

Specialty Commodity 가 !

가 . Dupont, 가 Monsanto Dow Chemical, Union Carbide, Allied Signal .

Dupont

(1970)

Dupont , , 1903

1 가 .
 1974 Dow ICI ,
 , 80 , 33%, 27% , 55%
 , 가가 45% .

(1980)

Dupont 70 . 가 가가 .

80 136 Dupont 81 9 , 가 2 ,
 2 188 Conoco 78 , 가
 , Conoco . 가

1 Dupont (: 100 , %)

	1979				1983				
	2,667	21	280	24	3,534	10	23	177	11
	670	5	56	5	1,050	3	7	86	5
	4,145	33	347	30	4,772	13	30	364	22
	2,334	19	198	17	2,546	7	16	182	11
	2,834	22	278	24	3,401	10	23	208	13
()	(12,650)	(100)	(1,159)	(100)	(15,303)	(43)	(100)	(1,017)	(62)
	—	—	—	—	1,407	4	—	143	9
	—	—	—	—	1,865	5	—	311	19
	—	—	—	—	16,803	48	—	167	10
()	—	—	—	—	(20,075)	(57)	—	(921)	(38)
	12,650		1,157		35,378			1,638	

가
Dupont

가

가 , Monsanto, Union Carbide Celanese

가 , W.R.Grace 가

가 , Quantum Chemical , Dupont

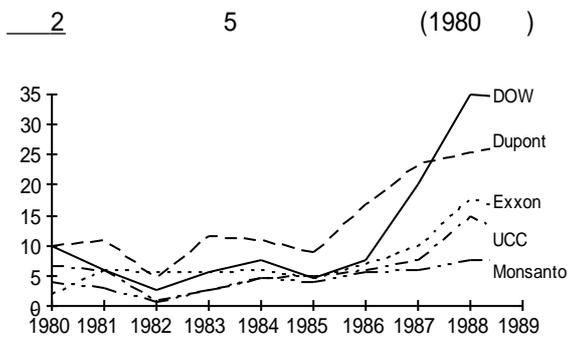
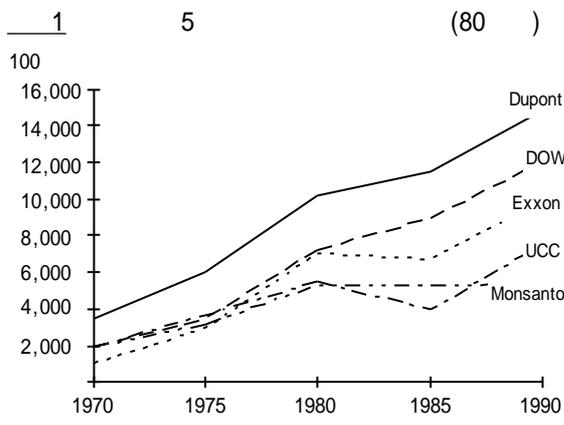
Elf Aquitaine 1 , Elf Aquitaine

Dupont

84 Life Science Center , 86 Electronics R&D Center Richardson

M & A , New England Nuclear() , American Critical() , Shell , Ford , Dow Laboratories() Phillips

1 , 가 Dupont 가 가 가가 , Dupont



Rhone-Poulenc 가 가 , Enimont

가 가 , M & A

ICI 가 Zeneka

Dupont , 80 E.S.Woolard

가 ,

(10%) , 90 1 900
 10 , 91 1700 , ,
 , 92 PBT , ,

91 Consol Energy 34% , Merck
 , Dupont Merck Pharmaceutical
 ICI , 旭化成 ,
 ICI () 千葉 ,
 , Hercules ,
 , Ciba-Geigy 가 三井物産
 Dupont

2 Dupont (: 100 , %)

	3,617	10	17	
	6,074	16	28	
	5,856	15.5	27	가
	16,065	42.5	—	
	6,187	16	28	
	37,799	100.0	100.0	—

Dupont , 가 가 가
 가 가 가
 Dupont 1933 6 1 , ICI Restructure , 6
 23SBU 5 , ,

Dow Chemical

(1970)
 Dow 87 , 2 , 1947
 50%, 20%, 10%, 10%, 10%가
 가 「 가
 Dow International , M & A
 , Dow 가

M & A

가 가 ,

Allied Laboratories, 가,

(1980)
78

M & A 80 50%

M & A Dow 가

3 Dow Chemical (: 100 , %)

		1986		1987		1988		1989	
		2,509	22.6	2,838	3,721	3,844	21.8		
		1,009	9.1	1,216	1,469	1,563	8.9		
		3,518	31.7	4,054	5,190	5,407	30.7		
	가	2,003	18.0	2,791	4,060	3,781	21.5		
		1,605	14.4	1,794	2,059	2,370	13.5		
	가	632	5.7	716	819	843	4.8		
		4,240	38.2	5,301	6,938	6,994	39.8		
		1,066	9.6	1,449	1,502	1,778	10.1		
		770	6.9	819	959	1,023	()5.8		
	가	934	8.4	1,114	1,273	1,418	8.1		
		546	4.9	597	797	966	5.5		
		2,250	20.2	2,530	3,029	3,407	19.3		
		39	0.4	43	23	14	0.1		
		11,113	100.0	13,377	16,682	17,600	100.0		

M & A
Dow
81
Richardson
Merrell
Merrell
Dow
85
Upjohn
89
Merrell Dow

4 Dow Chemical (: 100 , %)

		1990		1991		1992	
		3,378	17.1	2,879	15.3	2,807	14.8
		1,710	8.6	1,643	8.7	1,664	8.8
		5,088	25.7	4,522	24.0	4,471	23.6
	가	3,995	20.2	3,542	18.8	3,332	17.6
		2,512	12.7	2,432	12.9	2,485	13.1
	가	885	4.5	848	4.5	898	4.7
		7,392	37.4	6,822	36.3	6,715	35.4
		2,210	11.2	1,933	10.3	1,734	9.1
		1,497	7.6	1,593	8.5	1,580	8.3
	가	2,622	13.3	2,984	15.9	3,478	18.3
		934	4.7	906	4.8	919	4.8
		5,053	25.6	5,483	29.2	5,977	31.5
		30	0.2	47	0.2	74	0.4
		19,773	100.0	18,807	100.0	18,971	100.0

Merion
Laboratories
Marion
Merrell Dow
(
23
)
Eli Lilly
Dow Flanco(
15)

가

(80 ~ 90)

Dow 89 1.4 () , 가 90% (가 가 100%) GDP

90 가 , M & A , Dow

Dow 2 가

가 Dow

Monsanto

Monsanto Union Carbide
Monsanto

Union Carbide
90 1 Dupont, 6 (2) Dow Chemical , Monsanto 20 (6) , Union Carbide 29 (9) ,

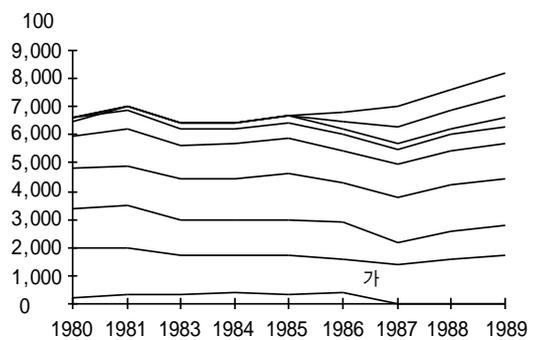
(80)

Monsanto 가 , , Monsanto
Union Carbide , Union Carbide

6 Monsanto () (: %)

	1990	1991	1992
	327	400	245
	297	154	94
Nutra Sweet	183	173	72
	93	170	232
	52	57	62
	40	57	59
	808	475	58

3 Monsanto (1980)



(70)
1901 Mosasnto 70 가

Monsanto
55 Lion Qil

Monsanto

가 (80)
72 P & G J.W.Hanley가 CEO , 「

가 , 가

가
Monsanto가 80 가

88 Hüles 1 3

5 Monsanto

(: 100 , %)

	1990		1991		1992	
Nutra Sweet	1,676	20.8	1,711	21.6	1,676	21.6
	4,035	50.0	3,740	47.1	3,705	47.7
	933	11.6	954	12.0	879	11.3
	1,424	17.6	1,531	19.3	1,503	19.4
	0	0.0	0	0.0	0	0.0
	8,068	100.0	7,936	100.0	7,763	100.0

() Monsanto 1992年 Annual Report

Monsanto
Monsanto

가

80

Monsanto

(90)

, 80 가

. 90

Monsanto

50%

. 80

83%

Monsanto

가

가

가 가

가

70%

Monsanto 80 , 90 가 가
92 R&D 7.3% 가
Monsanto 가
가 92
8800
93 가 가
가 가
Monsanto 가