This award recognizes companies that have made a genuine and sustained effort to create a good environmental track record.
- ✓ DuPont was named to *Information Week* magazine's list of the 500 most innovative users of information technology.
- ✓ Pioneer Hi-Bred International received a special commendation in honor of its "exceptional support" from the *World Food Prize Foundation*, which recognizes those who have made vital contributions to improving the quality, quantity and availability of food worldwide.
- ✓ For the third consecutive year, DuPont was named one of "The 50 Best Companies for Latinas to Work for in the U.S." by *LatinaStyle* magazine.
- ✓ DuPont was named to *Exame* magazine's list of the top 100 companies to work for in Brazil. *Exame* is one of Brazil's leading business magazines.
- ✓ DuPont was named an *Embry-Riddle Aeronautical University Pinnacle Award* winner in recognition of its global leadership in corporate safety education.



Personal digital assistant displays developed by UNIAX are based on electroluminescent polymers.

# CORPORATE HIGHLIGHTS

(dollars in millions, except per share)

		2000	1999
<b>Operating Results</b>	Sales	<b>28,268</b>	26,918
	Underlying Income from Continuing Operations	<b>2,878</b>	2,843
	Reported Income from Continuing Operations	<b>2,314</b>	219
	Reported Income from Discontinued Operations	—	7,471
	Net Income	<b>2,314</b>	7,690
	Depreciation	<b>1,415</b>	1,444
	Cash Provided by Continuing Operations (see page 10)	<b>5,070</b>	4,840
	Capital Expenditures	<b>2,022</b>	6,988 <sup>2</sup>
	Research and Development Expense	<b>1,776</b>	1,617 <sup>3</sup>
<b>Financial Position</b>	Total Assets	<b>39,426</b>	40,777
	Working Capital	<b>2,401</b>	1,425
	Total Debt, includes Capital Lease Obligations	<b>9,905</b>	11,566
	Stockholders' Equity	<b>13,299</b>	12,875
<b>Data Per Common Share</b>	Earnings from Continuing Operations—Underlying <sup>4</sup>	<b>2.73</b>	2.58
	Earnings from Continuing Operations—Reported <sup>4</sup>	<b>2.19</b>	0.19
	Earnings from Discontinued Operations—Reported <sup>4</sup>	—	6.80
	Earnings <sup>4</sup>	<b>2.19</b>	6.99
	Dividends	<b>1.40</b>	1.40
	Market Price—Year-End Close	<b>48<sup>5</sup>/<sub>16</sub></b>	65 <sup>5</sup> / <sub>8</sub>
	High-Low Range	<b>74—38<sup>3</sup>/<sub>16</sub></b>	75 <sup>3</sup> / <sub>16</sub> —50 <sup>1</sup> / <sub>16</sub>
	Book Value at Year-End	<b>12.57</b>	12.09
	Average Number of Shares (millions)—Diluted	<b>1,051</b>	1,098
	Shares Outstanding—Year-End (millions)	<b>1,039</b>	1,045
<b>Ratios</b>	Total Stockholder Return	<b>(24.5%)</b>	26.8%
	Dividend Yield <sup>5</sup>	<b>2.9%</b>	2.1%
	Share Price Appreciation	<b>(26.7%)</b>	24.1%
	Continuing Operations P/E on Year-End Market Price—Underlying	<b>18</b>	26
	Dividend Payout, as percentage of:		
	Underlying Continuing Operations Earnings	<b>51%</b>	53%
	Cash Provided by Continuing Operations	<b>29%</b>	31%
	Cash Provided by Continuing Operations per Share <sup>4</sup>	<b>4.82</b>	4.41
	Return on Average Stockholders' Equity—Underlying	<b>21.8%</b>	21.5%
	Return on Average Investors' Capital—Underlying <sup>6</sup>	<b>13.7%</b>	13.2%
	Cash Provided by Continuing Operations as Percentage of Total Debt	<b>51%</b>	42%
	Debt to Total Capital	<b>42%</b>	46%
	Current Ratio	<b>1.3</b>	1.1
<b>Other Totals</b>	Number of Employees—Year-End (thousands)		
	Continuing Operations	<b>93</b>	94
	Discontinued Operations <sup>7</sup>	—	—
	Total	<b>93</b>	94

<sup>1</sup> Excludes extraordinary item.

<sup>2</sup> Includes strategic acquisitions of \$4,905, \$3,177 and \$4,736 in 1999, 1998 and 1997, respectively.

<sup>3</sup> Excludes purchased in-process research and development.

<sup>4</sup> Diluted, based on average number of common shares.

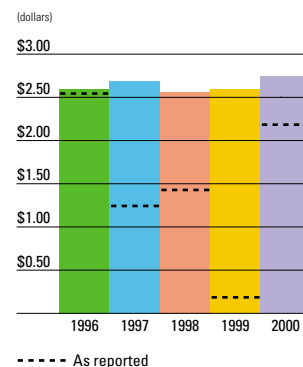
<sup>5</sup> Based on year-end share price.

<sup>6</sup> Proforma return on average investors' capital reflecting the impact of the Conoco split-off on stockholders' equity and debt equals 16% for 1999, and averaged 17% for 1995 to 1998.

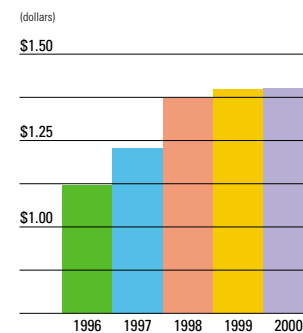
<sup>7</sup> Divestiture of Conoco completed August 6, 1999.

1998	1997	1996
24,767	24,089	23,644
2,913	3,108	2,991
1,648	1,432	2,931
3,033	973	705
4,681 <sup>1</sup>	2,405	3,636
1,452	1,361	1,526
4,132	4,027	4,109
5,480 <sup>2</sup>	7,075 <sup>2</sup>	1,783
1,308 <sup>3</sup>	1,072 <sup>3</sup>	990
38,536	36,689	32,342
(2,374)	(2,110)	15
11,124	12,049	8,959
13,954	11,270	10,593
2.55	2.70	2.61
1.43	1.24	2.56
2.65	0.84	0.62
4.08 <sup>1</sup>	2.08	3.18
1.365	1.23	1.115
53 <sup>1</sup> / <sub>16</sub>	60 <sup>1</sup> / <sub>16</sub>	47 <sup>1</sup> / <sub>16</sub>
84 <sup>7</sup> / <sub>16</sub> –51 <sup>11</sup> / <sub>16</sub>	69 <sup>3</sup> / <sub>4</sub> –46 <sup>3</sup> / <sub>8</sub>	49 <sup>11</sup> / <sub>16</sub> –34 <sup>13</sup> / <sub>16</sub>
12.18	9.77	9.19
1,145	1,150	1,140
1,126	1,130	1,127
(9.4)%	30.3%	38.3%
2.6%	2.0%	2.4%
(11.7)%	27.6%	34.7%
21	22	18
53%	45%	42%
37%	35%	31%
3.61	3.50	3.60
24.2%	27.5%	31.4%
12.4%	15.1%	16.0%
37%	33%	46%
43%	51%	45%
0.8	0.8	1.0
84	82	82
17	16	15
101	98	97

### Earnings Per Share – Diluted Continuing Operations Before One-time Items



### Dividends Per Share



### Five-Year Performance 1996–2000

Stockholder Return	DuPont	S&P 500
Dividend Yield	2.4%	1.5%
Share Price Annual Appreciation	6.7%	16.5%
Total Annual Return*	9.4%	18.3%
Dividend Growth	6.6%	2.7%

### Ten-Year Performance 1991–2000

Stockholder Return	DuPont	S&P 500
Dividend Yield	2.9%	2.1%
Share Price Annual Appreciation	10.1%	14.9%
Total Annual Return*	13.5%	17.4%
Dividend Growth	5.6%	3.0%

\* Assumes a steady compounded rate of return over the period shown and includes reinvestment of dividends.

# CONSOLIDATED INDUSTRY SEGMENT INFORMATION

(dollars in millions; sales exclude intersegment transfers and revenues of equity affiliates)

	2000	1999	1998
<b>Sales</b>			
Agriculture & Nutrition	2,511	2,592	2,787
Nylon Enterprise	4,554	4,487	4,594
Performance Coatings & Polymers	6,485	6,111	4,563
Pharmaceuticals	1,487	1,630	1,156
Pigments & Chemicals	3,907	3,660	3,659
Pioneer	1,938	427	369
Polyester Enterprise	2,533	2,649	2,797
Specialty Fibers	3,452	3,448	3,296
Specialty Polymers	4,508	4,255	4,040
Other	456	481	542
Total Segment Sales <sup>1</sup>	31,831	29,740	27,803
Elimination of Intersegment Transfers	(642)	(733)	(729)
Elimination of Equity Affiliate Sales	(2,927)	(2,092)	(2,263)
Miscellaneous	6	3	(44)
Total Sales per Consolidated Financial Statements	28,268	26,918	24,767
<b>After-Tax Operating Income—Underlying</b>			
Agriculture & Nutrition	245	264	325
Nylon Enterprise	301	389	406
Performance Coatings & Polymers	733	645	525
Pharmaceuticals	133	263	185
Pigments & Chemicals	715	633	578
Pioneer	106	(100)	5
Polyester Enterprise	69	(39)	(7)
Specialty Fibers	690	731	662
Specialty Polymers	713	666	606
Other	(21)	22	110
Total Underlying After-Tax Operating Income	3,684	3,474	3,395
Interest and Exchange Gain (Losses)	(493)	(330)	(292)
Corporate Expenses	(313)	(301)	(190)
Underlying Income from Continuing Operations	2,878	2,843	2,913
Net One-Time Items <sup>2</sup>	(564)	(2,624)	(1,265)
Reported Income from Continuing Operations	2,314	219	1,648

<sup>1</sup> Sales include pro rata equity affiliate sales and intersegment transfers.

<sup>2</sup> For complete details of net one-time items, see DuPont Annual Report.

	DuPont's Share of Equity Affiliate Sales			DuPont's Share of Equity Affiliate Earnings		
	2000	1999	1998	2000	1999	1998
<b>Equity Affiliate Analysis</b>						
Agriculture & Nutrition	190	188	138	(13)	2	2
Nylon Enterprise	374	321	289	41	43	35
Performance Coatings & Polymers	726	681	643	67	60	16
Pharmaceuticals	—	—	410	—	—	77
Pigments & Chemicals	94	88	36	3	2	(3)
Pioneer	—	360	366	—	20	8
Polyester Enterprise	1,059	114	85	23	(13)	(1)
Specialty Fibers	145	125	114	28	28	25
Specialty Polymers	266	215	182	41	27	12
Other	73	—	—	8	(4)	81
Total Segments	2,927	2,092	2,263	198	165	252



	2000					1999				
	1st	2nd	3rd	4th	Full Yr.	1st	2nd	3rd	4th	Full Yr.
<b>Sales</b>										
Agriculture & Nutrition	626	843	454	588	2,511	720	827	423	622	2,592
Nylon Enterprise	1,123	1,172	1,150	1,109	4,554	1,103	1,149	1,097	1,138	4,487
Performance Coatings & Polymers	1,653	1,716	1,572	1,544	6,485	1,150	1,656	1,592	1,713	6,111
Pharmaceuticals	389	394	389	315	1,487	409	380	384	457	1,630
Pigments & Chemicals	960	1,038	974	935	3,907	866	949	912	933	3,660
Pioneer	921	803	129	85	1,938	60	265	38	64	427
Polyester Enterprise	589	676	657	611	2,533	624	643	668	714	2,649
Specialty Fibers	905	892	848	807	3,452	863	857	852	876	3,448
Specialty Polymers	1,091	1,151	1,124	1,142	4,508	989	1,057	1,057	1,152	4,255
Other	125	147	108	76	456	115	122	115	129	481
Total Segment Sales <sup>1</sup>	8,382	8,832	7,405	7,212	31,831	6,899	7,905	7,138	7,798	29,740
<b>After-Tax Operating Income – Underlying</b>										
Agriculture & Nutrition	63	135	13	34	245	98	146	(10)	30	264
Nylon Enterprise	87	88	74	52	301	102	104	87	96	389
Performance Coatings & Polymers	179	190	170	194	733	140	160	155	190	645
Pharmaceuticals	54	51	41	(13)	133	75	49	58	81	263
Pigments & Chemicals	164	186	169	196	715	146	158	162	167	633
Pioneer	172	144	(97)	(113)	106	(7)	59	(26)	(126)	(100)
Polyester Enterprise	9	11	19	30	69	(6)	(13)	(23)	3	(39)
Specialty Fibers	201	175	167	147	690	181	168	189	193	731
Specialty Polymers	165	183	175	190	713	164	164	166	172	666
Other	1	6	(4)	(24)	(21)	10	13	21	(22)	22
Total	1,095	1,169	727	693	3,684	903	1,008	779	784	3,474
Interest and Exchange Gain (Losses)	(123)	(136)	(122)	(112)	(493)	(82)	(48)	(81)	(119)	(330)
Corporate Expenses	(74)	(84)	(68)	(87)	(313)	(72)	(74)	(73)	(82)	(301)
Underlying Income from Continuing Operations	898	949	537	494	2,878	749	886	625	583	2,843
<b>After-Tax Impact Gain/(Loss)</b>										
Productivity Improvements							(40)	(107)		(147)
In-Process Research & Development	11				11	(40)			(2,237)	(2,277)
Changes in Estimates of Restructuring and Divestiture Activities, Litigation, etc.		(123)	(59)	(29)	(211)				47	47
Interest, Exchange, Corporate and Tax Items			19		19	(81)			49	(32)
Joint Ventures and Other Investments			78	(191)	(113)				158	158
Discontinuation of Certain Products, Misc. Asset Sales, Write-downs, and Other	(106)	(138)	(13)	(13)	(270)			(337)	(36)	(373)
Net Gain/(Loss)	(95)	(261)	25	(233)	(564)	(121)	(40)	(444)	(2,019)	(2,624)
Reported Income from Continuing Operations <sup>2</sup>	803	688	562	261	2,314	628	846	181	(1,436)	219

	2000					1999				
	1st	2nd	3rd	4th	Full Yr.	1st	2nd	3rd	4th	Full Yr.
<b>Earnings Per Share of Common Stock—Diluted <sup>3</sup></b>										
Continuing Operations Underlying Net Income	.85	.90	.51	.47	2.73	.66	.78	.59	.55	2.58
One-Time Items	(.09)	(.25)	.02	(.22)	(.54)	(.11)	(.04)	(.42)	(1.93)	(2.39)
Continuing Operations Reported Net Income	.76	.65	.53	.25	2.19	.55	.74	.17	(1.38)	.19

<sup>1</sup> Sales include pro rata equity affiliate sales and intersegment transfers.

<sup>2</sup> For complete details of earnings adjusted for one-time items, see the respective DuPont quarterly earnings releases.

<sup>3</sup> Earnings per share for the year may not equal the sum of quarterly earnings per share due to changes in average share calculations.

# CONSOLIDATED INCOME STATEMENT

(dollars in millions, except per share)

	2000	1999	1998	1997	1996
<b>Sales</b>	<b>28,268</b>	26,918	24,767	24,089	23,644
Other Income <sup>1</sup>	<b>934</b>	974	981	1,005	1,101
Total	<b>29,202</b>	27,892	25,748	25,094	24,745
Cost of Goods Sold and Other Operating Charges	<b>18,207</b>	16,991	15,556	15,544	15,289
Selling, General and Administrative Expenses	<b>3,041</b>	2,595	2,115	2,061	2,119
Depreciation	<b>1,415</b>	1,444	1,452	1,361	1,526
Amortization of Goodwill and Other Intangible Assets	<b>445</b>	246	108	20	25
Research and Development Expense	<b>1,776</b>	1,617	1,308	1,072	990
Interest Expense	<b>810</b>	535	520	389	409
Purchased In-Process Research and Development	<b>(11)</b>	2,250	1,443	1,478	—
Employee Separation Costs and Write-Down of Assets	<b>101</b>	524	633	340	—
Gain on Issuance of Stock by Affiliates	<b>(29)</b>	—	—	—	—
Total	<b>25,755</b>	26,202	23,135	22,265	20,358
<b>Income from Continuing Operations Before Income Taxes and Minority Interests</b>	<b>3,447</b>	1,690	2,613	2,829	4,387
Provision for Income Taxes	<b>1,072</b>	1,410	941	1,354	1,416
Minority Interests in Earnings of Consolidated Subsidiaries	<b>61</b>	61	24	43	40
<b>Income from Continuing Operations</b>	<b>2,314</b>	219	1,648	1,432	2,931
<b>Discontinued Operations</b>					
Income from Operations of Discontinued Business, Net of Income Taxes	—	—	594	973	705
Gain on Disposal of Discontinued Business, Net of Income Taxes	—	7,471	2,439	—	—
<b>Income Before Extraordinary Item</b>	—	7,690	4,681	2,405	3,636
Extraordinary Charge from Early Extinguishment of Debt, Net of Income Taxes	—	—	(201)	—	—
<b>Net Income</b>	<b>2,314</b>	7,690	4,480	2,405	3,636
<b>Diluted Earnings (Loss) Per Share of Common Stock</b>					
Continuing Operations Before Extraordinary Item	<b>2.19</b>	.19	1.43	1.24	2.56
Discontinued Operations	—	6.80	2.65	.84	.62
<b>Before Extraordinary Item</b>	<b>2.19</b>	6.99	4.08	2.08	3.18
Extraordinary Charge	—	—	(.18)	—	—
<b>Net Income</b>	<b>2.19</b>	6.99	3.90	2.08	3.18
<sup>1</sup> Other Income:					
Equity in earnings of affiliates	289	135	278	643	694
Royalty income	349	289	159	64	72
Interest income, net of miscellaneous interest expense	168	185	112	131	118
Gains (losses) on sales of assets	394	16	375	64	162
Miscellaneous income and expense—net	(266)	349	57	103	55
Total Other Income	934	974	981	1,005	1,101

# CONSOLIDATED BALANCE SHEET

(dollars in millions)

December 31

	2000	1999	1998	1997	1996
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	1,540	1,466	1,059	1,004	1,066
Marketable Securities	77	116	10	142	253
Accounts and Notes Receivable	4,552	5,318	4,201	4,309	3,804
Inventories	4,658	5,057	3,129	2,792	2,436
Prepaid Expenses	228	202	192	169	142
Deferred Income Taxes	601	494	645	691	761
Total Current Assets	11,656	12,653	9,236	9,107	8,462
<b>Property, Plant and Equipment</b>	34,650	35,416	34,728	32,911	30,432
Less: Accumulated Depreciation	20,468	20,545	20,597	20,310	19,473
Net Property, Plant and Equipment	14,182	14,871	14,131	12,601	10,959
<b>Goodwill and Other Intangible Assets</b>	8,365	8,724	2,566	1,270	211
<b>Investment in Affiliates</b>	2,206	1,459	1,796	2,372	1,572
<b>Other Assets</b>	3,017	3,070	2,390	2,941	3,286
<b>Net Assets of Discontinued Operations</b>	—	—	8,417	8,398	7,852
<b>Total</b>	39,426	40,777	38,536	36,689	32,342
<b>Liabilities and Stockholders' Equity</b>					
<b>Current Liabilities</b>					
Accounts Payable	2,731	2,780	1,929	1,921	1,737
Short-Term Borrowings and Capital Lease Obligations	3,247	4,941	6,629	6,152	3,907
Income Taxes	250	359	130	120	121
Other Accrued Liabilities	3,027	3,148	2,922	3,024	2,682
Total Current Liabilities	9,255	11,228	11,610	11,217	8,447
<b>Long-Term Borrowings and Capital Lease Obligations</b>	6,658	6,625	4,495	5,897	5,052
<b>Other Liabilities</b>	7,729	7,872	7,640	7,444	7,434
<b>Deferred Income Taxes</b>	2,105	1,660	430	500	501
Total Liabilities	25,747	27,385	24,175	25,058	21,434
<b>Minority Interests</b>	380	517	407	361	315
<b>Stockholders' Equity</b>	13,299	12,875	13,954	11,270	10,593
<b>Total</b>	39,426	40,777	38,536	36,689	32,342

# CONSOLIDATED STATEMENT OF CASH FLOWS

(dollars in millions)

	2000	1999	1998	1997	1996
<b>Cash and Cash Equivalents at Beginning of Year</b>	<b>1,466</b>	<b>1,434 <sup>1</sup></b>	<b>1,004</b>	<b>1,066</b>	<b>1,408</b>
<b>Cash Provided by Continuing Operations</b>					
Net Income	2,314	7,690	4,480	2,405	3,636
Adjustments to Reconcile Net Income to Cash Provided by Continuing Operations:					
Net Income from Discontinued Operations	—	(7,471)	(3,033)	(973)	(705)
Extraordinary Charge from Early Retirement of Debt	—	—	275	—	—
Depreciation	1,415	1,444	1,452	1,361	1,526
Amortization of Goodwill and Other Intangible Assets	445	246	108	20	25
Purchased In-Process Research and Development	(11)	2,250	1,443	1,478	—
Other Noncash Charges and Credits—Net	899	443	(319)	569	(270)
Decrease (Increase) in Operating Assets:					
Accounts and Notes Receivable	379	(21)	(580)	(783)	(262)
Inventories and Other Operating Assets	(727)	(384)	(74)	(355)	(283)
Increase (Decrease) in Operating Liabilities:					
Accounts Payable and Other Operating Liabilities	64	185	254	(20)	151
Accrued Interest and Income Taxes	292	458	126	325	291
Cash Provided by Continuing Operations	5,070	4,840	4,132	4,027	4,109
<b>Investment Activities of Continuing Operations</b>					
Purchases of Property, Plant and Equipment	(1,925)	(2,055)	(2,240)	(2,089)	(1,665)
Investments in Affiliates	(97)	(48)	(63)	(1,920)	(82)
Payments for Businesses (Net of Cash Acquired)	(46)	(5,073)	(3,282)	(1,238)	(75)
Proceeds from Sales of Assets	703	609	946	558	996
Net Proceeds from Sale of Interest in Petroleum Operations	—	—	4,206	—	—
Net Decrease (Increase) in Short-Term Financial Instruments	25	(258)	131	115	(197)
Miscellaneous—Net	96	14	124	552	36
Cash Used for Investment Activities of Continuing Operations	(1,244)	(6,811)	(178)	(4,022)	(987)
<b>Financing Activities</b>					
Dividends Paid to Stockholders	(1,465)	(1,511)	(1,549)	(1,401)	(1,261)
Net Increase (Decrease) in Short-Term Borrowings	(95)	(3,244)	1,574	1,737	(954)
Long-Term and Other Borrowings:					
Receipts	4,996	8,420	6,335	6,462	3,194
Payments	(6,574)	(5,612)	(8,966)	(5,562)	(5,171)
Acquisition of Treasury Stock	(462)	(690)	(704)	(1,747)	—
Repurchase of Warrants	—	—	—	—	(504)
Proceeds from Exercise of Stock Options	63	168	257	116	315
Increase (Decrease) in Minority Interests	—	105	—	(56)	363
Cash Used for Financing Activities	(3,537)	(2,364)	(3,053)	(451)	(4,018)
<b>Net Cash Flow from Discontinued Operations <sup>2</sup></b>	<b>—</b>	<b>4,475</b>	<b>(568)</b>	<b>483</b>	<b>606</b>
Effect of Exchange Rate Changes on Cash	(215)	(108)	97	(99)	(52)
<b>Cash and Cash Equivalents at Year-End</b>	<b>1,540</b>	<b>1,466</b>	<b>1,434 <sup>1</sup></b>	<b>1,004</b>	<b>1,066</b>
<b>Increase (Decrease) in Cash and Cash Equivalents</b>	<b>74</b>	<b>32</b>	<b>430</b>	<b>(62)</b>	<b>(342)</b>

<sup>1</sup> Includes cash and cash equivalents classified in the Consolidated Balance Sheet within "Net Assets of Discontinued Operations."

<sup>2</sup> Includes payments of direct expenses related to the Conoco initial public offering and exchange transactions.



## SELECTED ADDITIONAL DATA

(dollars in millions)

	2000	1999	1998	1997
<b>Effective Income Tax Rate</b>				
Statutory U.S. Federal Income Tax Rate	35.0%	35.0%	35.0%	35.0%
International Operations	(2.8)	4.2	2.0	(3.5)
Lower Effective Tax Rate on Export Sales	(1.7)	(2.2)	(1.9)	(2.2)
In-Process Research & Development*	—	46.6	1.7	17.9
Other—Net	(0.6)	(0.2)	(0.8)	0.7
Effective Income Tax Rate	31.1%	83.4%	36.0%	47.9%

\* Certain charges associated with the 1999 Pioneer transaction and the 1997 Pioneer and PTI transactions were not tax affected because these purchases were stock acquisitions rather than asset purchases.

	2000	1999	1998	1997	1996
<b>As a Percentage of Sales:</b>					
Cost of Goods Sold and Other Operating Charges	64%	63%	63%	65%	65%
Selling, General and Administrative Expenses	11	10	9	9	9
Research and Development Expense	6	6	5	4	4
Underlying Income from Continuing Operations	10	11	12	13	13
Cash Provided by Continuing Operations	18	18	17	17	17
Times Interest Earned*	5.9	7.8	7.9	11.2	10.6

\* Underlying income from continuing operations before income taxes, plus interest and debt expense, divided by the sum of interest and debt expense and capitalized interest.

### Research and Development Expenditures

<b>Amount</b>	<b>1,776</b>	<b>1,617</b>	<b>1,308</b>	<b>1,072</b>	<b>990</b>
<b>Breakdown by Product Area:</b>					
Polymer Science	30%	36%	48%	54%	52%
Health Science	32	29	13	—	—
Agricultural Science	29	26	26	26	26
Imaging Systems	—	—	—	2	5
Electronic Materials	5	5	7	6	4
Chemicals	4	4	6	10	10
Other	—	—	—	2	3
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Selected Additional Data

<b>Annual Percent Change in Sales Versus Prior Year*</b>	<b>1%</b>	<b>0%</b>	<b>(4)%</b>	<b>4%</b>	<b>2%</b>
Portion due to Selling Prices	(1)	(3)	(2)	(3)	(1)
Portion due to Volume and Mix*	2	3	(2)	7	3
<b>Average Manufacturing Capacity Utilization</b>	<b>81%</b>	<b>83%</b>	<b>82%</b>	<b>88%</b>	<b>88%</b>

\* Percentage changes are calculated using sales adjusted to exclude current-year sales from acquisitions when there are no comparable prior-year sales, and to exclude prior-year sales of businesses that have been divested.

## SELECTED ADDITIONAL DATA

(dollars in millions)

	2000	1999	1998
<b>Financial Results</b>			
<b>Sales by Quarter</b>			
1st	7,593	6,295	6,194
2nd	7,914	7,024	6,432
3rd	6,445	6,459	6,042
4th	6,316	7,140	6,099
Total	28,268	26,918	24,767
<b>Income from Continuing Operations (Excluding One-Time Items) <sup>1</sup></b>			
1st	898	749	782
2nd	949	886	839
3rd	537	625	610
4th	494	583	682
Total	2,878	2,843	2,913
<b>Continuing Operations</b>			
<b>Earnings Per Share by Quarter (Excluding One-Time Items) <sup>1</sup></b>			
1st — Diluted	.85	.66	.68
2nd — Diluted	.90	.78	.73
3rd — Diluted	.51	.59	.53
4th — Diluted	.47	.55	.60
Total <sup>2</sup> — Diluted	2.73	2.58	2.55

<sup>1</sup> Excludes Extraordinary Item.

<sup>2</sup> Earnings per share for the year may not equal the sum of quarterly earnings per share due to changes in average share calculations.

### Geographic Information

	2000		1999		1998	
	Net Sales*	Net Property	Net Sales*	Net Property	Net Sales*	Net Property
<b>North America</b>						
United States	14,509	8,887	13,656	8,977	13,075	8,454
Canada	1,074	538	989	482	881	459
Mexico	581	165	500	146	421	117
Other	76	151	114	150	93	135
Total	16,240	9,741	15,259	9,755	14,470	9,165
<b>Europe, Middle East and Africa</b>						
Germany	1,716	641	1,743	887	1,450	388
France	986	181	979	195	904	181
United Kingdom	783	721	960	941	988	1,078
Italy	915	29	884	10	902	5
Other	2,474	1,232	2,598	1,202	2,108	1,188
Total	6,874	2,084	7,164	3,235	6,352	2,840
<b>Asia Pacific</b>						
Japan	1,023	78	928	138	820	159
Taiwan	809	680	690	769	591	707
China	487	142	361	146	398	208
Singapore	134	345	112	379	86	635
Other	1,506	126	1,393	197	947	244
Total	3,959	1,371	3,484	1,629	2,842	1,953
<b>South America</b>						
Brazil	686	123	594	100	659	83
Other	509	143	417	152	444	90
Total	1,955	266	1,011	252	1,103	173
<b>Total</b>	<b>28,268</b>	<b>14,182</b>	<b>26,918</b>	<b>14,871</b>	<b>24,767</b>	<b>14,131</b>

\* Sales are attributed to countries based on location of customer.

### Net Sales to Customers Outside the United States as a Percentage of Sales

	2000	1999	1998
Agriculture & Nutrition	66%	66%	63%
Nylon Enterprise	36	37	38
Performance Coatings & Polymers	60	58	48
Pharmaceuticals	27	24	22
Pigments & Chemicals	46	44	43
Pioneer	32	33	34
Polyester Enterprise	39	47	43
Specialty Fibers	60	60	60
Specialty Polymers	49	48	46
Other	34	47	53
Total	49%	49%	47%

### Exports from the United States

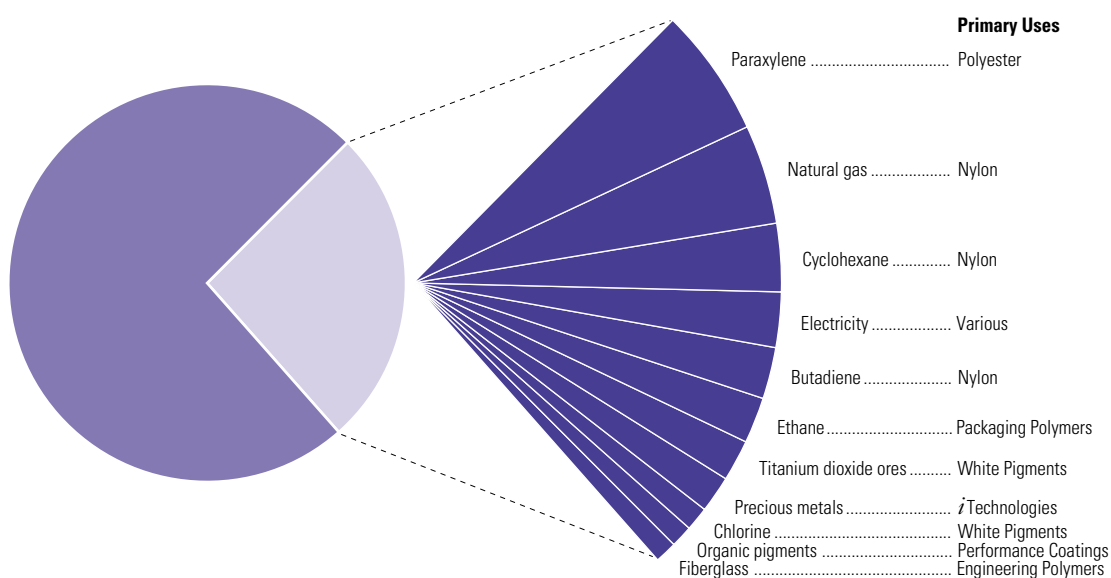
	2000	1999	1998
Sales ( <i>dollars in millions</i> )	5,091	4,331	3,991
As a Percentage of Total Sales	18%	16%	16%

### Purchased Materials Cost Index (1977 = 100; period average)

	2000	1999	1998	1997	1996
Basic Materials	160	164	164	164	171
Precious Metals	324	240	224	184	183
Chemicals	174	157	170	185	172
Hydrocarbons	198	137	128	166	171
Total Purchased Index	198	164	168	181	178

### Total Variable Cost of Goods

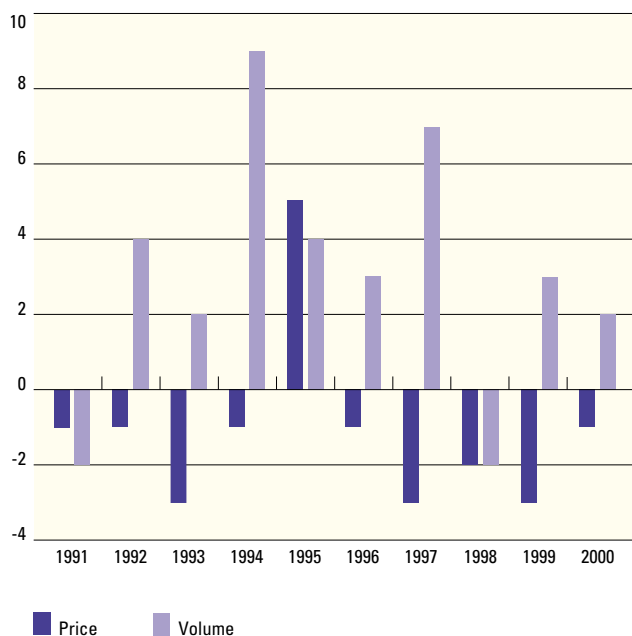
### Top Purchased Energy and Raw Materials



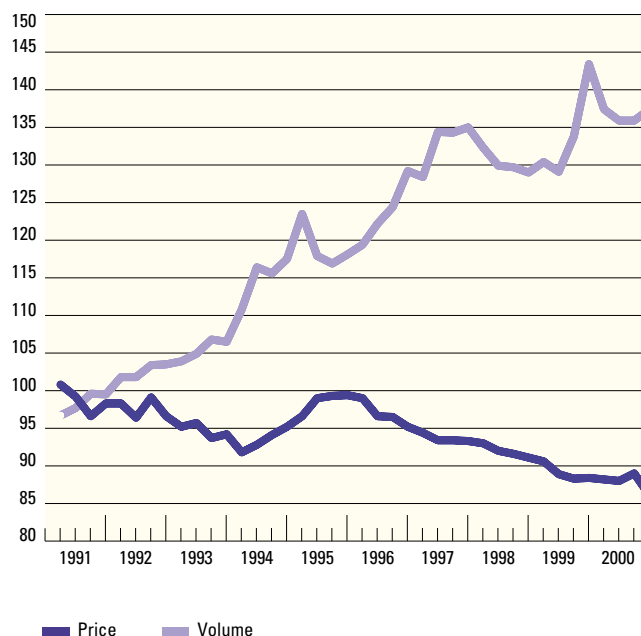
## SELECTED ADDITIONAL DATA

### Price and Volume Change Summary

**Selling Price and Sales Volume Worldwide**  
Percentage Change from Prior Year



**Selling Price and Sales Volume Worldwide**  
Indices, 1990 = 100



### Selling Price % Change from Prior Year

Year	Worldwide	U.S.	Other Regions
1991	(1)	0	(2)
1992	(1)	(1)	(2)
1993	(3)	0	(7)
1994	(1)	(1)	(2)
1995	5	3	8
1996	(1)	0	(3)
1997	(3)	0	(7)
1998	(2)	(1)	(2)
1999	(3)	(2)	(4)
2000	(1)	1	(3)

### Sales Volume % Change from Prior Year\*

Year	Worldwide	U.S.	Other Regions
1991	(2)	(4)	1
1992	4	4	6
1993	2	1	2
1994	9	5	15
1995	4	1	7
1996	3	3	4
1997	7	5	10
1998	(2)	(3)	(1)
1999	3	1	6
2000	2	(2)	6

### 2000 Selling Price % Change from Prior Year

Qtr	Worldwide	U.S.	Other Regions
1st	(3)	(1)	(5)
2nd	(1)	1	(3)
3rd	1	3	(1)
4th	(3)	2	(7)
Year	(1)	1	(3)

### 2000 Sales Volume % Change from Prior Year\*

Qtr	Worldwide	U.S.	Other Regions
1st	6	(1)	13
2nd	5	4	7
3rd	2	(3)	9
4th	(4)	(10)	2
Year	2	(2)	6

\* Percentage changes are calculated using sales adjusted to exclude current-year sales from acquisitions when there are no comparable prior-year sales and to exclude prior-year sales of businesses that have been divested.

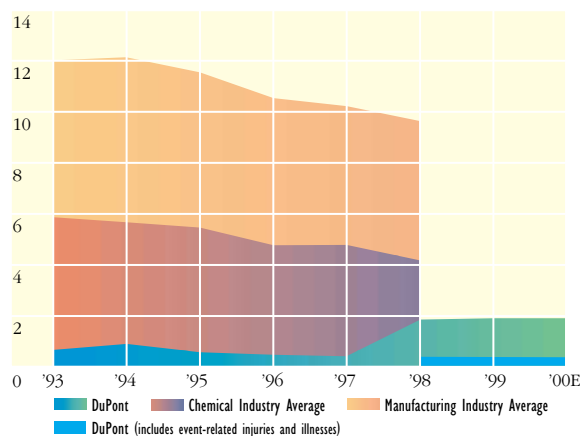


# THE DUPONT COMMITMENT: SAFETY, HEALTH, AND THE ENVIRONMENT

*We affirm to all our stakeholders, including our employees, customers, shareholders and the public, that we will conduct our business with respect and care for the environment. We will implement those strategies that build successful businesses and achieve the greatest benefit for all our stakeholders without compromising the ability of future generations to meet their needs.*

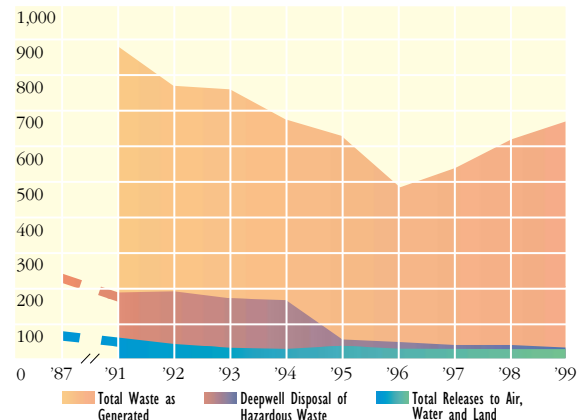
*We will continuously improve our practices in light of advances in technology and new understandings in safety, health, and environmental science. We will make consistent, measurable progress in implementing this Commitment throughout our worldwide operations. DuPont supports the chemical industry's Responsible Care® initiative as a key program to achieve this Commitment.*

## Total Recordable Injuries & Illnesses



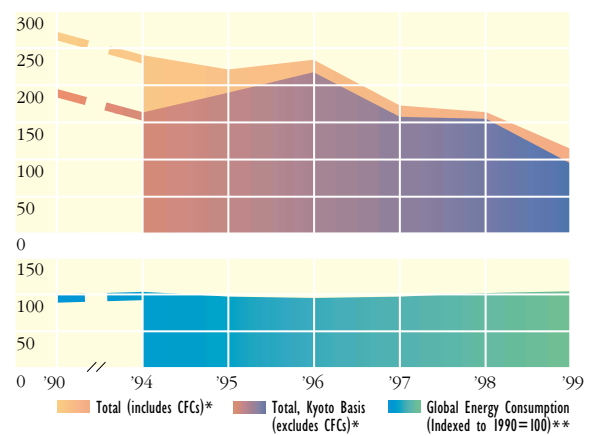
1998, 1999 and 2000 (estimated) injury/illness statistics for employees reflect expanded reporting of cumulative musculoskeletal disorders. Comparative statistics are not available for years prior to 1998. Industry data not available for 1999 and 2000.

## U.S. Toxics Release Inventory Waste & Emissions



Data as reported to the U.S. Environmental Protection Agency. 286 new chemicals were added in 1995. Total waste as generated first reported in 1991. Reflects reductions of 24% in total waste as generated, 84% in deepwell disposal, and 57% reduction in air, water and land releases. Increase in total waste as generated in 1998 and 1999 reflects 143 MM lbs./yr. recycled on-site by two newly acquired facilities.

## Global Greenhouse Gases & Energy Consumption



\* (Billions of pounds, Carbon Dioxide Equivalents)

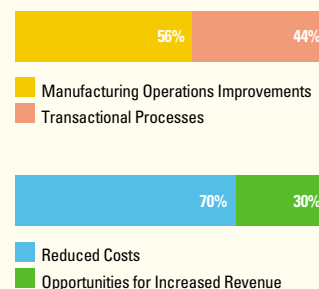
\*\* (Percentage)

Data indicate a 57% reduction (49% reduction of Kyoto basket of gases) in greenhouse gas emissions since 1990. DuPont expects to achieve a 60% reduction (Kyoto basis) by the year 2000. Global energy consumption has been nearly flat since 1990, despite a 35% increase in production.

## Six Sigma

2000 was the first full year of implementation across the company. By year-end, Six Sigma was in place in every business and region. The company was engaged in the most massive training program in recent history, with about 1,100 trained Black Belts in place and more than 3,400 projects active at year-end. The potential pretax benefit from active projects was \$700 million. The actual annualized pretax benefit from completed projects at the end of 2000 was \$370 million.

## Focus of Six Sigma Project Benefits



## Businesses



**William F. Kirk**  
Group Vice President

## Strategies

## Competitive Strengths

### DuPont Crop Protection



**James C. Borel**  
Vice President/  
General Manager

- Develop and commercialize new products to improve efficacy of pest control and reduce environmental impact
- Continue to build and demonstrate the value of the broad and effective line of existing products
- Develop new business models particularly in e-commerce
- Capitalize on cross-business-unit synergy opportunities

- Strong discovery capability based on chemical, biological and genetic sciences
- Global participation in agriculture, food and feed industries
- High brand recognition

### DuPont Nutrition & Health

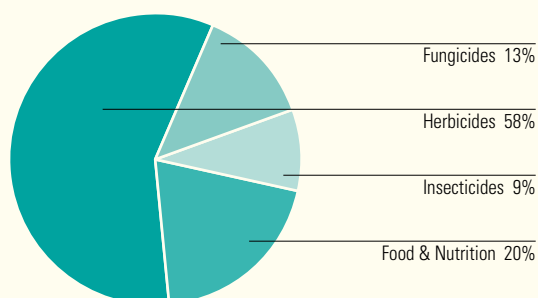


**J. Erik Fyrwald**  
Vice President/  
General Manager

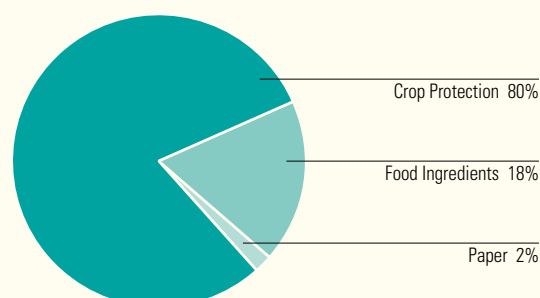
- Build world-class, great tasting, healthy food ingredients business
- Develop high-value feeds business to pull through proprietary seed technology
- Develop food safety solutions

- Leading position in soy protein
- Strong discovery capability based on biological, genetic and chemical sciences
- Broad and deep solutions capability to address needs of the food industry

2000 Business Unit Total Sales



2000 Segment Sales by Major Industry



## DuPont Specialty Grains



## DuPont™ Steward™ insecticide



## DuPont™ Avaunt™ insecticide



## DuPont™ Londax® herbicide



## DuPont™ Accent® herbicide



## DuPont™ Supro® soy protein



## DuPont™ Equation® fungicide



## DuPont™ RiboPrinter® microbial characterization system

### Overview (dollars in millions)

	2000	1999	1998
Total Segment Sales	2,511	2,592	2,787
Intersegment Transfers	—	—	—
After-Tax Operating Income—Underlying	245	264	325
After-Tax Operating Income—Reported	189	159	252
Depreciation and Amortization	142	142	133
Equity in Earnings of Affiliates	(13)	2	2
Provision for Income Taxes	(43)	(71)	43
Segment Net Assets	3,021	3,228	3,067
Affiliate Net Assets	145	123	170
Expenditures for Long-Lived Assets	154	262	214

Principal Products	Major Markets	Major Plants	Major Raw Materials	Significant Competitors
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## DuPont Crop Protection [www.dupont.com/ag](http://www.dupont.com/ag)

### Herbicides

#### Corn herbicides:

Accent® and Accent® Gold®  
Basis® and Basis® Gold®  
Leadoff®  
Steadfast®  
Titus®

Broadleaf weed control  
Grassy weed control

Mobile, AL  
El Paso, IL  
Manati, PR  
Cernay, France  
Loon-Plage, France

Aminodimethoxypyrimidine  
Cyanuric chloride  
Monomethylamine  
Nicotinic acid

Aventis  
BASF  
Bayer  
Dow Agrosciences  
Monsanto  
Syngenta

#### Soybean herbicides:

Assure® II  
Authority®  
Canopy® and Canopy® XL  
Classic®  
Reliance™  
Synchrony® STS®

Broadleaf weed control  
Weed control

El Paso, IL  
Manati, PR

Guanidine  
Methyl thioglycolate  
Saccharin  
Sulfentrazone

#### Cereal herbicides:

Ally®  
Express®  
Finesse®  
Glean®  
Granstar®  
Harmony®  
Lexus®

Broadleaf weed control  
Selective weed control

Manati, PR  
Girraween, Australia  
Cernay, France  
Loon-Plage, France  
Surabaya, Indonesia

Benzyl mercaptan  
Cyanamide  
Dimethyl carbonate  
Methyl thioglycolate  
Saccharin

#### Rice herbicides:

Gulliver®  
Londax®

Selective pre- and postemergence weed control

Manati, PR  
Shanghai, China  
Loon-Plage, France

Aminodimethoxypyrimidine  
o-Toluic acid

#### Cotton herbicides:

Staple®  
Staple® Plus

Postemergence weed control

Lerma, Mexico

Glyphosate  
Pyriithiobac sodium

#### Potato herbicides:

Matrix®

Selective broadleaf weed and grass control

Cernay, France

Aminodimethoxypyrimidine

#### Sugar beet herbicides:

Debut®  
Safari®  
Upbeet®

Postemergence weed control

Manati, PR  
Cernay, France  
Loon-Plage, France

2-Carbomethoxy-6-methylbenzenesulfonyl chloride

#### Sugarcane herbicides:

Advance®  
Velpar® K

Preemergence weed control

LaPorte, TX

Diuron  
Hexazinone

#### Citrus herbicides:

Hyvar®  
Krovar®

Preemergence weed control

LaPorte, TX

Bromaci  
Diuron

#### Tomato herbicides:

Shadeout®

Selective weed control

Cernay, France

Aminodimethoxypyrimidine

#### Specialty herbicides:

Vegetation management (forestry and noncrop)  
Oust® and Velpar®  
Oustar™

Brush and weed control

LaPorte, TX  
Manati, PR  
Lerma, Mexico

Cyclohexyl isocyanate  
Dichlorophenol isocyanate  
Diuron  
Glyphosate  
Hexazinone  
Saccharin

### Fungicides

Benlate®  
Curzate®  
Equation®  
Famoxate™  
Nustar®  
Punch®

Plant disease control

LaPorte, TX  
Belle, WV  
Cernay, France  
Bolzano, Italy  
Asturias, Spain  
Lung Tan, Taiwan  
Bangpoo, Thailand

Acetic anhydride  
Butylamine  
Cyanamide  
Cyanoacetic acid  
Ethylurea  
Fluorobenzene  
Triazole

Aventis  
BASF  
Bayer  
Syngenta



## Principal Products

## Major Markets

## Major Plants

## Major Raw Materials

## Significant Competitors

**DuPont Crop Protection** *(continued)***Insecticides**

Asana® Avaunt™ Lannate® Steward™ Vydate®	Direct control and residual action insect control	Mobile, AL LaPorte, TX Cernay, France Savli, India Bolzano, Italy Lerma, Mexico Cabuyao, Philippines Lung Tan, Taiwan Bangpoo, Thailand	Acetaldoxime Ammonia Caustic soda m-Cresol Cyclohexanone Methanol Methyl mercaptan Monochlorobenzene Monoethylamine Monomethylformamide Phosphorus pentachloride Trichloroacetaldehyde	Aventis Bayer Dow Agrosiences Syngenta
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**DuPont Nutrition & Health****Food Protein** *(Protein Technologies International Inc.)* [www.protein.com](http://www.protein.com) [www.suprosoy.com](http://www.suprosoy.com)

SUPRO® soy isolated soy protein	Food industry	Louisville, KY Pryor, OK Memphis, TN Ieper, Belgium	Soybean flake and meal	Food and grain ingredient companies
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**Specialty Grains and Production Systems** *(DuPont Specialty Grains)* [www.dupontsg.com](http://www.dupontsg.com)

Optimum™ corn and other value-enhanced grains	Feed and grain processing	Des Moines, IA	Seeds Trait technologies	Grain companies
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**Microbial Diagnostic Products & Services** *(Qualicon Inc.)* [www.qualicon.com](http://www.qualicon.com)

RiboPrinter® microbial characterization system BAX® system for pathogen screening and GMO testing Food safety and quality management services	Food and health	Wilmington, DE		Microbiological testing and instrumentation companies
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**Acquisitions and Joint Ventures**

General Mills/PTI — Minnesota (2000 – joint venture) soy-based consumer food products  
Pioneer Hi-Bred International — (1999 – acquisition of remaining 80% interest) see page 34  
So Good — Petersborough, U.K. (1999 – joint venture) soy-based consumer food products  
Agar Cross — Argentina (1999 – purchased remaining 55% of joint venture) crop protection  
Agroproducts Corey, S.A. de C.V. — Mexico (1998 – 49% joint venture) agricultural products  
Plaguicidas y Fertilizantes Nacionales S.A. de C.V. — Mexico (1998 – 40% joint venture) agricultural products  
Cereal Derived Functional Ingredients (CDFI) business, Dalgety — United Kingdom (1998 – acquisition)  
Griffin L.L.C. — (1998 – joint venture) crop protection  
Hybrinova S.A. — France (1998 – acquisition) R&D capabilities, chemical hybridizing agent and hybrid wheat seeds  
AO Khimprom, Novocheboksarsk — Russia (1997 – joint venture) crop protection  
DuPont Specialty Grains — Iowa (1997 – joint venture) agricultural research and development  
Pfister Hybrid Corn Company — United States (1997 – acquisition)  
Pioneer Hi-Bred International — (1997 – 20% interest)  
Protein Technologies International — (1997 – acquisition) soybean proteins  
Westrade — Central America (1997 – joint venture) distribution

**Divestitures and Shutdowns**

Cereals Innovation Centre — Cambridge, U.K. (2000)  
Fiber Sales and Development (subsidiary of Protein Technologies International) — Urbana, Ohio (2000)  
Fortress® (1999)

## Businesses

## Strategies

## Competitive Strengths



**W. Donald Johnson**  
Group Vice President

### DuPont Industrial Nylon

- Pursue niche markets for new growth
- Integrate offering of yarn and treated fabric
- Lower cost through Six Sigma
- Drive global growth opportunities for heavy denier industrial nylon through our DUSA International joint venture

- Global market position
- Low-cost producer
- Strong brand image, e.g., DuPont™ Cordura®
- Technology leadership

### DuPont Apparel



**Eduardo W. Wanick**  
Vice President/  
General Manager

- Build DuPont™ Tactel® brand globally
- Reduce cost and capital through asset renewal and Six Sigma
- Expand differentiated fiber offerings

- Technology leadership
- Strong brand image, e.g., DuPont™ Tactel®, DuPont™ Supplex®, DuPont™ Cordura®
- Capability to develop unique applications

### DuPont Flooring Systems



**Alan S. Wolk**  
Vice President/  
General Manager

- Continue to enhance quality
- Lower cost through Six Sigma
- Expand differentiated fiber offerings

- Strong brand image, e.g., DuPont™ Stainmaster®, DuPont™ Antron®
- Technology leadership
- Low-cost producer

### DuPont Nylon Intermediates, Specialties & Polymer



**Kenneth W. Wall**  
Vice President/  
General Manager

- Maintain low-cost manufacturing advantage through asset productivity gains and Six Sigma
- Develop specialty businesses

- Proprietary manufacturing technologies
- Low-cost producer



**DuPont™  
Cordura®**  
nylon yarn

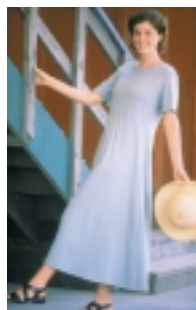


**DuPont™  
Tactel®**  
brand fiber

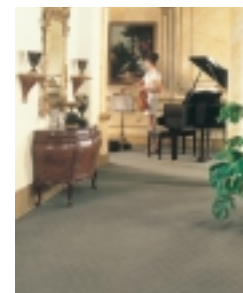


**DuPont™  
Xtra Life™**  
nylon fibers

**DuPont™  
Supplex®**  
textile nylon



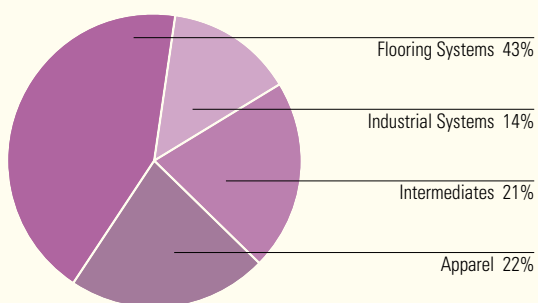
**DuPont™  
Antron®**  
commercial carpet



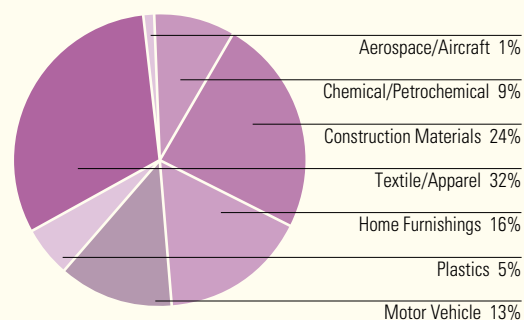
**DuPont™  
Dibasic Ester**



**2000 Business Unit Total Sales**



**2000 Segment Sales by Major Industry**



**Overview** (dollars in millions)

	2000	1999	1998
Total Segment Sales	4,554	4,487	4,594
Intersegment Transfers	31	35	39
After-Tax Operating Income—Underlying	301	389	406
After-Tax Operating Income—Reported	328	63	244
Depreciation and Amortization	239	241	236
Equity in Earnings of Affiliates	41	43	35
Provision for Income Taxes	190	220	189
Segment Net Assets	3,298	3,077	3,082
Affiliate Net Assets	854	572	551
Expenditures for Long-Lived Assets	312	377	493

Principal Products	Major Markets	Major Plants	Major Raw Materials	Significant Competitors
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## Apparel [www.dupont.com/corp/markets/apparel](http://www.dupont.com/corp/markets/apparel)

Nylon yarns including Antron®, Antron® III and Cordura® and yarns for fabrics including Supplex® and Tactel®	Activewear Hosiery Intimate apparel Outerwear Swimwear Upholstery	Seaford, DE Athens, GA Camden, SC Chattanooga, TN Mercedes, Argentina Americana, Brazil Oestringen, Germany Mihara, Japan Monterrey, Mexico Kuan Yin, Taiwan Gloucester, United Kingdom	Adipic acid Caprolactam Hexamethylenediamine	Asahi Chemical BASF Formosa (FCFC) Hyosung Kolon Nilit Radici Rhodia (Nylstar) Tae Kwang Toray Universal Fiber Systems
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## Flooring Systems [antron.dupont.com](http://antron.dupont.com)

Nylon fibers for residential carpets including Stainmaster®, Stainmaster® Xtra Life®, Stainmaster® Luxura®, Stainmaster Plus®, Stainmaster® MasterLife® and Stainmaster® Grand Luxura™	Automotive carpeting Commercial flooring Mats Residential flooring Rugs	Seaford, DE Athens, GA Camden, SC Waynesboro, VA Kingston, Canada Oestringen, Germany Uentrop, Germany	Adipic acid Hexamethylenediamine	BASF Beaulieu Honeywell KoSa Rhodia Solutia Toray Universal Fiber Systems
Nylon fibers for commercial carpets including Antron® Legacy, Antron Lumena® and DSDN®				

## Industrial Nylon [www.dupont.com/cordura](http://www.dupont.com/cordura)

Nylon high-tenacity yarns including Cordura® and tire cord fabrics	Air bags Belts and hoses Soft-sided luggage Tires	Laurel Hill, NC Whiteville, NC Chattanooga, TN Berazategui, Argentina Camacari, Brazil Kingston, Canada Qingdao, China Cairo, Egypt Muhlhausen, Germany Citeureup, Indonesia Izmit, Turkey Gloucester, United Kingdom	Adipic acid Caprolactam Hexamethylenediamine	Asahi Chemical Kolon Rhodia Solutia Toray
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## Nylon Intermediates, Specialties & Polymer [www.dupont.com/intermediates](http://www.dupont.com/intermediates)

Adi-pure® adipic acid Adiponitrile Bis-hexamethylene triamine C12 intermediates Caprolactam DBE dibasic esters Diaminocyclohexane Dodecanedioic acid	Adhesives and coatings Footwear Lubricants Nylon fibers Nylon resins Solvents	Seaford, DE Camden, SC Chattanooga, TN Orange, TX Victoria, TX Camacari, Brazil	Adipic acid Ammonia Butadiene Caprolactam Cyclohexane Hexamethylenediamine Natural gas	Asahi Chemical BASF DSM Degussa-Hüls Radici Rhodia Solutia Toray
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**Principal Products****Major Markets****Major Plants****Major Raw Materials****Significant Competitors****Nylon Intermediates, Specialties & Polymer** *(continued)*

Dytek® A amine	Sao Paulo, Brazil
Dytek® EP diamine	Kingston, Canada
Hexamethylenediamine (HMD)	Maitland, Canada
Hexamethyleneimine	Chalampé, France
Nylon polymer	Uentrop, Germany
Pentenenitrile	Salamanca, Mexico
2-Methylglutaronitrile	Rozenburg, The Netherlands
	Singapore
	Wilton, United Kingdom

**Acquisitions and Joint Ventures**

DuPont-Sabanci International, LLC (DUSA) — North America, Europe and South America (1999 and 2000 – joint ventures) heavy decitex nylon industrial yarn and tire cord fabric

Brazil (1997 – acquisition) nylon 6 industrial fiber manufacturing facility

PT Branta Mulia — Indonesia (1997 – 20% equity ownership) nylon 6,6 industrial fiber and fabric

DuPont Qingdao Nylon Enterprise Limited — China (1996 – acquisition) nylon 6, 6 tire cord fiber and fabric

MSA Holdings Inc., United Carpet, Wilson Floors Inc. — U.S. (1996 – acquisitions) installation and maintenance of commercial flooring

DuPont-Far Eastern Company Ltd. — Taiwan (1995 – joint venture) nylon 6,6 textile fabric

Grupo Centek S.A. de C.V. — Mexico (1995 – joint venture) nylon textile, flake and caprolactam production

Teijin DuPont Nylon Limited — Japan (1995 – joint venture) nylon products for Japanese market

**Divestitures and Shutdowns**

DuPont Fibers Limited — India (1999)

Industrial and apparel nylon fiber operations — Doncaster, United Kingdom (1999)

Sanlong Nylon Co. Ltd. — China (1999)

Apparel and flooring operations — Bayswater, Australia (1998)

Apparel operations — Martinsville, VA (1998)

Xymid LLC — Newark, DE (1998)

Avimid® composite product line — Newark, DE (1997)

Composites for armor and aerospace — Newark, DE (1996)

Substrates for microelectronic packaging — Newark, DE (1996)

## Businesses

## Strategies

## Competitive Strengths

### DuPont Engineering Polymers



**Craig G. Naylor**  
Group Vice President/  
General Manager

- Accelerate new applications and product development
- Promote global extension of existing applications
- Develop tailored offerings and apply higher value products to new and growing market segments
- Manage asset productivity for value
- Focus on transactional excellence

- Premier brand awareness and strong customer trust
- Global, integrated, multifunctional, multiregional business processes
- Innovative technological offerings

### DuPont Performance Coatings



**Louis F. Savelli**  
Group Vice President



**John R. Lewis**  
Vice President &  
General Manager  
DuPont Performance  
Coatings —  
Europe & Asia



**Edward J. Donnelly**  
Vice President &  
General Manager  
DuPont Performance  
Coatings — Americas

- Complete Herberts integration programs, increasing profitability
- Broaden global OEM customer base
- Target growth segments to increase market share in North America and Europe
- Invest for growth in Asia and South America
- Develop and commercialize new technology in powder coatings

- Combination of cost, technology and service delivers premier product
- Customer/market relationships in global OEM and strong brand image in Refinish business
- Distribution in the North American Refinish markets
- Dispersion and formulation technology for new ink jet applications
- Strong global powder coating presence

### DuPont Elastomers



**Theo G. Krapels**  
President & CEO  
DuPont Dow Elastomers

- Invest in high-growth business
- Expand portfolio of high-value materials offering
- Integrate supply chain
- Implement Six Sigma

- Strong branded position
- Leading market position
- Global market presence
- Technology leadership and innovation



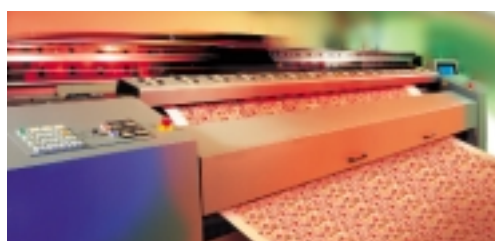
**DuPont  
Automotive Finishes**



**DuPont™  
Crastin®**  
PBT thermoplastic polyester resin



**DuPont™  
Rynite®**  
PET thermoplastic polyester resin



**DuPont™  
Artistri™**  
ink

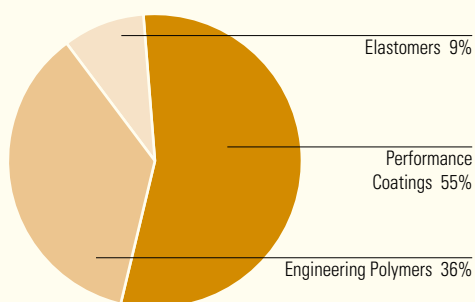


**DuPont™  
Zytel®**  
nylon resin

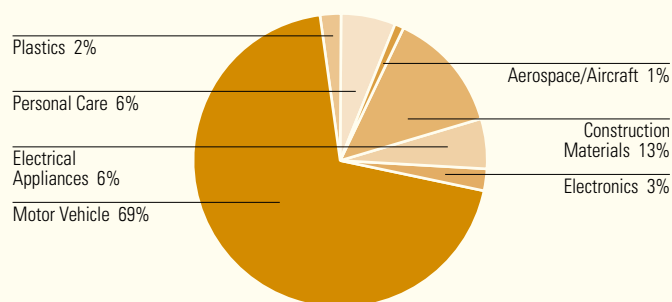


**DuPont™  
Tynex®**  
nylon filaments

**2000 Business Unit Total Sales**



**2000 Segment Sales by Major Industry**



**Overview** (dollars in millions)

	2000	1999	1998
Total Segment Sales	6,485	6,111	4,563
Intersegment Transfers	4	10	9
After-Tax Operating Income—Underlying	733	645	525
After-Tax Operating Income—Reported	674	582	508
Depreciation and Amortization	245	225	149
Equity in Earnings of Affiliates	67	60	16
Provision for Income Taxes	426	416	302
Segment Net Assets	4,158	4,060	2,214
Affiliate Net Assets	615	404	281
Expenditures for Long-Lived Assets	208	759	229

# PERFORMANCE COATINGS & POLYMERS

Principal Products	Major Markets	Major Plants	Major Raw Materials	Significant Competitors
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## DuPont Engineering Polymers [www.dupont.com/enggpolymer](http://www.dupont.com/enggpolymer)

Crastin® PBT polyester resins	Aerospace	Newark, DE	Butadiene	AlliedSignal
Delrin® acetal resins	Appliance	Deepwater, NJ	Butanediol	Amoco Polymers
Hytrel® polyester elastomer	Automotive	Circleville, OH	Caprolactam	Asahi
Rynite® PET polyester resins	Cosmetics	Cleveland, OH	Cyclohexane	BASF
Tynex® nylon filaments	Industrial hardware	Charleston, SC	Ethylene glycol	Bayer
Vespel® polyimide parts and shapes; Tribon composites	Electrical/Electronics	Chattanooga, TN	Glass fiber	GE Plastics
Zenite™ LCP (liquid crystal polymer) resins	Power tools	Richmond, VA	Methanol	Polyplastics
Zytel® and Minlon® nylon resins	Recreational goods	Parkersburg, WV	Oxydianiline	Solutia
	Semiconductor and business machines	Berazategui, Argentina	Para-hydroxybenzoic acid	Teijin
		Mechelen, Belgium	Paraxylene	Ticona (Hoechst/Celanese)
		Nordeste, Brazil	Polytetramethylene glycol	Toray
		Kingston, Canada	Pyromellitic dianhydride	Wellman
		Maitland, Canada	Type 612 nylon resin	
		Shenzhen, China		
		Uentrop, Germany		
		Madurai, India		
		Savli, India		
		Utsunomiya, Japan		
		Luxembourg		
		Tlalnepantla, Mexico		
		Born, The Netherlands		
		Dordrecht, The Netherlands		
		Landgraaf, The Netherlands		
		Rozenburg, The Netherlands		
		Ulsan, Republic of Korea		
		Singapore		

## DuPont Performance Coatings [www.dupont.com/coatings](http://www.dupont.com/coatings)

### Automotive and Refinish Systems

Centari® automotive and refinish enamels	Aerospace	Fort Madison, IA	Acrylic monomers	Akzo Nobel
ChromaBase® refinish system	Automotive	Mount Clemens, MI	Aliphatic and aromatic hydrocarbon solvents	BASF
Cormax® electrodeposition primers	Marine	Front Royal, VA	Organic pigments	PPG
Cromax® waterborne finishes	Refinish	Guntramsdorf, Austria	Titanium dioxide	Sherwin-Williams
Imron® finishes		Mechelen, Belgium		
Nason® refinish		Sao Paulo, Brazil		
Spies Hecker® refinish		Ajax, Canada		
Standox® refinish		LeMans, France		
		Cologne, Germany		
		Wuppertal, Germany		
		Tlalnepantla, Mexico		
		Valencia, Venezuela		
Ink jet	Digital ink jet printers	Fort Madison, IA		Formulabs
		Rochester, NY		Lysor
				Tricon
				Zeneca
Permatex® industrial coatings	Protective coatings	Vaihingen, Germany		Hempel
				Sigma
Powder coatings	Construction	Houston, TX	Epoxy resins	Akzo Nobel
	Automotive	Montbrison, France	Organic pigments	Ferro
	General industrial OEM		Polyester	Morton
	Pipeline			

**Principal Products****Major Markets****Major Plants****Major Raw Materials****Significant Competitors****DuPont Elastomers** [www.dupont-dow.com](http://www.dupont-dow.com)

Engage® polyolefin elastomer	Adhesives	Newark, DE	Butadiene	Ausimont
HDPE	Aerospace	Louisville, KY	Chlorine	Bayer
Hypalon® chlorosulfonated polyethylene	Automotive	LaPlace, LA	Ethylene	Daikin
Kalrez® perfluoroelastomer parts	Chemical processing	Plaquemine, LA	Hydrofluoric acid	Denka
Neoprene synthetic rubber	Construction	Deepwater, NJ	Octene	DSM
Nordel® IP hydrocarbon rubber	Plastics modification	Beaumont, TX	Perfluoromethylvinyl ether	Dyneon/3M
Tyrin® chlorinated polyethylene	Semiconductor	Freeport, TX	Polyethylene	Enichem
Viton® fluoroelastomer	Wire and cable	Stade, Germany	Propylene	Exxon
		Kawasaki, Japan		
		Dordrecht, The Netherlands		

**Acquisitions and Joint Ventures**

Bayer — Germany (2000 – joint venture) PBT resin manufacturing  
Herberts (subsidiary of Hoechst) — (1999 – acquisition) automotive and industrial finishes  
Carrs Paints Ltd. — United Kingdom (1997 – acquisition) automotive OEM finishes and plastic coatings  
DuPont-Kansai Automotive Coatings Ltd. — United Kingdom (1997 – joint venture) automotive OEM finishes  
DuPont Dow Elastomers L.L.C. (1996 – joint venture) elastomers  
Renner DuPont, S.A. — Brazil (1995 – joint venture) automotive and industrial finishes

**Divestitures and Shutdowns**

Finishes plants in Germany (2000)  
Finishes plants in Portugal, Sweden, United Kingdom, Mexico, Brazil and Italy (1999)  
DePuy (1998) orthopedics  
Hardcore DuPont Composites L.L.C. (1998) infusion molded composites  
Neoprene — United Kingdom (1998)  
Alcryn® melt processible rubber (1997)  
Finishes plant in Missouri (1996)  
Finishes plant in Michigan (1995)

## Businesses



**Richard U. De Schutter**  
Chairman & CEO  
DuPont Pharmaceuticals

## Strategies

- Strengthen product offering in chosen therapeutic areas
- Seek geographic expansion and alliances for growth
- Seek research and market-strengthening alliances
- Implement separation strategy

## Competitive Strengths

- Strong discovery capability
- Leader in chosen therapeutic areas
- Leader in radiopharmaceuticals
- Strong pipeline to support chosen therapeutic areas

**Innohep®**  
tinzaparin sodium injection

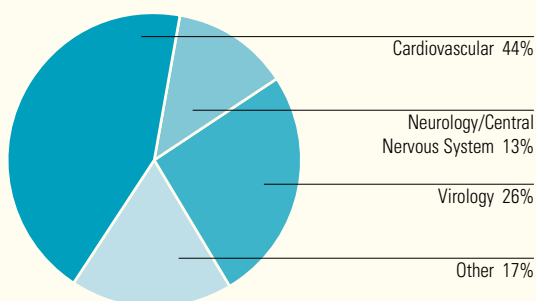


**Coumadin®**  
warfarin sodium



**Sustiva™**  
efavirenz

## 2000 Segment Sales by Major Therapeutic Area



## Overview (dollars in millions)

	2000	1999	1998
Total Segment Sales	1,487	1,630	1,156
Intersegment Transfers	—	—	—
After-Tax Operating Income—Underlying	133	263	185
After-Tax Operating Income—Reported	89	230	(668)
Depreciation and Amortization	138	121	60
Equity in Earnings of Affiliates	—	—	77
Provision for Income Taxes	(2)	132	(317)
Segment Net Assets	2,054	1,941	1,843
Affiliate Net Assets	34	31	23
Expenditures for Long-Lived Assets	114	101	655



**Principal Products****Major Markets****Major Plants****Major Raw Materials****Significant Competitors**

[www.dupontpharma.com](http://www.dupontpharma.com)

Coumadin® anticoagulant  
 Cozaar® antihypertensive\*  
 Innohep® low molecular weight heparin  
 Pentaspan® plasma volume expander  
 Persantine® I.V. vasodilator  
 Prinivil® antihypertensive  
 Prinzide® antihypertensive  
 ReVia™ treatment for alcoholism  
 Sinemet® treatment for Parkinsons  
 Sinemet® CR treatment for Parkinsons  
 Sustiva™ treatment for HIV  
 Viaspan® organ preservation solution  
 Medical imaging products including Cardiolite® and Thallium 201 cardiac imaging agents, Miraluma™ breast imaging agent and Neurolite® brain imaging agent

Ethical pharmaceuticals  
 Radiolabeled pharmaceuticals

Billerica, MA  
 Garden City, NY  
 Manati, PR

Cu-mibi  
 Cyclopropylacetylene  
 Efavirenz  
 Gallium  
 Molybdenum  
 Naltrexone  
 Pentastarch  
 Samarium  
 Thallium  
 Warfarin  
 Xenon

Other pharmaceutical companies

\*DuPont and Merck have an agreement to share expenses and earnings from Cozaar®. DuPont manufactures Cozaar® and Merck markets the drug.

### Acquisitions and Joint Ventures

Barr Laboratories (2000 – collaboration) development and co-marketing venture  
 Kos Pharmaceuticals (2000 – collaboration) co-market cholesterol medication after FDA approval  
 CombiChem Inc. (1999 – acquisition) acquired computational chemistry company  
 ImaRx (1999 – acquisition) acquired ultrasound contrast intellectual property  
 Pharmasset, Limited (1999 – collaboration) develop HIV and hepatitis B antiviral compounds  
 The DuPont Merck Pharmaceutical Company (1998 – acquired Merck & Co. Inc.'s 50% interest)  
 Mitotix — U.S. (1995 – collaboration) develop and market anticancer therapeutics

### Divestitures and Shutdowns

Endo Laboratories, generics and branded multisource pharmaceuticals (1997)  
 Aquadilla, Puerto Rico (1995)  
 Coumatrak® protime test system (1995)

## Businesses

### DuPont White Pigment & Mineral Products



**Jeffrey L. Keefer**  
Vice President/  
General Manager

## Strategies

- Strengthen cost and quality position through Six Sigma
- Refine the basic TiO<sub>2</sub> manufacturing technology through a chloride renewal project
- Further differentiate the product offering to add significant value for our customers and their customers

## Competitive Strengths

- Worldwide leading producer and supplier
- Modern products and superior services
- DuPont-developed proprietary and preferred chloride technology
- Efficiencies of scale and raw materials
- Customer-focused marketing

### DuPont Chemical Solutions Enterprise



**Jeffrey A. Coe**  
Vice President/  
General Manager

- Differentially manage a portfolio of targeted growth and cash generation businesses
- Build knowledge and unique value propositions in selected attractive market spaces
- Strengthen cost position through Six Sigma

- Applied surface and colloid science
- Safe handling of hazardous chemicals and materials
- Cost competitiveness through asset productivity

### DuPont Fluorochemicals



**Richard J. Angiullo**  
Vice President/  
General Manager

- Grow high value-added specialty products
- Strengthen cost position through Six Sigma

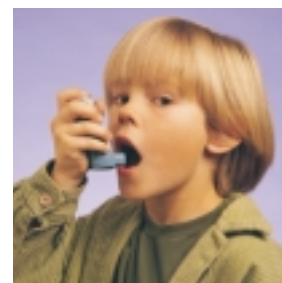
- World leadership in fluorine-based chemicals
- Strong manufacturing and global market presence
- Technology leadership in both fundamental R&D and technical service

**DuPont™  
Krytox®**  
lubricants



**DuPont™  
Ti-Pure®**  
titanium dioxide

**DuPont™  
Teflon®**  
fabric protector

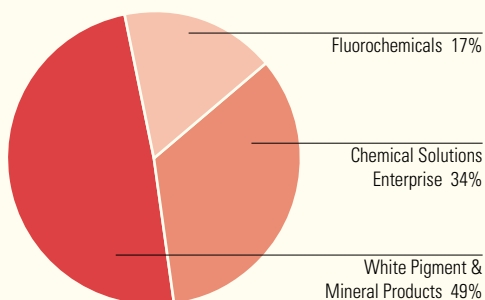


**DuPont™  
Dymel®**  
aerosol propellants

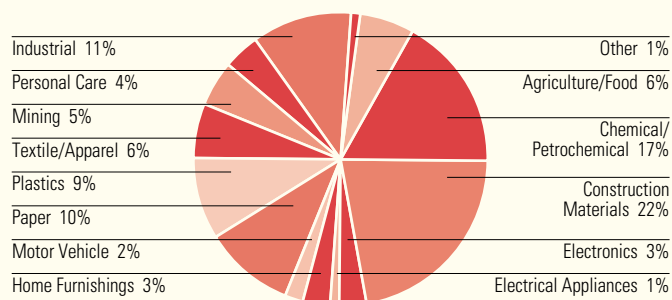
**DuPont™  
Suva®**  
refrigerants



#### 2000 Business Unit Total Sales



#### 2000 Segment Sales by Major Industry



#### Overview (dollars in millions)

	2000	1999	1998
Total Segment Sales	3,907	3,660	3,659
Intersegment Transfers	262	237	228
After-Tax Operating Income—Underlying	715	633	578
After-Tax Operating Income—Reported	714	634	574
Depreciation and Amortization	185	190	232
Equity in Earnings of Affiliates	3	2	(3)
Provision for Income Taxes	342	317	335
Segment Net Assets	1,693	1,814	1,737
Affiliate Net Assets	44	63	62
Expenditures for Long-Lived Assets	166	144	189

Principal Products	Major Markets	Major Plants	Major Raw Materials	Significant Competitors
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## DuPont White Pigment & Mineral Products [www.dupont.com/tipure](http://www.dupont.com/tipure) [www.dupont.com/tipure/starblast](http://www.dupont.com/tipure/starblast)

Ferric chloride	Coatings	Edge Moor, DE	Chlorine	Ishihara
Starblast® abrasives	Paper	Starke, FL	Coke	Kemira Oy
Ti-Pure® titanium dioxide	Plastics	DeLisle, MS	Ilmenite	Kerr-McGee
Zircon	Sandblasting	New Johnsonville, TN	Rutile	Kronos (NL Industries)
		Uberaba, Brazil		Millennium Inorganic Chemicals
		Altamira, Mexico		Toxide (Huntsmen)
		Kuan Yin, Taiwan		

## DuPont Chemical Solutions Enterprise

**Specialty & Performance Chemicals** [www.chemoswed.com](http://www.chemoswed.com) [www.dupont.com/fluoroguard](http://www.dupont.com/fluoroguard) [www.dupont.com/glycolicacid](http://www.dupont.com/glycolicacid)  
[www.idiclo2.com](http://www.idiclo2.com) [www.dupont.com/lubricants](http://www.dupont.com/lubricants) [www.dupont.com/oxone](http://www.dupont.com/oxone)  
[www.dupont.com/releasesystems](http://www.dupont.com/releasesystems) [www.dupont.com/tyzor](http://www.dupont.com/tyzor) [www.dupont.com/vazo](http://www.dupont.com/vazo)

Anthium® chlorine dioxide solutions	Automotive	Deepwater, NJ	Acrylic esters	Akzo
Fasloc® anchorage systems	Chemical intermediates	North Kingstown, RI	Ammonia	Asahi Glass
Fine and custom chemicals	Textile	Memphis, TN	Caustic	Ausimont
5-Sulfoisophthalic acid derivatives		Belle, WV	Formalin	Clariant
Fluoroguard® polymer additive		Martinsburg, WV	Hexafluoropropyleneoxide	Daikin
Glycolic acid		Malmö, Sweden	Hydrogen cyanide	Eastman
Krytox® lubricants			Iodine	Elf Atochem
Oxone® monopersulfate			Isophthalic acid	ICI
Permacote® mold release agents			Ketones	Nippon Hydrazine
Teflon® soil, rain and stain protectors			Methanol	3M
Tyzor® organic titanates			Oleum	
Vazo® initiators			Polyester resins	
Zonyl® fluorochemical intermediates and surfactants			Tetrafluoroethylene	
			Titanium tetrachloride	

**Industrial Chemicals** [www.dupont.com/dms](http://www.dupont.com/dms) [www.dupont.com/sodium](http://www.dupont.com/sodium) [www.dupont.com/specintermediates](http://www.dupont.com/specintermediates)  
[www.dupont.com/sulfurproducts](http://www.dupont.com/sulfurproducts)

Acrylonitrile	Mining	Wurtland, KY	Ammonia	Air Products
Ammonia	Polymer intermediates	Burnside, LA	Benzene	BASF
Aniline	Textile	LaPlace, LA	Caustic	Bayer
Aramid intermediates		Deepwater, NJ	Chlorine	BP
Dimethyl sulfate		Niagara Falls, NY	Hydrogen	Chem First
Hydrogen cyanide		Fort Hill, OH	Isophthalic acid	Cytec
Methylamines/ Methylamides		Memphis, TN	Methane	Degussa
Ortho phthaloyl chlorides		Beaumont, TX	Methanol	FMC
Phenylenediamines		James River, VA	Natural gas	General Chemical
Sodium cyanide		Belle, WV	Nitric acid	Metaux
Sodium/Lithium			Oleum	Olin
Sulfur products			Sodium chloride	Rhodia
			Sulfur	

## Principal Products

## Major Markets

## Major Plants

## Major Raw Materials

## Significant Competitors

**DuPont Fluorochemicals**

[www.dupont.com/dymel](http://www.dupont.com/dymel)  
[www.dupont.com/zyron](http://www.dupont.com/zyron)

[www.dupont.com/fire](http://www.dupont.com/fire)

[www.dupont.com/suva](http://www.dupont.com/suva)

[www.dupont.com/vertrel](http://www.dupont.com/vertrel)

Dymel® aerosol propellants  
 Fire extinguishants  
 Formacel® blowing agents  
 HCFC 22 refrigerants  
 Suva® refrigerants  
 Vertrel® cleaning agents  
 Zyron® electronic gases

Aerosol packaging  
 Electronics  
 Foams  
 Precision cleaning  
 Refrigeration

Louisville, KY  
 Deepwater, NJ  
 Corpus Christi, TX  
 Belle, WV  
 Maitland, Canada  
 Chiba, Japan  
 Shimizu, Japan  
 Dordrecht,  
 The Netherlands  
 Humberside,  
 United Kingdom

Acetylene  
 Chloroform  
 Hydrofluoric acid  
 Methanol  
 Perchloroethylene

Asahi Glass  
 Atofina Chemicals  
 Ausimont  
 Daikin  
 Great Lakes  
 Honeywell  
 Rhone-Poulenc  
 Solvay  
 3M

**Acquisitions and Joint Ventures**

International Dioxide Inc. (IDI) — Rhode Island (2000 – acquisition) specialty chlorine dioxide  
 TRA (The Release Answer) — Ohio (1999 – acquisition) mold release systems  
 Noranda-DuPont Limited — (1998 – joint venture) sulfuric acid marketing and distribution  
 DuPont-Ticor Limited — Australia (1996 – joint venture) sodium cyanide  
 Malmö, Sweden (1996 – acquisition) pharmaceutical intermediates  
 AUGment Technologies (1995 – joint venture) advanced mining technologies  
 Hüls — Germany (1995 – acquisition) organic titanates and zirconates

**Divestitures and Shutdowns**

Anhydrous hydrogen fluoride joint venture with  
 Quimica Fluor (2000)  
 Ludox® colloidal silica — East Chicago, IN (2000)  
 Zelec® electroconductive powders (2000)  
 Fluorochemicals — Barra Mansa, Brazil (1999)  
 Fluorspar — Brazil (1999)  
 Industrial diamonds — Repauno, NJ (1999)  
 Organosilanes — Deepwater, NJ (1999)  
 Fiber finishes — Deepwater, NJ (1998)  
 Sodium nitrite — Repauno, NJ (1998)

Ti-Pure® titanium dioxide — Antioch, CA (1998)  
 Hydrogen peroxide — Tennessee, Canada, New Zealand (1997 and 1998)  
 DuPont Safer Systems — U.S. (1997)  
 EcoChem biodegradable polymers (1997)  
 Explosives — Mexico (1997)  
 Renewable resources joint ventures with ConAgra (1997)  
 Safety and environmental services — Deepwater, NJ (1997)  
 Detaclad explosion bonded metals — Coatesville, PA (1996)  
 Aromatic intermediates — Deepwater, NJ (1995)  
 Butanediol (BDO) — Japan (1995)

## Businesses

## Strategies

## Competitive Strengths



**William F. Kirk**  
Group Vice President

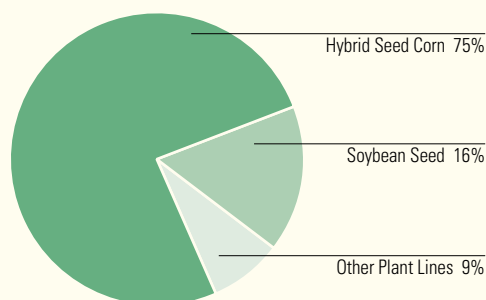
### Pioneer Hi-Bred International Inc.



**Richard L. McConnell**  
President & CEO

- Deliver increased yield in all crops through new hybrids and varieties
- Increase the value of grain through plant genetics
- Lead in genetic research and discovery in all major products
- Continue close working relationship and interface with farmer/customer
- Capture value from increased productivity delivered through new products
- Capitalize on cross-business-unit growth opportunities
- Strong discovery and product development capabilities based on chemical, biological and genetic sciences
- High brand recognition and positive image
- Strong farmer/customer relationships and interface
- Marketplace knowledge and technical product knowledge
- State-of-the-industry production system
- Proprietary core germplasm base

### 2000 Segment Sales by Major Seed Type



### Overview\* (dollars in millions)

	2000	1999	1998
Total Segment Sales	1,938	427	369
Intersegment Transfers	—	—	—
After-Tax Operating Income—Underlying	106	(100)	5
After-Tax Operating Income—Reported	(195)	(2,313)	5
Depreciation and Amortization	335	85	—
Equity in Earnings of Affiliates	—	20	8
Provision for Income Taxes	(62)	(56)	6
Segment Net Assets	6,817	7,937	1,008
Affiliate Net Assets	—	—	999
Expenditures for Long-Lived Assets	112	786	—

\* In September 1997, DuPont purchased a 20 percent interest in Pioneer Hi-Bred International, Inc. and on October 1, 1999, acquired the remaining 80 percent interest.



## Principal Products

[www.pioneer.com](http://www.pioneer.com)

Alfalfa seed  
Canola seed  
Corn seed  
Forage additives  
Sorghum seed  
Soybean seed  
Sunflower seed  
Wheat seed

## Major Markets

Farming industry  
Feed industry  
Food industry

## Major Plants

Woodland, CA  
Algona, IA  
Reinbeck, IA  
Princeton, IL  
Tipton, IN  
Constantine, MI  
Jackson, MN  
Laurinburg, NC  
York, NE  
Grand Rapids, OH  
Weslaco, TX  
Salto, Argentina  
Narromine, Australia  
Itumbiara, Brazil  
Chatham, Canada  
Paine, Chile  
Aussonne, France  
Szarvas, Hungary  
Malang, Indonesia  
Sissa, Italy  
Culiacan, Mexico  
Adana, Turkey  
Juru, Zimbabwe

## Major Raw Materials

Genes  
Germplasm  
Parent seed

## Significant Competitors

Aventis  
Dow Agrosciences  
Monsanto  
Syngenta



## Businesses

## Strategies

## Competitive Strengths



**George F. MacCormack**  
Group Vice President

### Polyester Films



**Francine P. Cheeseman Shaw**  
Chairman & CEO  
DuPont Teijin Films

- Drive global growth opportunities for customers from our DuPont Teijin Films joint venture and its industry-leading position in polyester films
  - Integrate the technical strengths of the new venture to deliver world-leading product and process innovation to customers
  - Partner with customers and enhance value through differentiated specialty product offerings
  - Strengthen total business performance through operational excellence and use of the Six Sigma processes
- Global leader in polyester film
  - Strong presence in all major regions of the world
  - Unmatched product portfolio to meet needs in all major market segments and leading-edge product development capability
  - Strong brand franchise (Mylar® and Melinex® polyester films) and customer relationships

### DuPont Polyester Fibers, Resins & Intermediates



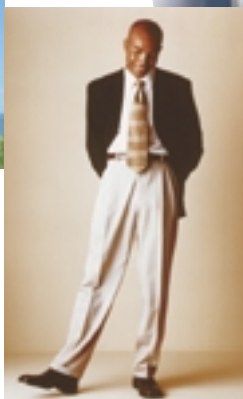
**Craig F. Binetti**  
Vice President/  
General Manager

- Build strong regional alliances to enhance competitive strengths
  - Strengthen fiber brand franchises
  - Drive growth opportunities in new segments with differential value opportunities
  - Drive asset productivity and Six Sigma for operational efficiencies and lowest production costs
  - Build polyester knowledge business including technology development and licensing
  - Build higher value differentiated resins business
  - Commercialize new specialty polyester resin products DuPont™ Biomax® and DuPont™ Crystar®
  - Launch "Edge Packaging Technologies," a solutions-focused initiative in container resins that integrates cross-company knowledge and capabilities
- Diverse product lines and specialty businesses
  - Strong marketing and engineering expertise to meet customer needs
  - Strong technology base to develop new products and reduce cost of manufacture
  - Pipeline of new polyester process and product technologies
  - Consumer brand presence
  - World leader in polyester resin and PTA technology
  - Strong global position in PTA intermediates

**DuPont™  
CoolMax®**  
performance fabrics



**DuPont™  
Micromattique™**  
microfiber polyester



**DuPont™  
Thermolite®**  
insulation

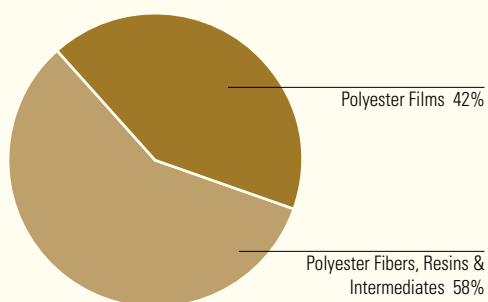


**DuPont  
Teijin Films™ Mylar®**  
polyester film

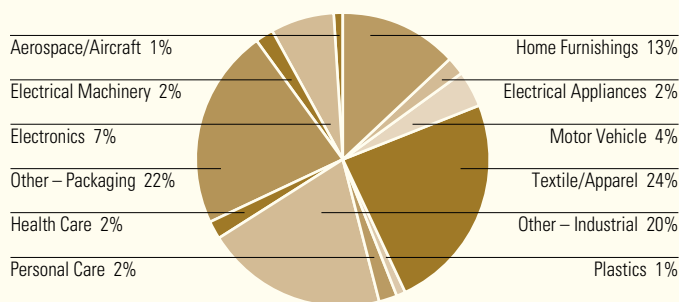


**DuPont™  
Comforel®**  
sleep products

**2000 Business Unit Total Sales**



**2000 Segment Sales by Major Industry**



**Overview** (dollars in millions)

	2000	1999	1998
Total Segment Sales	2,533	2,649	2,797
Intersegment Transfers	51	187	175
After-Tax Operating Income–Underlying	69	(39)	(7)
After-Tax Operating Income–Reported	73	(119)	(228)
Depreciation and Amortization	132	226	252
Equity in Earnings of Affiliates	23	(13)	(1)
Provision for Income Taxes	30	(40)	(80)
Segment Net Assets	2,752	2,679	3,142
Affiliate Net Assets	1,337	770	174
Expenditures for Long-Lived Assets	43	126	706

## Principal Products

## Major Markets

## Major Plants

## Major Raw Materials

## Significant Competitors

### DuPont Fibers, Resins & Intermediates

#### Fibers [www.dupont.com/polyester/dacronhome.html](http://www.dupont.com/polyester/dacronhome.html)

Polyester fibers for fabrics and filling uses including Dacron®, Micromattique™, Thermax®, Hollofill®, Supriva®, CoolMax® and Thermolite®, Comforel® and Quallofil® for insulated apparel, sleeping bags and sleep products including pillows, comforters and mattress pads	Apparel Home furnishings Sporting goods	Kinston, NC Wilmington, NC Charleston, SC Suzhou, China Uentrop, Germany Monterrey, Mexico Pontypool, United Kingdom	Dimethyl terephthalate (DMT) Ethylene glycol Terephthalic acid	BASF Cookson Fiber Formosa/Nan Ya Hankook Honeywell KoSa Rhône-Poulenc/SNIA Texmaco Tongkook Tong Yang Toray Tuntex Wellman
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#### Resins & Intermediates [www.dupont.com/polyester/resins](http://www.dupont.com/polyester/resins)

Biomax® hydro/bio-degradable polyester resin Crystar® specialty resin Dimethyl terephthalate (DMT) Kalidar™ PEN resin Melinar® PET resin	Communications Food and beverage Packaging	Fayetteville, NC Old Hickory, TN Kuan Yin, Taiwan Wilton, United Kingdom	DMT DMT/PTA Ethylene glycol Methanol Paraxylene 2,6NDC	Eastman Chemical KoSa Nan Ya Shell Wellman
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## Principal Products

## Major Markets

## Major Plants

## Major Raw Materials

## Significant Competitors

**DuPont Teijin Films** [www.dupontteijinfilms.com](http://www.dupontteijinfilms.com)

Cronar® polyester photographic film base	Advertising and publishing	Fayetteville, NC	DMT	Mitsubishi
Kaladex® PEN film	Construction	Circleville, OH	DMT/purified terephthalic acid	SKC
Melinex® polyester film	Electronics	Florence, SC	Ethylene glycol	Toray
Melinex® ECO® polyester film	Medical and healthcare	Old Hickory, TN	2,6NDC	
Mylar® polyester film	Packaging	Hopewell, VA		
Revval® reprocessed, coated film	Photo arts	Martinsville, VA		
Teijin® Teton® PET polyester film	Recording	Richmond, VA		
Teonex® PEN polyester film	Transportation	Foshan, China		
		Ningbo, China		
		Jakarta, Indonesia		
		Gifu, Japan		
		Ibaraki, Japan		
		Sagamihara, Japan		
		Utsunomiya, Japan		
		Luxembourg		
		Rozenburg, The Netherlands		
		Dumfries, United Kingdom		

**Acquisitions and Joint Ventures**

DuPont-Hongji Films Foshan Co. Ltd. — China (2000 – partnership with Ningbo Wuzhou Films Ltd.) polyester film

DuPont SA — Greater Europe (2000 – joint venture) polyester fibers, resins and intermediates

DuPont-Unifi — North Carolina (2000 – manufacturing alliance) polyester filament yarn

DuPont Teijin Films — (1999 – joint venture) PEN and PET polyester films

DuPont-Akra Polyester — Americas (1999 – joint venture) polyester staple

ICI polyester films business — (1998 – acquisition) Melinex® and Kaladex® brand films

ICI polyester resins and intermediates — (1997 – acquisition)

Remo, Inc. — United States (1997) acquired minority interest

DuPont Hongji Films Foshan Co., Ltd — China (1995 – joint venture) Mylar® polyester film

DuPont Suzhou Polyester Co., Ltd. — China (1995 – joint venture) polyester fiber chip and filament yarn

**Divestitures and Shutdowns**

Chromium dioxide — Newport, Delaware (1999)

Dacron® FDY polyester filament — North Carolina (1999)

NuPet® recycled resin — Arden, North Carolina (1999)

Dacron® and other polyester fibers — South Carolina and Australia (1998)

Polyester regeneration facility — North Carolina (1998)

## Businesses

## Strategies

## Competitive Strengths

### DuPont Technologies



**John C. Hodgson**  
Group Vice President/  
General Manager

### DuPont Displays Technologies



**Chester D. Pribonic**  
Vice President/  
General Manager

### DuPont Electronic Technologies



**David B. Miller**  
Vice President/  
General Manager

- Accelerate new product innovation and introductions
- Expand penetration in the Asia Pacific markets
- Drive productivity using Six Sigma
- Enter new markets that leverage core technology
- Strengthen critical competencies through alliances, joint ventures and acquisitions
- Drive "small company" culture

- Global market branding and access
- Technology leadership and innovation, backed by strong patent position
- Custom product development and broad-based customer solutions through technology and systems integration
- Global manufacturing base

### DuPont Packaging & Industrial Polymers



**Terry Caloghiris**  
Vice President/  
General Manager

- Extend reach into related product/market segments
- Expand presence in emerging economies
- Further strengthen brands
- Expand offering through new technology advances

- Strong technology base
- World-scale, cost-effective fully integrated facilities
- Market/application development capabilities
- Strong branded products; global market leadership

### DuPont Fluoropolymers



**Richard J. Angiullo**  
Vice President/  
General Manager

- Develop new markets and applications to create new industry growth
- Strengthen alliances with end users
- Commercialize new process technology
- Grow high value-added specialty products
- Drive productivity, quality and asset flexibility through Six Sigma

- World leadership in fluorine-based polymers
- Strong manufacturing and global market presence
- Technology leadership in both fundamental R&D and technical service
- Highly recognized and valued global brands

### DuPont Surfaces



**Harry Parker**  
Vice President/  
General Manager

- Advance the market franchise with channel alignments
- Target new market segments and applications
- Reduce installed cost of manufacturing
- Expand and tailor the offering

- Leading brand awareness position
- Proprietary technology
- Superior quality products
- Integrated manufacturing advantage



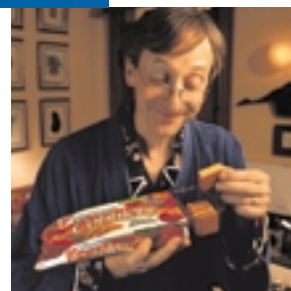
**DuPont™  
Surlyn® Reflection Series™**



**DuPont™  
SilverStone®**  
kitchen tools



**DuPont™  
Teflon®**  
fluoropolymers



**DuPont™  
Surlyn®**  
packaging resin



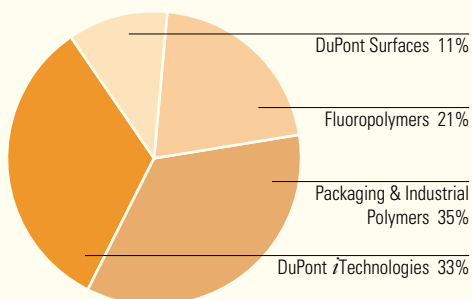
**DuPont  
Holographics**

**DuPont™  
Corian®**  
solid surfaces

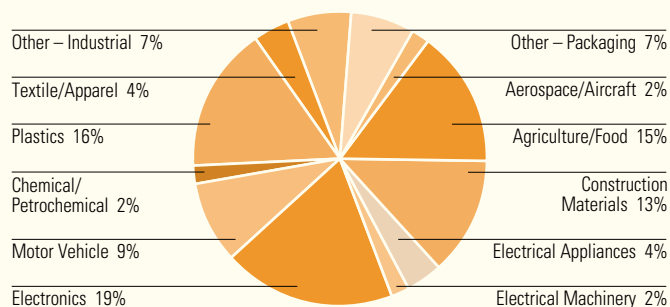


**DuPont™  
SentryGlas® Plus**  
ionoplast interlayer

**2000 Business Unit Total Sales**



**2000 Segment Sales by Major Industry**



**Overview** (dollars in millions)

	2000	1999	1998
Total Segment Sales	4,508	4,255	4,040
Intersegment Transfers	196	152	155
After-Tax Operating Income—Underlying	713	666	606
After-Tax Operating Income—Reported	713	668	596
Depreciation and Amortization	175	172	165
Equity in Earnings of Affiliates	41	27	12
Provision for Income Taxes	391	365	356
Segment Net Assets	2,374	2,330	2,167
Affiliate Net Assets	266	248	237
Expenditures for Long-Lived Assets	243	270	264

Principal Products	Major Markets	Major Plants	Major Raw Materials	Significant Competitors
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**DuPont Technologies** [www.dupont.com/duponttechnologies](http://www.dupont.com/duponttechnologies)

Cromalin®, Dylux® and WaterProof® proofing systems	Circuitry	Santa Barbara, CA	Hexafluoropropylene	Agfa
Cyrel® flexographic printing plates	Electronic insulation	Research Triangle Park, NC	Oxydianiline	Asahi Chemical
Fodel® thick film photo printable compositions	Electronics	Parlin, NJ	Photopolymers	BASF
Green Tape™ low temperature co-fired ceramic	Printing	Circleville, OH	Polyester film	Cabot
Holographic optical elements and security & authentication holograms		Towanda, PA	Polyimide coatings	Daikin
Kapton® polyimide film		Bayport, TX	Polyimide film	Fuji
Mazin® colloidal silica slurry		Logan, UT	Precious metals	Honeywell
Microcircuit materials		Manati, PR	Pyromellitic dianhydride	Imation
Oasis™ composite film		Paulinia, Brazil	Quartz glass	Kaneka Fuchi
Pyralin® polyimide coatings		Dongguan, China	Tetrafluoroethylene	MacDermid
Pyrалux® flexible laminates		Shenzhen, China		Rohm & Haas
Rexon® flexible laminates		Neu Isenburg, Germany		Shoei
Riston® photoresists		Luxembourg		
Syton® colloidal silica slurry		Mizushima, Japan		
		Tokai, Japan		
		Utsunomiya, Japan		
		Ichon, Korea		
		Hsinchu, Taiwan		
		Taipei, Taiwan		
		Bristol, United Kingdom		
		Ruabon, United Kingdom		

**DuPont Packaging & Industrial Polymers** [www.dupont.com/industrial-polymers](http://www.dupont.com/industrial-polymers) [www.dupont.com/packaging](http://www.dupont.com/packaging)  
[www.dupont.com/safetyglass](http://www.dupont.com/safetyglass)

Clysar® polyolefin shrink film	Adhesives	Clinton, IA	Acetic acid	Air Products
Elvanol® polyvinyl alcohol resins	Automotive	Fayetteville, NC	Acrylic acid	Dow
Ethylene copolymers:	Construction	LaPorte, TX	Butyraldehyde	Elf Atochem
Bynel® coextrudable adhesive	Leisure/sporting goods	Orange, TX	Ethylene	Equistar
Elvaloy® polymer modifiers	Packaging	Victoria, TX	Methacrylic acid	Exxon
Elvax® ethylene vinyl acetate resins	Textiles	Parkersburg, WV	Polyethylene	HT Troplast
Nucrel® acid copolymer resins	Wire and cable	Sarnia, Canada	Polypropylene	Kuraray
Surlyn® resins		LeTrait, France		Reynolds
Vamac® ethylene acrylic elastomer		Uentrop, Germany		Sealed Air
Glass laminating products:		Chiba, Japan		Sekisui
Butacite® polyvinyl butyral interlayer		Otake, Japan		Solutia
SentryGlas® intrusion resistant composite		Ulsan, South Korea		
SentryGlas® Plus security interlayer		Dordrecht, The Netherlands		

## Principal Products

## Major Markets

## Major Plants

## Major Raw Materials

## Significant Competitors

**DuPont Fluoropolymers**[www.dupont.com/silverstone](http://www.dupont.com/silverstone)[www.dupont.com/tedlar](http://www.dupont.com/tedlar)[www.dupont.com/teflon](http://www.dupont.com/teflon)

Nafion® ion exchange membranes  
 Tedlar® PVF film  
 Teflon® fluoropolymer  
 Teflon®, SilverStone® and Autograph® nonstick coatings for cookware  
 Teflon® for industrial coating applications  
 Teflon® films  
 Tefzel® fluoropolymer

Aerospace  
 Automotive  
 Chemical handling and processing  
 Data communications  
 Housewares  
 Semiconductor manufacture

Parlin, NJ  
 Buffalo, NY  
 Fayetteville, NC  
 Circleville, OH  
 Parkersburg, WV  
 Mechelen, Belgium  
 Shenzhen, China  
 Shimizu, Japan  
 Dordrecht, The Netherlands

Fluoropolymer dispersions  
 HCFC 22  
 hydrochlorofluorocarbon  
 Vinyl fluoride

Akzo Nobel  
 Asahi Chemical  
 Asahi Glass  
 Ausimont  
 Daikin  
 Dyneon  
 Whitford Worldwide

**DuPont Surfaces**[www.dupont.com/corlan](http://www.dupont.com/corlan)[www.dupont.com/zodiaq](http://www.dupont.com/zodiaq)

Corian® solid surfaces  
 IntegriS<sup>SM</sup> solutions  
 Zodiaq® quartz surfaces

Consumer goods  
 Education  
 Food service  
 Home and architectural interiors  
 Lodging  
 Medical and healthcare  
 Retail fixtures

Buffalo, NY  
 Toyama, Japan  
 Anyang, Korea  
 Thetford Mines, Canada

Alumina trihydrate  
 Methyl methacrylate  
 Quartz

Formica  
 Granite  
 International Paper  
 Premark

**Acquisitions and Joint Ventures**

DuPont Air Products Nano Materials L.L.C. — (2000 – joint venture) colloidal silica-based slurries

Specialty Polymers — Antwerp, Belgium (2000 – joint venture with Borealis) ethylene copolymers manufacturing

Uniax Corporation — California (2000 – acquisition) start-up company focused on polymer-OLED (organic light-emitting diode) display devices

Krystal Holographics — Utah (1999 – acquisition) holographic optical elements and holograms

Wirex Corp. — Hsinchu, Taiwan (1999 – 51% controlling interest) flexible laminant

Granirex Inc. — Canada (1998 – acquisition) Corian® ingredients

Hitachi Chemical DuPont MicroSystems L.L.C. — (1997 – joint venture) liquid polyimide

Mitsubishi Rayon Co. — Japan (1996 – joint venture) Riston® dry film photoresists

## Businesses

## Strategies

## Competitive Strengths

### DuPont™ Lycra®



**Steven R. McCracken**  
Group Vice President/  
General Manager

- Broaden market base
- Increase perceived value
- Leverage global resources
- Reduce total system cost

- Strong brand recognition and influence
- Global scale, reach and experience
- Advantageous ingredient position
- Product/manufacturing/technical capability to deliver diverse solutions to meet customer needs
- Multifiber linkage

### DuPont Nonwovens



**Keith R. McLoughlin**  
Vice President/  
General Manager

- Build and grow "market franchises"
- Expand technology base to commercialize new offerings
- Drive operational excellence

- Globally positioned, high-technology, modern manufacturing facilities
- Proprietary technology
- Brand equity

### DuPont Advanced Fiber Systems

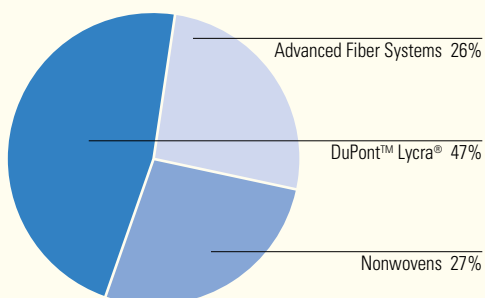


**Diane H. Gulyas**  
Vice President/  
General Manager

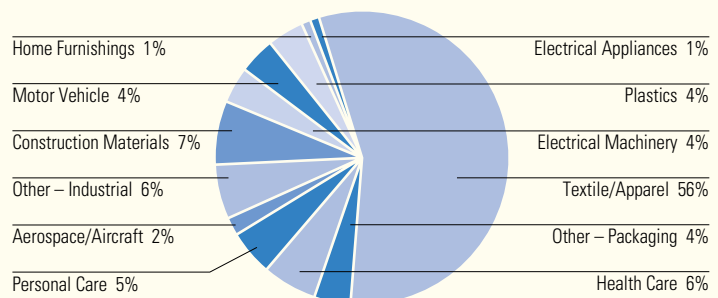
- Drive expansion of aramid-based offerings into new market segments
- Capitalize on brand equity
- Build additional alliances for growth
- Drive Six Sigma productivity programs

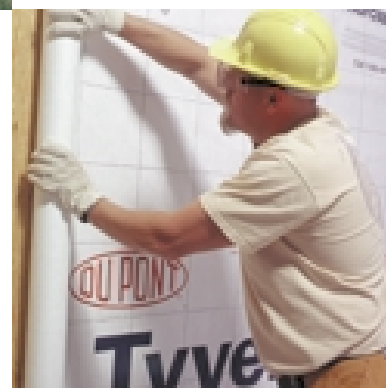
- Strong brand positions
- Low-cost, vertically integrated manufacturing
- Global presence and scale
- Superior technology
- Cost-effective, market-driven solutions to meet customer needs

2000 Business Unit Total Sales



2000 Segment Sales by Major Industry





#### Overview (dollars in millions)

	2000	1999	1998
Total Segment Sales	3,452	3,448	3,296
Intersegment Transfers	73	80	86
After-Tax Operating Income—Underlying	690	731	662
After-Tax Operating Income—Reported	690	732	659
Depreciation and Amortization	227	229	230
Equity in Earnings of Affiliates	28	28	25
Provision for Income Taxes	325	361	363
Segment Net Assets	2,669	2,735	2,574
Affiliate Net Assets	176	135	134
Expenditures for Long-Lived Assets	233	251	361

# SPECIALTY FIBERS

Principal Products	Major Markets	Major Plants	Major Raw Materials	Significant Competitors
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## DuPont™ Lycra® [www.dupont.com/lycra](http://www.dupont.com/lycra)

Lycra® brand elastane	Activewear Footwear Intimate apparel Legwear Ready to wear Swimwear	Waynesboro, VA Mercedes, Argentina Paulinia, Brazil Maitland, Canada Shanghai, China Shiga, Japan Monterrey, Mexico Dordrecht, The Netherlands Kerkraade, The Netherlands Singapore Maydown, United Kingdom	Terathane® polytetramethylene ether glycol (PTMEG)	Asahi Chemical BASF Bayer Globe Manufacturing Hyosung Tae Kwang Tongkook Toyobo
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## Lycra® Intermediates [www.dupont.com/terathane](http://www.dupont.com/terathane)

Butanediol Terathane® polytetramethylene ether glycol (PTMEG) Tetrahydrofuran (THF)	Coatings and sealants Consumer goods Sporting goods	Niagara Falls, NY LaPorte, TX Dordrecht, The Netherlands Asturias, Spain	Acetylene Butanediol Methanol N-Butane Tetrahydrofuran	Arco Chemical BASF BASF-Idemitsu GAF-Hüls Great Lakes Hodogaya ISP Mitsubishi Chemical Shinwha Tonen
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## DuPont Nonwovens [www.dupont.com/nylon/stapleandtow/](http://www.dupont.com/nylon/stapleandtow/)

Cambrelle® textiles Sontara® spunlaced products Tyvek® brand protective material Typar® high-strength spunbonded products	Absorbents Carpeting Construction Envelopes/Packaging Footwear Graphics Home furnishings Medical and healthcare Protective apparel	Old Hickory, TN Richmond, VA Shenzhen, China Utsunomiya, Japan Luxembourg Asturias, Spain Workington, United Kingdom	Polyester Polyethylene Polypropylene Wood pulp	BBA JWS Kimberly Clark PGI
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## DuPont Advanced Fiber Systems [www.dupont.com/afs](http://www.dupont.com/afs)

Kevlar® brand fiber Nomex® brand fiber and paper Teflon® brand fiber	Aerospace and aircraft Automotive Electrical equipment Electronics Military/Law enforcement Protective apparel Telecommunications	Richmond, VA Osaka, Japan Tokai, Japan Asturias, Spain Maydown, United Kingdom	Isophthaloyl chloride Metaphenylenediamine Paraphenylenediamine Polytetrafluoroethylene Terephthaloyl chloride	Acordis Amoco BASF Hoechst/Celanese Honeywell Kuraray Lenzing Rhodia Teijin W. L. Gore
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### Acquisitions and Joint Ventures

DuPont-Dayuan Nonwovens Fabric Co. Ltd. — China (1998 – joint venture) rayon and polyester-based spunlaced products  
 DuPont-Teijin Advanced Fibers — Japan (1996 – joint venture) Nomex® fibers  
 DuPont-Asahi FlashSpun Products Co. Ltd. — Japan (1995 – joint venture) Tyvek® brand roll goods and finished products  
 DuPont Fibers (China) Ltd. — China (1995 – joint venture) Lycra® brand elastane yarn for Chinese market



## Businesses

## Strategies

## Competitive Strengths

## Growth Initiatives

**Ellen J. Kullman**

Group Vice President/General Manager  
DuPont Bio-Based Materials  
DuPont Safety Resources  
Corporate New Business Development  
Intellectual Assets Business

This segment contains several growth initiatives such as DuPont Bio-Based Materials, DuPont Safety Resources, Corporate New Business Development and the Intellectual Assets Business, as well as DuPont Global Services Business and holdings from several of the company's divested businesses.

The DuPont Global Services Business unit offers corporate services and business process expertise through multifunctional teams that service the company and outside customers. Services range from engineering and transportation to marketing and staff functions.

In 2000 this segment represented less than 2 percent of total company sales.

**DuPont Bio-Based Materials**

- Build on DuPont science and materials expertise by integrating biology into the development and production of novel materials with superior functionalities that offer significant growth potential

- Extensive expertise in microbial biology, genetics, plant biology and materials development

**DuPont Safety Resources**

- Commercially leverage DuPont safety expertise through integrated consulting partnerships and risk management offerings

- World-leading expertise in safety risk management

**Corporate New Business Development**

- Identify, explore and enter new market spaces with novel technologies or concepts that create new solutions with significant market potential

- Variety of knowledge platforms and routes-to-market can be leveraged for cost-effective exploration

**Intellectual Assets Business**

- Accelerate and optimize DuPont intellectual property value extraction through licensing and technology transfers

- Expertise in intellectual property management combined with supporting portfolio of intellectual assets

**Divestitures and Shutdowns**

DuPont DePuy Orthopedics (1998)

DuPont Lanxide Co. (1998)

Hardcore DuPont Composites (1998)

DuPont Photomasks, Inc. (1996 – partial IPO) photomasks for semiconductors

Industrial imaging (nondestructive testing for architectural and engineering applications) (1995)

# MAJOR GLOBAL SITES AND PRINCIPAL PRODUCTS (includes joint ventures and major affiliates)

## NORTH AMERICA

<b>Canada</b>	
Ajax	Automotive finishes
Chatham	Agricultural seed
Kingston	Nylon fibers and high-tenacity yarns; nylon polymer; Zytel® and Minlon® nylon resins; tire cord fabrics
Maitland	Nylon intermediates, specialties and polymer; Suva® refrigerants; Zytel® and Minlon® nylon resins; Lycra® elastane
Thetford Mines	Zodiaq® quartz surfaces
Sarnia	Ethylene copolymers
<b>Mexico</b>	
Altamira	Ti-Pure® titanium dioxide
Culiacan	Agricultural seed
Lerma	Crop protection
Monterrey	Lycra® elastane; Dacron® polyester polymer and fibers; nylon yarns
Salamanca	Nylon polymer
Tlalnepantla	Automotive finishes; engineering polymers

## SOUTH AMERICA

<b>Argentina</b>	
Berazategui	Zytel® and Minlon® nylon resins; nylon high-tenacity yarns; tire cord fabrics
Mercedes	Lycra® elastane and nylon yarns
Salto	Agricultural seed
<b>Brazil</b>	
Americana	Nylon yarns
Camacari	Nylon high-tenacity yarns and polymer; tire cord fabrics
Itumbiara	Agricultural seed
Nordeste	Zytel® nylon resin
Paulinia	Lycra® elastane; Riston® photoresists
Sao Paulo	Automotive finishes
Uberaba	Ti-Pure® titanium dioxide
<b>Chile</b>	
Paine	Agricultural seed
<b>Venezuela</b>	
Valencia	Automotive finishes

## EUROPE AND MIDDLE EAST

<b>Austria</b>	
Gunttramsdorf	Automotive finishes and industrial coatings
<b>Belgium</b>	
Ieper	Protein isolates
Mechelen	Teflon® and SilverStone® nonstick coatings; automotive finishes; engineering polymers and Tribon composites; Vespel® polyimide parts and shapes
<b>Egypt</b>	
Cairo	Nylon tire cord fabric
<b>France</b>	
Aussonne	Agricultural seed
Cernay	Crop protection
Chalampé	Nylon intermediates, specialties and polymer
Le Mans	Automotive and industrial finishes
Le Trait	Packaging films and systems
Loon-Plage	Crop protection
Montbrison	Powder coatings
<b>Germany</b>	
Cologne	Automotive and industrial finishes
Mühlhausen	Nylon tire cord
Neu Isenburg	Riston® photoresists; Cyrel® flexographic printing plates
Oestringen	Nylon yarns and fibers
Stade	Tyryn® chlorinated polyethylene
Uentrop	Engineering polymers; Butacite® polyvinyl butyral; Dacron® and other polyester fibers; nylon fibers and polymer
Vaihingen	Permatex® industrial coatings
Wuppertal	Automotive and industrial finishes
<b>Hungary</b>	
Szarvas	Agricultural seed
<b>Italy</b>	
Bolzano	Crop protection
Sissa	Agricultural seed
<b>Luxembourg</b>	
	Cronar® polyester photographic film base; Mylar® and Melinex® polyester films; engineering polymers; Tyvek® brand protective material; Typar® high-strength spunbonded products; Kapton® polyimide film
<b>The Netherlands</b>	
Born	Zytel® and Minlon® nylon resins; Rynite® PET polyester resins
Dordrecht	Delrin® acetal resins; Lycra® elastane; Teflon® fluoropolymer; Viton® fluoroelastomer; Terathane® polytetramethylene ether glycol (PTMEG); ethylene copolymers; fluorochemicals
Kerkrade	Lycra® elastane
Landgraaf	Tynex® filaments

<b>The Netherlands (continued)</b>	
Rozenburg	Nylon polymers; Zytel® and Minlon® nylon resins; Mylar® and Melinex® polyester films
<b>Spain</b>	
Asturias	Tetrahydrofuran (THF); Nomex® brand fiber; Sontara® spunlaced products; crop protection
<b>Sweden</b>	
Malmö	Pharmaceutical intermediates; fine and custom chemicals
<b>Switzerland</b>	
Meyrin	Research laboratories
<b>Turkey</b>	
Adana	Agricultural seed
Izmit	Nylon high-tenacity yarns and tire cord fabrics
<b>United Kingdom</b>	
Bristol	Microcircuit materials
Dumfries	Mylar®, Melinex® and Kaladex® PEN polyester films
Gloucester	Nylon yarns and high-tenacity nylon yarns
Humberside	Dymel® aerosol propellants
Maydown, Londonderry	Lycra® elastane; Kevlar® brand fiber
Peterborough	Soy-based consumer food products
Pontypool	Dacron® and other polyester fibers
Ruabon	Syton® and Mazin® colloidal silica slurries
Wilton	Nylon intermediates, specialties and polymer; Melinar® PET resin
Workington	Cambrelle® textiles
<b>AFRICA</b>	
<b>Zimbabwe</b>	
Juru	Agricultural seed
<b>ASIA PACIFIC</b>	
<b>Australia</b>	
Girraween	Crop protection
Narromine	Agricultural seed
<b>China</b>	
Dongguan	Microcircuit materials
Foshan	Mylar® and Melinex® polyester films
Ningbo	Polyester films
Qingdao	Nylon high-tenacity yarns and tire cord fabrics
Shanghai	Crop protection; Lycra® elastane
Shenzhen	Riston® photoresists; engineering polymers; Sontara® spunlaced products; Tyvek® brand protective material; Teflon® and SilverStone® nonstick coatings
Suzhou	Dacron® and other polyester fibers
<b>India</b>	
Madurai	Tynex® filaments
Savli	Engineering polymers; crop protection
<b>Indonesia</b>	
Citeureup	Nylon high-tenacity yarns and tire cord fabrics
Jakarta	Polyester films
Malang	Agricultural seed
Surabaya	Crop protection
<b>Japan</b>	
Chiba	Suva® refrigerants; ethylene copolymers
Ibaraki	Mylar® and Melinex® polyester films
Kawasaki	Neoprene synthetic rubber; Viton® fluoroelastomer
Mihara	Nylon yarns
Mizushima	Kapton® polyimide film
Osaka	Nomex® brand paper
Otake	Ethylene copolymers
Sagimihara	Polyester films
Shiga	Lycra® elastane
Shimizu	Teflon® fluoropolymer; fluorochemicals
Tokai	Kapton® polyimide film; Kevlar® brand fiber
Toyama	Corian® solid surfaces
Utsunomiya	Engineering polymers and Tribon composites; microcircuit materials; Riston® photoresists; Vespel® polyimide parts and shapes; Tyvek® brand protective material; polyester films
<b>Philippines</b>	
Cabuyao	Crop protection
<b>Republic of Korea</b>	
Anyang	Corian® solid surfaces
Ichon	Riston® photoresists
Ulsan	Butacite® polyvinyl butyral; engineering polymers
<b>Singapore</b>	
	Zytel® and Minlon® nylon resins; nylon intermediates, specialties, and polymer; Delrin® acetal resins; Lycra® elastane
<b>Taiwan</b>	
Hsinchu	Rexon® flexible laminates
Kuan Yin	Ti-Pure® titanium dioxide; nylon yarns; purified terephthalic acid (PTA)
Lung Tan	Crop protection
Taipei	Microcircuit materials
<b>Thailand</b>	
Bangpoo	Crop protection

# MAJOR UNITED STATES SITES AND PRINCIPAL PRODUCTS (includes joint ventures and major affiliates)

<b>Alabama</b>	
Mobile	Crop protection
<b>California</b>	
San Diego	Pharmaceuticals research lab
Santa Barbara	Polymer-OLED (organic light-emitting diode) display devices
Woodland	Agricultural seed
<b>Delaware</b>	
Edge Moor	Ti-Pure® titanium dioxide; ferric chloride
Newark—Pencader	Vespe® polyimide parts and shapes
Newark—Stine-Haskell Lab	Research
Newark—Tralee Park	Kalrez® perfluoroelastomer parts
Seaford	Nylon yarns, fibers and polymer parts
Wilmington—Chestnut Run	Customer service center
Wilmington—Experimental Station	Research and development
<b>Florida</b>	
Starke	Zircon; Starblast® abrasives
<b>Georgia</b>	
Athens	Nylon yarns and fibers
<b>Illinois</b>	
El Paso	Crop protection
Princeton	Agricultural seed
<b>Indiana</b>	
East Chicago	Ludox® colloidal silica
Tipton	Agricultural seed
<b>Iowa</b>	
Algona	Agricultural seed
Clinton	Packaging films and systems
Des Moines	Specialty grains and production systems
Fort Madison	Automotive finishes; ink jet inks
Reinbeck	Agricultural seed
<b>Kentucky</b>	
Louisville	Neoprene synthetic rubber; fluorochemicals; protein isolates
Wurtland	Sulfur products and specialty acids
<b>Louisiana</b>	
Burnside	Sulfur products and specialty acids
La Place	Neoprene synthetic rubber; aramid intermediates
Plaquemine	Tyrin® chlorinated polyethylene; HDPE; Nordel® EPDM hydrocarbon rubber
<b>Massachusetts</b>	
Billerica	Radiopharmaceuticals and medical imaging agents
<b>Michigan</b>	
Constantine	Agricultural seed
Mount Clemens	Automotive finishes
<b>Minnesota</b>	
Jackson	Agricultural seed
Minneapolis	Soy-based consumer food products
<b>Mississippi</b>	
De Lisle	Ti-Pure® titanium dioxide
<b>Nebraska</b>	
York	Agricultural seed
<b>New Jersey</b>	
Deepwater	Specialty and performance chemicals; fluorochemicals; elastomers; Hytrel® polyester elastomer; industrial chemicals
Parlin	Cyrel® flexographic printing plates; Teflon®, SilverStone® and Autograph® nonstick coatings; Pyralin® polyimide coatings; Cromalin®, Dylux® and WaterProof® proofing systems
<b>New York</b>	
Buffalo	Corian® solid surfaces; Tedlar® PVF film
Garden City	Pharmaceuticals
Niagara Falls	Terathane® polytetramethylene ether glycol (PTMEG); sodium and lithium
Rochester	Ink jet inks
<b>North Carolina</b>	
Fayetteville	Butacite® polyvinyl butyral; Nafion® ion exchange membranes; Melinar® PET and Kalidar™ PEN resins
Kinston	Dacron® and other polyester fibers
Laurel Hill	Nylon tire cord fabric
Laurinburg	Agricultural seed

<b>North Carolina (continued)</b>	
Research Triangle Park	Electronic materials R&D and customer service center; flexible laminates
Whiteville	Nylon tire cord
Wilmington	Dacron® and other polyester fibers; dimethyl terephthalate
<b>Ohio</b>	
Circleville	Vespe® polyimide parts and shapes; Kapton® polyimide film; Mylar® and Melinex® polyester films; Teflon® fluoropolymer films; Tribon composites
Cleveland	Tribon composites
Fort Hill	Sulfur products and specialty acids
Grand Rapids	Agricultural seed
<b>Oklahoma</b>	
Pryor	Protein isolates
<b>Pennsylvania</b>	
Towanda	Riston® photoresists and Pyralux® flexible laminates; Cromalin®, Dylux® and WaterProof® proofing systems; Green Tape® low temperature co-fired ceramic
<b>South Carolina</b>	
Camden	Nylon yarns, fibers and polymer
Charleston	Dacron® and other polyester fibers; Crastin® PBT polyester resins; Hytrel® polyester elastomer
Florence	Mylar® and Melinex® polyester films; Cronar® polyester photographic film base
<b>Tennessee</b>	
Chattanooga	Nylon yarns and polymer; Zytel® and Minlon® nylon resins; Zenite™ LCP liquid crystal polymer resins
Memphis	Hydrogen cyanide and derivatives; protein isolates; Oxone® monopersulfate
New Johnsonville	Ti-Pure® titanium dioxide
Old Hickory	Sontara® spunlaced products; Crystar® specialty resin; dimethyl terephthalate (DMT); Biomax® hydro/biodegradable polyester resin
<b>Texas</b>	
Bayport	Kapton® polyimide film
Beaumont	Acrylonitrile, ammonia and aniline; Nordel® IP hydrocarbon rubber; Hypalon® chlorosulfonated polyethylene
Corpus Christi	Suva® refrigerants; Formacel® blowing agents; Dymel® aerosol propellants
Freeport	Engage® polyolefin elastomer
Houston	Powder coatings
LaPorte	Lycra® intermediates; Elvanol® polyvinyl alcohol resins; crop protection; Terathane® polytetramethylene ether glycol (PTMEG)
Orange	Nylon intermediates, specialties and polymer; ethylene copolymers
Victoria	Nylon intermediates, specialties and polymer; ethylene copolymers
Westlaco	Agricultural seed
<b>Utah</b>	
Logan	Holographic optical elements and security authentication holograms
<b>Virginia</b>	
Front Royal	Automotive finishes
Hopewell	Mylar®, Melinex® and Kaladex® PEN polyester films
James River	Sulfur products and specialty acids
Martinsville	Revval® reprocessed, coated film
Richmond	Mylar® and Melinex® polyester films; Tyvek® brand protective material; Kevlar® brand fiber; Nomex® brand fiber and paper; Teflon® brand fiber; Zytel® and Minlon® nylon resins
Waynesboro	Lycra® elastane and nylon fibers
<b>West Virginia</b>	
Belle	Crop protection; Dymel® aerosol propellants; methylamines/methylamides; dimethyl sulfate; glycolic acid; Vazo® initiators
Martinsburg	Fasloc® anchorage systems
Parkersburg	Teflon® and Tefzel® fluoropolymers; Butacite® polyvinyl butyral; Zytel® and Minlon® nylon resins; Delrin® acetal resins; Rynite® PET and Crastin® PBT polyester resins; Hytrel® polyester elastomer; Zenite™ LCP liquid crystal polymer resins; Tynex® filaments
<b>Puerto Rico</b>	
Manati	Pharmaceuticals; crop protection; microcircuit materials

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