

Key Data by Business Segment and Region

€ million	1999	1998	1999	1998	1999	1998
Business segments	Health Care		Agriculture		Polymers	
Net sales (external)	8,367	7,028	3,094	2,931	9,307	8,803
- Change in €	19.1%	3.2%	5.6%	3.0%	5.7%	0.6%
- Change in local currencies	15.2%	4.8%	2.5%	5.2%	4.2%	0.7%
Intersegment sales	32	17	58	53	175	219
Other operating income	138	134	110	93	215	234
Operating result before exceptional items	1,095	991	520	563	1,164	1,208
Return on sales before exceptional items	13.1%	14.1%	16.8%	19.2%	12.5%	13.7%
Exceptional items	(247)	32	13	(2)	(244)	(93)
Operating result	848	1,023	533	561	920	1,115
Gross cash flow	1,138	1,058	549	512	1,395	1,310
Capital invested	8,748	7,923	3,486	2,997	12,742	11,029
CFROI	13.7%	15.4%	16.3%	18.1%	11.5%	12.0%
Equity-method income	(8)	0	2	2	0	0
Equity-method investments	25	28	10	10	20	0
Remaining liabilities	1,169	913	383	334	1,205	1,098
Capital expenditures	730	489	217	144	1,117	1,319
Amortization and depreciation	504	326	149	113	706	514
Research and development expenses	1,193	932	370	337	265	251
Number of employees (as of Dec. 31)	42,300	44,100	14,800	14,900	37,200	37,300
Regions	Europe		North America		Latin America	
Net sales (external) - by market	11,097	11,040	7,584	6,692	1,902	1,975
Net sales (external) - by point of origin	12,791	12,592	7,723	6,707	1,612	1,680
- Change in €	1.6%	0.5%	15.1%	2.1%	-4.0%	-0.7%
- Change in local currencies	1.6%	0.4%	11.3%	0.3%	-6.4%	-2.7%
Interregional sales	2,598	2,329	1,081	1,018	46	30
Other operating income	478	410	34	73	38	93
Operating result before exceptional items	2,276	2,347	580	635	136	182
Return on sales before exceptional items	17.8%	18.6%	7.5%	9.5%	8.4%	10.8%
Exceptional items	(239)	(39)	(214)	(114)	(57)	26
Operating result	2,037	2,308	366	521	79	208
Gross cash flow	2,216	2,186	929	892	139	187
Capital invested	16,273	15,033	11,342	9,795	1,301	1,128
CFROI	13.7%	14.4%	8.7%	10.0%	11.3%	16.8%
Equity-method income	(22)	7	(8)	0	0	0
Equity-method investments	645	192	39	30	18	16
Remaining liabilities	1,779	1,768	1,393	1,040	145	151
Capital expenditures	1,475	1,201	916	1,016	87	106
Amortization and depreciation	767	713	669	463	110	56
Research and development expenses	1,264	1,088	610	468	14	17
Number of employees (as of Dec. 31)	70,700	72,400	23,900	24,800	9,300	9,800

1999	1998	1999	1998	1999	1998	1999	1998	1999	1998
Chemicals		Reconciliation		Continuing operations		Discontinuing operations		Bayer Group	
3,704	3,715	722	875	25,194	23,352	2,126	4,710	27,320	28,062
-0.3%	-9.4%			7.9%	-1.0%			-2.6%	-0.2%
-2.1%	-9.1%			5.4%	-0.4%			-4.7%	0.5%
478	531	(743)	(820)						
128	130	111	97	702	688	29	122	731	810
414	514	(372)	(343)	2,821	2,933	1,113	272	3,934	3,205
11.2%	13.8%			11.2%	12.6%			14.4%	11.4%
(44)	(76)	(51)	92	(573)	(47)	(4)	(3)	(577)	(50)
370	438	(423)	(251)	2,248	2,886	1,109	269	3,357	3,155
447	464	(471)	(305)	3,058	3,039	194	355	3,252	3,394
5,845	5,227	775	779	31,596	27,955	401	4,188	31,997	32,143
8.0%	8.3%			10.1%	11.3%			9.8%	10.8%
0	0	(22)	7	(28)	9	0	0	(28)	9
0	0	658	210	713	248	0	3	713	251
501	484	467	429	3,725	3,258	35	555	3,760	3,813
528	495	30	49	2,622	2,496	10	207	2,632	2,703
211	272	83	73	1,653	1,298	91	223	1,744	1,521
137	147	176	144	2,141	1,811	111	234	2,252	2,045
23,000	23,800	1,500	1,500	118,800	121,600	1,600	23,500	120,400	145,100

1999	1998	1999	1998	1999	1998	1999	1998	1999	1998
Asia/Africa/ Australia		Reconciliation		Continuing operations		Discontinuing operations		Bayer Group	
4,611	3,645			25,194	23,352	2,126	4,710	27,320	28,062
3,068	2,373			25,194	23,352	2,126	4,710	27,320	28,062
29.3%	-9.0%			7.9%	-1.0%			-2.6%	0.2%
17.2%	3.5%			5.4%	-0.4%			-4.7%	0.5%
172	77	(3,897)	(3,454)						
50	23	102	89	702	688	29	122	731	810
228	138	(399)	(369)	2,821	2,933	1,113	272	3,934	3,205
7.4%	5.8%			11.2%	12.6%			14.4%	11.4%
(12)	(12)	(51)	92	(573)	(47)	(4)	(3)	(577)	(50)
216	126	(450)	(277)	2,248	2,886	1,109	269	3,357	3,155
198	137	(424)	(363)	3,058	3,039	194	355	3,252	3,394
2,593	1,941	87	58	31,596	27,955	401	4,188	31,997	32,143
8.9%	7.9%			10.1%	11.3%			9.8%	10.8%
2	2			(28)	9	0	0	(28)	9
11	10			713	248	0	3	713	251
408	299			3,725	3,258	35	555	3,760	3,813
143	172	1	1	2,622	2,496	10	207	2,632	2,703
107	66			1,653	1,298	91	223	1,744	1,521
77	94	176	144	2,141	1,811	111	234	2,252	2,045
14,200	13,900	700	700	118,800	121,600	1,600	23,500	120,400	145,100