



Atlas Copco Group

Gunnar Brock



Our businesses – core competencies

Mining and Construction



Compressors



Service



Tools



Our businesses – core competencies

Mining and Construction



Compressors



Service



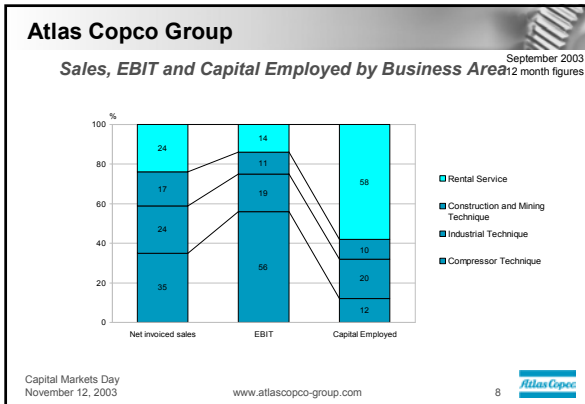
Tools



Atlas Copco Group

- Industrial Group
 - Close to 26,000 employees
- World Leading Supplier
 - Compressed air solutions
 - Construction & mining equipment
 - Hand-held power tools and assembly systems
 - Sales and service network in 150 countries
- Major player in U.S. Equipment Rental Services





Atlas Copco Group

September 2003
EBIT and ROCE by Business Area 12 month figures

	EBIT	ROCE	WACC
Compressor Technique	18.7	68	
Industrial Technique	9.7	15	
Construction and Mining Technique	7.7	17	
Atlas Copco Group, excl. Rental Service	13.0	31	
Rental Service	7.2	4	
Atlas Copco Group	11.6	16	12*

* Group WACC, January 1, 2003

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Atlas Copco

- ### Different genes
- | | |
|---|---|
| <p>Industrial Business</p> <ul style="list-style-type: none"> ▪ Development, production, sales, service ▪ Product driven ▪ Light in capital ▪ High share variable costs ▪ Global ▪ Medium speed ▪ Diversified customer base ▪ Relatively high entry barriers | <p>General Rental Business</p> <ul style="list-style-type: none"> ▪ Sourcing, renting, service ▪ Customer driven ▪ Heavy in capital ▪ High share fixed costs ▪ Local (North America) ▪ High speed ▪ Concentrated customer base ▪ Relatively low entry barriers |
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Atlas Copco

What Unites the Atlas Copco Group

- A shared vision and a common identity
- The corporate culture and the core values; interaction, commitment and innovation
- The sharing of brands, trademarks and channels to market
- The sharing of assets and infrastructure
- Common processes and shared best practices
- Using common services through internal and external service providers
- Financial and human resources, and their free mobility within the Group

11



The sum of running the parts together must be bigger than the sum of running the parts separately

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12

A shared vision and a common identity



A shared vision and a common identity

Vision

TO BECOME AND REMAIN
FIRST IN MIND - FIRST IN CHOICE
OF OUR STAKEHOLDERS!



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14



A shared vision and a common identity

Lead in the Share of Mind



✓ Shall be measured

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15



A shared vision and a common identity

To be a leader

- Lead in the share of mind and share of choice of our customers
- Be seen as the innovator, setting the standards
- Exceed high expectations
- Focus on customer share
- High market share, #1 or #2, in every product market/application and geographic segment where we compete



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A shared vision and a common identity

Atlas Copco Group Business Code of Practice

- Summary of the Group's policies related to business ethics and to social and environmental performance



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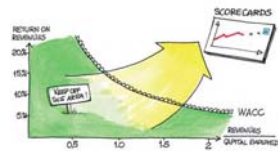
17



A shared vision and a common identity

Financial Targets

- Annual revenue growth of 8 %
 - Reach an operating margin of 15%
 - Return on capital to exceed cost of capital
- ... and to continuously challenge operational inefficiencies



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18



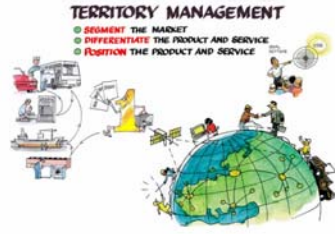
Sharing of brand names and trademarks



19



Sharing of brand names and trademarks



- A matter of presence and penetration

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20



Sharing of brand names and trademarks

Multi-brand



- Dynamic product, brand and channel development
 - Multi-brand
 - Multi-channel

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21



Sharing of assets and infrastructure



22



Sharing of assets and infrastructure



- ASAP, Advanced Service and Administration Provider
- Distribution Centers
- Internal Bank
- In-house Insurance Company
- IT infrastructure

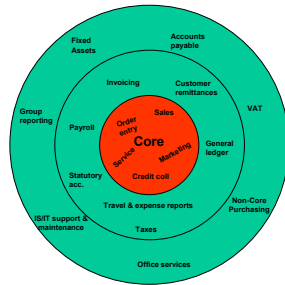
23 

Sharing of assets and infrastructure

Internal Service Providers

“What is not core for you is core for us”

- ASAP
 - Europe
 - North America
 - Asia



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24



Common processes and shared best practices





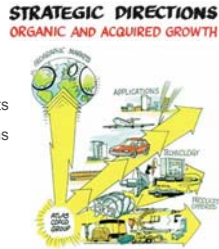
Common processes and shared best practices



Common processes and shared best practices

Organic Growth

- Geographic expansion
- Product innovation
- Increase scope of supply
- New applications for existing products
- New products for existing applications
- Channel and brand development
- Use of products, aftermarket



Common processes and shared best practices

Acquired Growth

- Geographic expansion
- Market share
- Close product / market gap
- Expand product range
- Increase scope of supply
- Acquire technology / know how
- Acquire channel to market
- Diversification based on existing knowledge and synergy potential



Common processes and shared best practices

Aftermarket - Use of Products

- High growth potential
- High profit potential
- Stable revenue stream
- Close to end users
- Optimized business processes
- Enhanced product development
- Satisfied customers

STRATEGIC DIRECTIONS USE OF PRODUCTS



- ✓ Clear organizational focus
- ✓ Measurable performance

Common processes and shared best practices

- Only way of maintaining high margins
- If we loose our product advantage we will compete with our organization

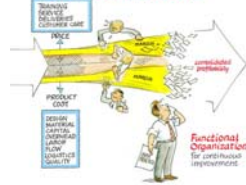
STRATEGIC DIRECTIONS INNOVATIONS AND...



Common processes and shared best practices

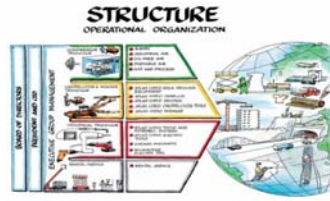
- The "small" continuous improvements will pay for the "quantum leaps"
- Lower costs, lower risks and faster to market

STRATEGIC DIRECTIONS CONTINUOUS IMPROVEMENT



Common processes and shared best practices

- Business Area
- Division
- Product Company
- Customer Center
- Service Provider



Common processes and shared best practices

PEOPLE MANAGEMENT



- VISION**
To have competent and committed people in order to bring the group forward in line with our strategy
- MISSION GIVEN TO THE OPERATION**
To bring in, to develop, to grow into new positions and to keep the right people
- OPERATIONAL GOALS**
- KEY PROCESSES**
- | | | |
|---|--|--|
| People employment | People development | Organizational development |
| <ul style="list-style-type: none"> ● Recruitment ● Compensation ● Benefits | <ul style="list-style-type: none"> ● Mission ● Appraisal ● Coaching ● Training ● New position | <ul style="list-style-type: none"> ● Mobility ● Diversity ● Upgrading ● Speed ● Flexibility |

Common processes and shared best practices

Our values



- In the absence of rules and regulations our corporate culture/core values direct our behavior and decision making

Common processes and shared best practices



- Trust and credibility

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Common processes and shared best practices



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Common processes and shared best practices

Business conduct



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37