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Cover illustration:
An assembly system with 49 spindles for tightening of engine bolts. MACS, an advanced, computer controlled system, is responsible for quality assurance.

# INVITATION TO PARTICIPATE IN ANNUAL GENERAL MEETING

Atlas Copco AB shareholders are hereby notified that the Company's Annual General Meeting will be held on Friday, May 8, 1992, at 4.00 p.m. in **Berwaldhallen**, Strandvägen 69, Stockholm, Sweden.

# 1991

# Sales

Group invoiced sales decreased 6 percent to SEK 15,030 m. (15,915).

# Earnings

Group operating profit after depreciation amounted to SEK 1,074 m. (1,461), corresponding to 7.1 percent (9.2) of total sales.

After net financial items, Group operating profit was SEK 910 m., down 28 percent.

# Dividend and earnings per share

The Board is proposing a dividend of SEK 8.00 (8.00) per share. Earnings per share amounted to SEK 14.25 (20.45).

# Company acquisitions

On January 1, 1992, Atlas Copco acquired AEG's tools operations. An agreement was signed with Volvo Flygmotor regarding the establishment of a jointly-owned company for hydraulic components.

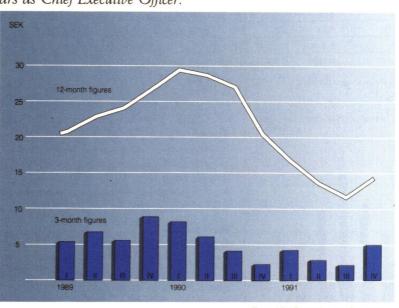
# New Chief Executive Officer

At the Annual General Meeting in 1991, Michael Treschow was appointed President of Atlas Copco AB and Chief Executive Officer for the Group. He succeeds Tom Wachtmeister, who retired after 16 years as Chief Executive Officer.

# Outlook for 1992

Continued weak conditions in industrial markets are expected during 1992, particularly during the first half of the year.

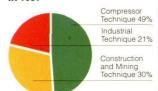
As a result of the restructuring measures that have been taken, earnings are expected to gradually increase during the year, subject to business conditions not deteriorating further.



Trend in Group's earnings per share

#### ATLAS COPCO TODAY

SALES BY BUSINESS AREA IN 1991



Atlas Copco is an international industrial company, with its head office in Stockholm. The Company has been listed on the Stockholm Stock Exchange since 1920 and is also quoted on the London, Frankfurt, Düsseldorf and Hamburg Stock Exchanges.

#### **Business concept**

Atlas Copco works on a world-wide basis to provide a broad range of products and services which meet needs of customers in the areas of

- air and gas compression and expansion, as well as air treatment
- industrial production, mechanization and the automotive aftermarket
- rock excavation, rock transportation, rock support and light construction

Within this business concept, Atlas Copco works with several brands and distribution channels when and where appropriate.

#### Strategy

The long-term goal of the Atlas Copco Group is to become the world's leading company within its specialist areas of business. Economies of scale shall be achieved through a combination of internal growth, joint ventures and company acquisitions.

Growth shall be achieved while maintaining favorable profitability and satisfactory financial balance. This places major demands on the Company's financial strength. An increased financial strain may be accepted during certain periods so that acquisition and investment opportunities may be fulfilled.

The objective of Atlas Copco's business strategy is to additionally strengthen the Group's leading position in world markets. This is accomplished by the introduction of new products of high quality in existing technical fields. Development work also focuses on expanding markets through new technical applications in order to meet the demands of customers and markets. Due to its size and growth, the European market is most important for Atlas Copco. This market will be prioritized further in the 1990s through increased investment.

#### **Operations**

Operations are conducted in three business areas, Compressor Technique, Construction and Mining Technique and Industrial Technique, through 14 divisions, each of which is responsible for its own product development, construction, production, sales and profitability.

More than 94 percent of the Atlas Copco Group's sales of SEK 15 billion is attributable to countries outside Sweden. The Group employs a total of 19,500 persons, of whom 19 percent work in Sweden. The divisions manufacture products at 48 plants in 17 countries. The major share of manufacturing is conducted in the EC.

#### Compressor Technique:

*Industrial compressors* are an important source of power in both large and small machine shops and in other industries.

Oil-free compressors supply the food, pharmaceutical and electronic industries with oil-free air used both as a power supply and in manufacturing processes to maintain the high quality demanded of products in these industries.

Portable compressors constitute a reliable and efficient power source for machines and tools used within the building and construction sector.

Customer-adapted gas and process compressors, expansion turbines and vacuum pumps are delivered to process industries, such as the chemical, petrochemical, oil and gas industries, as well as to companies focusing on the separation of air and other gases.

#### Construction and Mining Technique:

Drill rigs are used in tunnelling operations, mining and surface drilling operations in, for example, construction work and quarrying.

*Rock drilling tools* include drill steel and drill bits for rock drilling operations.

Light rock drills and breakers are used by contractors in the construction sector.

Loading equipment and trucks are used mainly in underground mining operations, as well as in certain construction projects.

#### Industrial Technique:

Power tools operated by compressed air or electricity have many applications within industry, such as drilling, grinding, riveting and the tightening of nuts and screws.

Assembly systems, with computerized control systems, are supplied primarily to the automotive and aviation industries for use within those nut tightening, riveting and other areas of operation where particularly high precision is required.

Pneumatic *components* are supplied for incorporation into customer machines and used for the automation of machines in, for example, the packaging industry.

#### ATLAS COPCO SHARE

## Share capital

Atlas Copco's share capital at year-end amounted to SEK 883,271,925 distributed among 35,330,877 shares, each with a par value of SEK 25. Class A shares entitle the holder to one voting right, and class B shares entitle the holder to one-tenth of a voting right. All shares are unrestricted.

After full conversion of the outstanding convertible debenture loan, share capital amounts to SEK 907,999,775 divided among 36,319,991 shares.

Atlas Copco has approximately 33,000 shareholders. The portion of shares held by institutional investors amounts to 70 percent. The ten largest shareholders account for 54 percent of the voting rights and 44 percent of the number of shares. The number of foreignowned shares amounted to about 22 percent.

#### **Distribution of shares**

Class of share	Shares outstanding	On full conversion	Total
A shares	23,510,711	989,114	24,499,825
B shares	11,820,166	_	11,820,166
Total	35,330,877	989,114	36,319,991

#### **Ownership structure 1991**

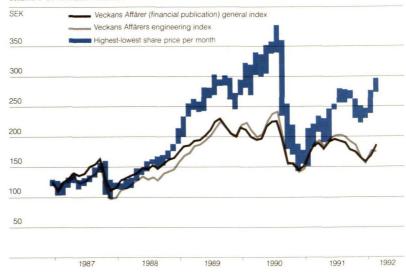
Percent of	Number	Number
total number	of share-	of shares
of shares	holders	or oriales
8.9	31,283	1- 500
4.7	1,756	501- 2000
5.4	391	2001- 10000
9.3	142	10001 - 50000
7.4	35	50001-100000
64.3	45	>100000
100.0	33,652	Total

#### Share price trend

The Atlas Copco share price recovered successively during the year after the fall in stock prices in 1990. As of December 31, 1991, the price was SEK 240. The price increase continued during 1992, and on February 28, 1992, the price was SEK 291. For 1991 as a whole, the price of the Atlas Copco share rose 52 percent. The general index increased 5 percent and the engineering companies' index 2 percent during the same period.

The beta value of the Atlas Copco share during 1991 was 1.30. The beta value is a measure of a share's price change compared with that of the market as a whole. Accordingly, the Atlas Copco share moved 30 percent more than the average of the stock market as a whole.

#### TRENDS OF SHARE PRICES



#### **Market value**

The market value on December 31 was SEK 8,491 m. (5,575), which corresponds to 1.6 percent (1.1) of the total market value of the Stockholm Stock Exchange.

#### **PER SHARE DATA\***

				, , , ,	999
19878)	1988	1989	1990 <sup>8)</sup>	1991	per year 87-91, %
11.95	19.60	26.75	20.45	14.25	3
19.65	19.75	26.75	20.45	14.25	5
5.63	6.38	8.00	8.00	8.002)	9
47.0	32.6	29.9	39.1	56.1	
116	207	278	160	240	14
		278	154	241	
161	215	312	385	280	
99	112	201	143	151	
128	144	263	277	235	
126	134	155	178	181	10
4.4	4.4	3.0	2.9	3.4	
10.7	7.4	9.8	13.5	16.5	
0.35	0.36	0.57	0.63	0.57	
	11.95 19.65 5.63 47.0 116 161 99 128 126 4.4 10.7	11.95 19.60  19.65 19.75  5.63 6.38  47.0 32.6  116 207  161 215  99 112  128 144  126 134  4.4 4.4  10.7 7.4	11.95         19.60         26.75           19.65         19.75         26.75           5.63         6.38         8.00           47.0         32.6         29.9           116         207         278           278         215         312           99         112         201           128         144         263           126         134         155           4.4         4.4         3.0           10.7         7.4         9.8	11.95         19.60         26.75         20.45           19.65         19.75         26.75         20.45           5.63         6.38         8.00         8.00           47.0         32.6         29.9         39.1           116         207         278         160           278         154           161         215         312         385           99         112         201         143           128         144         263         277           126         134         155         178           4.4         4.4         3.0         2.9           10.7         7.4         9.8         13.5	1987 <sup>8</sup> 1988         1989         1990 <sup>8</sup> 1991           11.95         19.60         26.75         20.45         14.25           19.65         19.75         26.75         20.45         14.25           5.63         6.38         8.00         8.00         8.00 <sup>2</sup> 47.0         32.6         29.9         39.1         56.1           116         207         278         160         240           278         154         241           161         215         312         385         280           99         112         201         143         151           128         144         263         277         235           126         134         155         178         181           4.4         4.4         3.0         2.9         3.4           10.7         7.4         9.8         13.5         16.5

<sup>\*</sup> Adjusted for share issues

<sup>1)</sup> Profit after financial income and expense, less full tax and minority interests plus interest expence after tax on the convertible debenture loan, divided by the number of shares outstanding after full conversion.

<sup>2)</sup> Proposed by the Board of Directors.

- 3) Dividend as a percentage of earnings per share.
   4) Equity capital, minority interests and convertible debenture loan divided by the number of shares after full conversion..
- 5) Dividend as a percentage of the average quoted price during the year.
- 6) Price/Earnings. The average quoted price during the year in relation to earnings per share as defined in 1).
  7) Price/Sales. The average quoted price during the fis-

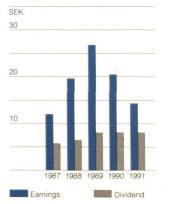
cal year in relation to sales per share.

Based on the weighted average number of shares

outstanding.

#### EARNINGS AND DIVIDEND PER SHARE

Average growth



#### LARGEST SHAREHOLDERS

The largest shareholders, as reported by VPC (Swedish Securities Register Center) in February 1992 are shown in the following table:

	Number of shares	% of votes	% of total
Robur, Aktie- och Allemansfonder	5,878,724	18.51	16.64
Förvaltnings AB Providentia	2,965,000	12.01	8.39
AB Investor	2,371,000	9.60	6.71
AB Patricia	1,289,920	5.22	3.65
Trygg Hansa Gruppen	761,100	2.70	2.15
Försäkringsbolaget SPP Ömsesidigt	430,924	1.35	1.22
AMF Pensionförsäkringar	614,349	1.27	1.74
Skandia Gruppen	385,293	1.18	1.09
Wasa Gruppen	641,616	1.09	1.82
Allm Pensionsf. Fjärde Fondstyrelsen	328,924	1.03	0.93
Others	15,666,850 19,664,027	53.96 46.04	44.34 55.66
Total	35,330,877	100.00	100.00

#### **Share issues**

To further increase international trading in the Atlas Copco share, both types of shares were introduced on the International Stock Exchange in London in December 1990. Class A shares were already listed on the stock exchanges in Frankfurt am Main, Düsseldorf and Hamburg. In March 1991, the B shares were also introduced on the German stock exchanges.

Since 1965, the share capital has increased by means of bonus issues and new issues as shown in the table below.

SHAR	E ISSUES 1965-1	991	Increase of share capital SEK m.	Amount paid-in SEK m.
1965	Bonus issue. New issue	1:4 1:4 SEK 60	19.1 19.1	46.0
1971	Bonus issue New issue	1:10 1:10 SEK 100	11.5 11.5	46.0
1973	Bonus issue	1:2	69.2	_
1974	New issue	1:4 SEK 25	51.7	51.7
1976	New issue	1:5 SEK 50	51.7	103.5
1979	Bonus issue New issue	1:6 1:6 SEK 60	51.7 51.7	124.1
1982	Bonus issue New issue (non-preferential)	1:4 2,765,000 shares at SEK 135	103.5	373.3
1989	Bonus issue	1 B share: 3 A shares	195.5	_
1990	New issue (non-preferential) Conversion of	4,000,000 B shares at SEK 320.13	100.0	1,280.5
1991	debenture loan  Conversion of	7,930 shares	0.2	1.2
	debenture loan	42,281 shares	1.1	6.3

#### **Dividend policy**

The Board's objective is that dividends to shareholders should amount to 30 to 40 percent of earnings per share. The Board considers that Atlas Copco, in common with many non-European companies, should permit dividends to reflect the fluctuations in the Company's earnings to a greater extent than is common for companies listed on the Stockholm Stock Exchange.

The company's aim is to cover the greater part of the Parent Company's dividend payments with dividend income from the subsidiaries outside Sweden.

If the Board of Directors' proposal of SEK 8.00 per share is approved, the average dividend growth for the five year period 1987 to 1991 will amount to 9 percent. During the same period, the average dividend has been 38.7 percent of earnings per share. Expressed as a percentage of shareholders' equity per share, the dividend is 4.4 percent (4.5).

#### **Trading**

The Atlas Copco share was the ninth (eleventh) most traded share on the Stockholm Stock Exchange during 1991. Including subsequent registration, a total of 15,651,805 shares were traded (of which 7,133,558 were class A and 8,518,247 were class B), corresponding to a value of SEK 3,496 m. (2,052) or 43 percent (24) of the company's total number of shares at year-end. An average of 62,607 (34,139) shares were traded per market day. The turnover rate (degree of liquidity) in 1991 was 41 percent, compared with the stock market average of 20 percent.

A significant portion of trading in the Atlas Copco share continued to occur outside Sweden, a trend which also applied to other Swedish companies listed on foreign stock exchanges. In London, 24,157,607 (24,101,424) Atlas Copco shares were traded. During 1991, 110 percent of all Atlas Copco shares were traded. Foreign trading in the Atlas Copco share showed a net export of SEK 154 m. (net import: 1,004) in 1991.

#### **Atlas Copco's General Savings Fund**

Beginning in April 1984, all employees of Atlas Copco were offered the opportunity of participating in the company-affiliated Atlas Copco General Savings Fund. In December 1991, the Fund's shareholding was 46,299 shares, corresponding to a market value of SEK 11.1 m. The Fund is managed by Atlas Copco Fondaktiebolag.

# Options and convertibles

#### **Call options**

A call option gives the holder the right, but not the obligation to purchase a share at a predetermined price, at any time within a predetermined period, referred to as the time to expiration. The call option is written by the shareholder, who is thereby committed to sell the share during the time to expiration, if the option holder chooses to exercise the right.

#### Atlas Copco call options

Two types of options carrying rights to acquire existing Atlas Copco shares are traded in the Swedish capital market.

When AB Patricia introduced options with the right to purchase shares in Atlas Copco in 1984, it marked the appearance of a new type of security on the Swedish capital market. Previously, the Swedish capital market only offered warrants carrying the rights to subscribe for new shares. The option gives the holder the right to purchase 1.33 Atlas Copco shares from AB Patricia at a price of SEK 112 per share at any time during the period January 2, 1985 to September 2, 1994. All of the shares which may be purchased are unrestricted class A shares. There are approximately 1.0 million options outstanding.

The highest exercise price for the options during the year was SEK 220 (332) and the lowest SEK 95 (110). Trading during the year amounted to SEK 40.3 m., corresponding to 238,280 options.

An alternative type of trading in Atlas Copco options appeared in 1985. These options were written with varying times to expiration of 3 or 6 months. The underlying value of the options is 100 shares. Trading is handled through Stockholms Optionsmarknad OM Fondkommission AB.

In 1991, option contracts accounted for about 2.7 million shares, approximately 8 percent of all Atlas Copco shares.

Since the call option gives the buyer the right to purchase existing shares, options do not create a dilution effect.

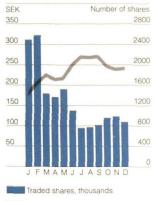
#### Convertible debenture loan

The convertible debenture loan, subscribed for by employees and certain key executives in the Atlas Copco Group, as well as members of the Board of Directors of Atlas Copco AB, amounts to SEK 148.4 m. The debenture loan matures on March 15, 1993, if conversion has not occurred prior to this date.

Conversion may take place during the period August 14, 1989 to March 1, 1993. The conversion price was originally SEK 200 per share. After adjustment for the 1989 bonus issue, the conversion price is SEK 150 per share. This means that three convertible debenture certificates, with a par value of SEK 200, can be exchanged for four unrestricted class A shares in Atlas Copco AB. The loan carries a fixed interest rate of 10 percent.

In 1991, conversion of the debenture loan corresponded to 42,281 shares. On full conversion, the number of shares will increase by 989,114, corresponding to 2.8 percent of the current share capital.

#### TRENDS OF SHARE PRICES/ TRADED SHARES 1991



Share price, A share

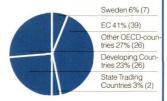
As in 1991, Atlas Copco's 1992 Annual General Meeting will be held at the Berwald Hall.



# THE BOARD OF DIRECTORS' REPORT ON 1991 OPERATIONS

SEK m. unless otherwise indicated.

#### SALES BY ECONOMICAL/ POLITICAL AREA



# THE ATLAS COPCO GROUP

	1991	1990
Invoicing	15,030	15,915
Change, %	-6	6
Order bookings	15,220	15,931
Change, %	-4	1
Order backlog	2,679	2,826
Profit after financial items	910	1,270
Change, %	-28	-17

Invoiced sales of the Atlas Copco Group in 1991 amounted to SEK 15,030 m. (15,915), a decrease of 6 percent. Markets outside Sweden accounted for 94 percent of the Group's total invoiced sales, with 41 percent attributable to EC countries. Order bookings totaled SEK 15,220 m. (15,931), a decrease of 4 percent.

Group profit after financial income and expense amounted to SEK 910 m.

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(1,270), down 28 percent. The profit margin was 6.1 percent (8.0), and earnings per share after full tax and full conversion were SEK 14.25 (20.45).

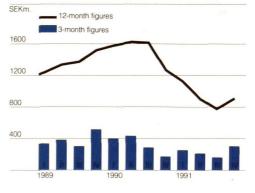
The Board of Directors proposes a dividend of SEK 8.00 (8.00) per share, corresponding to a total of SEK 283 m. (282).

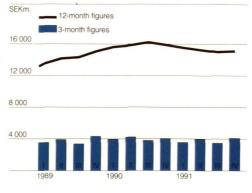
#### **Outlook for 1992**

Weak conditions in industrial markets are expected to continue during 1992, especially during the first half of the year.

As a result of the restructuring measures that have been taken, earnings are expected to gradually increase during the year, subject to business conditions not deteriorating further.

#### PROFIT AFTER FINANCIAL INCOME AND EXPENSES





#### INVOICED SALES BY QUARTER

	1989	1990	1991
First quarter	3,489	3,930	3,547
Second quarter	3,877	4,196	3,955
Third quarter	3,342	3,766	3,478
Fourth quarter	4,327	4,023	4,050
Total	15,035	15,915	15,030

**EARNINGS BY QUARTER** 

	1990	1991
333	393	250
379	427	205
295	281	155
514	169	300
1,521	1,270	910
	379 295 514	333 393 379 427 295 281 514 169

## Structural changes

Effective January 1, 1992, Atlas Copco acquired AEG's power tools operations, AEG Elektrowerkzeuge, with head office and manufacturing facilities in Winnenden outside Stuttgart, Germany. This company, which has annual sales of approximately SEK 1,500 m. and 1,750 employees, is included in the Atlas Copco Power Tools and Equipment division.

During the year, Atlas Copco and Volvo Flygmotor reached an agreement to establish a jointly-owned company for hydraulic components, VOAC Hydraulics AB. This company, in which each partner will hold a 50-percent interest, will be formed by a merger of Atlas Copco's subsidiary Monsun-Tison and Volvo Flygmotor's subsidiary Volvo Hydraulik. The new company, which will have 900 employees, is expected to show annual sales of approximately SEK 700 m.

Extensive rationalization measures were implemented in the Construction and Mining

Technique business area. Manufacture of rock drills and drilling rigs at the plant in Nacka, and assembly of drill rigs at the plants in Montreal, Canada and Nacka were transferred to Avosverken in Örebro, Sweden at the beginning of 1992. All production of construction tools is being concentrated to Kalmar, Sweden, and Hemel Hempstead outside London. Uniroc's plants in Finland and Mexico were divested, and in Brazil and Chile, operations in this business area were concentrated to one factory in each country.

New distribution centers for daily deliveries to customers of drill steel and spare parts were established in Rotterdam, the Netherlands and Örebro/Fagersta, Sweden.

The Atlas Copco Power Tools and Equipment plant in Skara has been shut down. Manufacturing has been transferred to the plant in Tierp. A new distribution center for daily deliveries to customers was built in Hoeselt, Belgium.

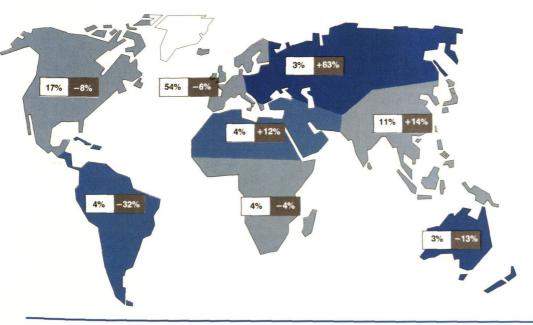
#### Sales review

The recession, which was accentuated by the war in the Middle East, continued throughout the year in the manufacturing, construction and mining industries.

Orders booked at year-end amounted to SEK 2,679 m., compared with SEK 2,826 m. a year earlier, a 5-percent decline.

Atlas Copco's sales of oil-free compressors

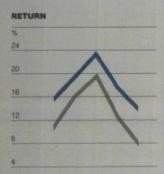
and computer controlled assembly systems to the *manufacturing industry* showed more favorable development than expected in many otherwise weak industrial markets. Order bookings for gas compressors and turbo expanders increased substantially, particularly in the petrochemical industry. Sales of handheld power tools, as well as hydraulic and



GEOGRAPHIC DISTRIBUTION OF SALES, 1991



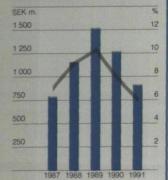




1987 1988 1989 1990 1991 Return on capital employed

EARNINGS AND PROFIT MARGIN

Return on equity



Earnings after financial items, SEK m.

Earnings after financial items as % of sales

pneumatic components, declined in most markets. The Group's invoiced sales to the manufacturing industry accounted for 49 percent of total invoicing.

In the building and construction industry, demand was weak in most markets, due to political instability and rising costs in other areas of the public sector. Nontheless, Atlas Copco received orders for both conventional drilling equipment and tunnelboring machines for large development projects in South Korea, China and southern Africa. Sales of hydraulic drilling rigs for underground applications developed favorably during the year. The building and construction sector accounted for 37 percent of the Group's invoiced sales.

Sales to the mining industry continued to be very weak in most markets, although several attractive orders for customer-adapted hydraulic drilling rigs were received, particularly in the American market. Order bookings for loading equipment for mining operations showed a substantial increase as the result of successful efforts in new markets. Of the Group's total invoiced sales, 14 percent is attributable to mining.

#### **Expansion of marketing organization**

The specialization of Atlas Copco's interna-

tional sales organization continued during the year. Marketing companies in countries such as Australia, Brazil and Italy were divided into separate units for each business area. Further development of sales organizations in medium-size markets was implemented in order to create regional units encompassing several countries. This restructuring results in a more costeffective organization, improved delivery service and customer contact as well as a reduction in tied-up capital.

The expansion of the marketing organization in eastern Europe continued in 1991. In Hungary, where there has been a representative office since 1989, a service company for maintenance of industrial compressors was established in January 1991. A representative office for sales and service of machines was opened at the beginning of 1991 in Czechoslovakia, a country in which substantial order bookings were noted during the year. In Poland, an agreement was reached with a distributor regarding the sales and service of machines. A contract was signed with an agent in Romania for the sale of compressors, and an agent, located in Riga, Latvia, has been appointed for the sale of compressors and tools in the Baltic countries.

# Financial summary and analysis

#### **Earnings**

	1991	1990
Earnings per share, SEK	14.25	20.45
Return on capital employed, %	12.9	17.7
Return on equity capital, %	8.1	12.5
Profit margin, %	6.1	8.0
STATE OF THE PARTY		

Definitions on key figures, page 18.

Group profit after financial income and expense declined 28 percent to SEK 910 m. (1,270). The profit margin was 6.1 percent

Earnings per share, after full tax and full conversion, were SEK 14.25 (20.45).

Return on equity capital after tax amounted to 8.1 percent (12.5).

#### **Earnings analysis**

Operating profit before depreciation declined by SEK 349 m. to SEK 1,537 m., which corresponded to 10.2 percent (11.9) of invoiced

sales. The decline in earnings is due mainly to lower sales volumes. Restructuring costs, principally in the Construction and Mining Technique business area, affected earnings, particularly during the first half of the year. For the Group as a whole, these costs amount to SEK 190 m. In 1990, the corresponding costs amounted to SEK 194 m., of which the greater part was incurred during the fourth quarter.

Cost depreciation in 1991 amounted to SEK 463 m. (425). The Group applies a progressive amortization over 20 years for goodwill arising from strategic corporate acquisitions.

Operating profit after depreciation amounted to SEK 1,074 m. (1,461), which corresponded to 7.1 percent (9.2) of invoiced sales.

Operating profit after depreciation in the Compressor Technique business area decreased 14 percent, due mainly to lower sales volumes and unsatisfactory earnings in Brazil.

As in 1990, operating profit after depreciation in the Construction and Mining business area was charged with substantial restructuring costs, principally in the manufacturing area. These costs amount to SEK 160 m. (107).

Earnings from Unirocs' rock drilling tools continue to improve but are not yet satisfactory, since implemented rationalization measures have not yet achieved full effect.

The 33-percent decline in profit in the Industrial Technique business area is attributable mainly to lower invoiced sales among important customer groups, principally in the automotive, aviation and household appliance industries. Restructuring costs also affected earnings.

#### Investments

#### Geographic distribution of investments

	1991	1990
Europe	570	496
North America	85	117
South America	21	33
North Africa/Middle East	8	2
Southern Africa	2	1
India/Far East	15	28
Oceania	5	5
Total	706	682

Investments in fixed assets amounted to SEK 706 m. (682). An additional investment of SEK 465 m. was made for the repurchase of the industrial property in the Sickla industrial estate in Nacka.

The distribution of investments was SEK 177 m. (177) in Sweden and SEK 529 m. (505) abroad, of which SEK 384 m. (304) was accounted for by EC countries.

Larger investments include a new plant for portable compressors in Antwerp, which was taken into operation in February 1992, a new plant for hydraulic components in Borås, Sweden and the establishment of a distribution center for the Construction and Mining Technique business area in Rotterdam.

#### **Financial analysis**

	1991	1990
Net interest expense	-179	-198
Degree of self-financing, %	139	181
Rate of equity capital, %	46.7	46.2

The Atlas Copco Group's liquid assets on December 31, 1991 amounted to SEK 2,106 m. (1,921), which corresponded to 14.0 percent (12.1) of invoiced sales.

The capital turnover ratio was 1.05 (1.13).

Inventories and accounts receivable For a number of years, the Group has implemented an extensive program to reduce capital tied up in operations. Inventories expressed as a percentage of invoiced sales have declined during the past ten years, from slightly more than 35 percent to below 25 percent and accounts receivable from 25 to slightly more than 20 percent. The objective is to reduce inventories and accounts receivable to less than 20 percent. During 1991, inventories amounted to 23.4 percent (24.9) and accounts receivable to 20.4 percent (20.5) of invoiced sales.

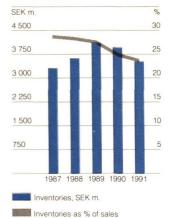
#### Net borrowing

The Group's net borrowing, i.e. the difference between interest-bearing liabilities and liquid assets, declined to SEK 1,701 m. (1,852). Of this amount, SEK 1,147 m. (1,058) was accounted for by provisions for pensions.

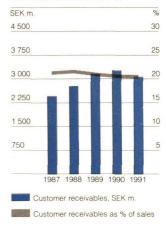
#### Net interest

The average interest for European currencies was somewhat higher than in 1990. Interest on USD, on the other hand, was lower. The net of the Group's financial income and expenses was a loss of SEK 164 m. (loss: 191), corresponding to 1.1 percent (1.2) of invoiced sales. This improvement was due mainly to a reduction in capital tied up in operations.

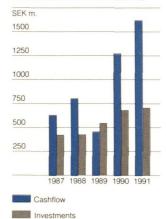
#### INVENTORIES



#### **CUSTOMER RECEIVABLES**



#### CASHFLOW AND INVESTMENTS

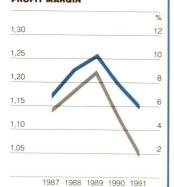


#### KEY FIGURES BY BUSINESS ADE

NET FIGURES BY BUSINESS AREA	Invoic	ed sales	Operation	ng profit	emplo	yed, %
	1991	1990	1991	1990	1991	1990
Compressor Technique	7,361	7,530	1,031	1,195	28	35
Construction and Mining Technique	4,497	4,855	-47	5	1	3
Industrial Technique	3,172	3,530	299	446	12	19
Corporate items			-209	-185		
Total Group	15,030	15,915	1,074	1,461	13	18

#### THE BOARD OF DIRECTORS' REPORT ON 1991 OPERATIONS

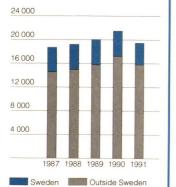
#### CAPITAL TURNOVER AND PROFIT MARGIN





Capital turnover

#### **EMPLOYEES**



#### SUMMARY OF CHANGES IN FINANCIAL POSITION

		1991	1990	1989
Internal funds generated		980	1,237	1,226
Change in working capital		643	37	-771
	From operations	1,623	1,274	455
Investments and acquisitions		-1,176	-1,437	-1,205
Dividends and other items		-296	-287	78
	Total	151	-450	-672
New stock issue		-	1,203	
Change in interest-bearing liabilities		34	-696	685
	Change in liquid assets	185	57	13

#### Shareholders' equity

Shareholders' equity on December 31, 1991 amounted to SEK 6,345 m. (6,200). Taking into account the outstanding debenture loan and minority interests, shareholders' equity amounts to SEK 6,581 m.

Shareholders' equity per share, after full conversion, was SEK 181 (178).

During the year, debentures corresponding to 42,281 shares were converted. These represented a par value of SEK 6.3 m. of the total par value of the outstanding loan, which was SEK 148 m. at year-end.

#### Equity-assets ratio

The portion of equity capital after full conversion improved during 1991 to 46.7 percent (46.2).

#### Personnel

	1991	1990
Average number of employees	19,544	21,507
Sweden	3,801	4,262
Outside Sweden	15,743	17,245

As a result of rationalization measures, the number of employees was reduced by 2,004 persons and amounted at year-end to 18,524 persons (20,528).

The acquisition of AEG Elektrowerkzeuge and the divestment of Monsun-Tison resulted in the number of employees being increased by 1,200 persons, as of January 1992.

Of the average number of employees, 85 percent (86) were men and 15 percent (14) were women. In Sweden the distribution was 82 percent (82) men and 18 percent (18) women. A detailed breakdown is given on page 54.

The Atlas Copco Group's expenses for wages, salaries and other remunerations plus other payroll costs are shown below.

	1991	1990
Boards of Directors and senior executives including bonus payment of 12 (12)	115	105
Other employees	3,188	3,221
Total	3,303	3,326

In february 1992, the inauguration of a new manufacturing plant for portable compressors was attended by (from the left) Atlas Copco Board chairman Peter Wallenberg. Board member Jacques van der Schueren, Provincial Governor of Antwerp Andries Kinsbergen and Belgian Vice Minister of Foreign Affairs Willy Claes.



#### PARENT COMPANY

Parent Company earnings include Atlas Copco International AB's remaining operations, which are operated on a commission basis. In January, Atlas Copco AB exercised its option to repurchase the industrial property on the Sickla industrial estate in Nacka from FR FastighetsRenting AB for SEK 465 m.

Earnings from real estate operations in the Sickla industrial estate are included in the Parent Company through Sickla Industrifastigheter KB, a limited partnership company.

During the year, all shareholdings in Atlas Copco Tunnelling and Mining AB, Uniroc AB, Atlas Copco Berema AB and Atlas Copco Energy AB were transferred from Atlas Copco Construction and Mining Technique AB.

In connection with the acquisition earlier of a minority holding in Oy Atlas Copco Kompressorit Ab, all shares in this company held by the Parent Company were sold to Uniroc AB.

As a result of these transferrals, the book value of certain shareholdings has been written down, while the book values of Atlas Copco Beheer B.V. have been increased by a corresponding amount.

#### **Earnings**

Dividends from subsidiaries amounted to SEK 239 m. (464).

Profit after financial items totaled SEK 250 m. (372).

The Parent Company reported a net profit after appropriations and taxes of SEK 283 m. (496). As a result, unappropriated earnings amounted to SEK 1,191 m. (1,190).

#### **Financing**

The Parent Company's total assets increased by SEK 634 m. as a result of the above subsidiary acquisitions.

Cash, bank deposits and short-term investments amounted to SEK 1,236 m. (1,028) at year-end.

The portion of equity capital after full conversion amounted to 56.0 percent (59.1).

After conversions during the year of outstanding debentures, share capital amounts to SEK 883,271,925 distributed among 23,510,711 class A shares (with one voting right) and 11,820,166 class B shares (with one tenth of a voting right). Each share has a par value of SEK 25. All shares are unrestricted. After full conversion of outstanding debentures, the class A shares will total 24,499,825.

#### Personnel

The average number of employees at the Head Office was 86 (77), of whom 45 percent (44) were women; in Atlas Copco International AB – (73), of whom – percent (32) were women; and in Sickla Industrifastigheter AB – (28), of whom – percent (11) were women. Total expenses for wages, salaries and other remunerations are shown below.

1991	1990
14	13
32	43
46	56
	14 32

#### Dividend

The Board of Directors proposes a dividend of SEK 8.00 (8.00) per share, corresponding to a total of SEK 283 m. (282).

#### ATLAS COPCO GROUP

# **CONSOLIDATED INCOME STATEMENT**

Amounts in SEK m.

		1991	1990
Operating income	Invoiced sales (NOTE 1)	15,030	15,915
Operating expense (NOTE 2)	Cost of goods sold Technical development, marketing and	-9,582	-9,942
	administrative costs, etc	-3,911	-4,087
Operating profit before	ore depreciation	1,537	1,886
Cost depreciation	In accordance with plan (NOTE 3)	-463	-425
Operating profit after	er depreciation	1,074	1,461
Financial income an	nd expense (NOTE 4)	-164	-191
Profit after financial	income and expense	910	1,270
Taxes (NOTE 6)		-388	-560
Minority interest (NO	TE 7)	-15	-12
NET PROFIT		507	698
Earnings per share,	SFK (NICTE 27)		26.4
go por ondre,	OER (NOIE 21)	14.25	20.45

# CONSOLIDATED BALANCE SHEET

Amounts in SEK m.

ASSETS		199	91.12.31	199	0.12.31	
Current assets	Cash, bank and short-term investments (NOTE 8) Receivables (NOTE 9) Inventories (NOTE 10)	2,106 3,677 3,520	9,303	1,921 3,896 3,964	9,781	
Fixed assets	Shares and participations (NOTE 11) Goodwill (NOTE 12) Other fixed assets (NOTE 13)	69 1,022 3,700	4,791	73 1,095 3,022	4,190	
TOTAL ASSETS			14,094		13,971	
LIABILITIES AND SHA	REHOLDERS' EQUITY					
Current liabilities	Non-interest-bearing liabilities Notes payable Suppliers Provision for taxes Accrued expenses and prepaid income Other current liabilities	46 744 295 1,087 1,041		59 925 271 983 995		
	Interest-bearing liabilities Bank loans (NOTE 18) Current portion of long-term liabilities Other current liabilities	1,787 214 32	5,246	1,342 379 24	4,978	
Long-term liabilities	Non-interest-bearing liabilities Other long-term liabilities Deferred tax liabilities (NOTE 20)	51 442		45 462		
	Interest-bearing liabilities Debenture and bond loans (NOTE 19) Mortgage and other long-term loans (NOTE 19) Provision for pensions (NOTE 21)	325 302 1,147	2,267	426 544 1,058	2,535	
TOTAL LIABILITIES			7,513		7,513	
Convertible debenture	e loan (NOTE 22)		148		155	
Minority interest (NOTE	7)		88		103	
Shareholders' equity	Share capital (NOTE 24) Restricted reserves (NOTE 25) Retained earnings (NOTE 26) Net profit	883 2,838 2,117 507	6,345	882 2,733 1,887 698	6,200	
TOTAL LIABILITIES AN	ID SHAREHOLDERS' EQUITY		14,094		13,971	
Assets pledged (NOTE 2 Contingent liabilities (			221 632		347 477	

**ATLAS COPCO** 

# STATEMENTS OF CHANGES IN FINANCIAL POSITION

Amounts in SEK m.

				GROUP	ATLAS CO	PCO AB
			1991	1990	1991	1990
INTER	NAL FUNDS GE	NERATED Profit after financial				
		income and expense Depreciation	910 463	1,270 425	250 10	372 10
		Capital gain from sales of fixed assets Intra-Group transfers	-6	-1	0 256	1 118
		Taxes paid Withdrawals from blocked accounts	-387 0	-475 18	_	3
INTER	NAL FUNDS GE	NERATED FROM OPERATIONS	980	1,237	516	504
WORK	(ING CAPITAL	Change in short-term receivables Change in inventories	219 444	15 141	83 —	-121 15
		Change in short-term operating liabilities	-20	-119	-29	-12
CHAN	IGE IN WORKING	G CAPITAL	643	37	54	-118
NET I	FUNDS FROM O	PERATIONS	1,623	1,274	570	386
INVES	STMENTS	Investments in property, plant				
		and equipment*	-1,171	-831	-2	-1
		Investments in shares and participations Companies and goodwill acquired	5 -10	5 -611	-1,101	-187 -
		Investments in long-term receivables	0	-25	584	-123
		Sales of fixed assets	125	108	0	2
NET I	NVESTMENTS IN	N FIXED ASSETS	-1,051	-1,354	-519	-309
OTHE	R ITEMS					
		Funds transferred to subsidiaries			_	-2
		Dividend from Parent Company Dividend to minority interests in	-282	-250	-282	-250
		subsidiaries	-2	-4		
	b	Minority interest in shareholders' equity	-5	-5		
		Change in other liabilities Translation differences**	10 -142	1 -112	_	_
		Tandator and order	142	112		
CHAN	IGE IN OTHER I	TEMS	-421	-370	-282	-252
NET I	NTERNAL FUNI	DS GENERATED	151	-450	-231	-175
NEW	SHARE ISSUE		-	1,203	-	1,203
INCR	EASE IN INTERE	ST-BEARING LIABILITIES	34	-696	439	-935
CHAN	NGE IN LIQUID	ASSETS	185	57	208	93

<sup>\*</sup> The amounts include investments of SEK 465 m. (149) in existing properties and machinery at newly-acquired companies.

 $<sup>^{\</sup>star\star}$  Of the total translation differences, SEK -152 m. (-214) is attributable to shareholders' equity, deferred tax liabilities and minority interests, and SEK 10 m. (102) to fixed assets.

# INCOME STATEMENT AND BALANCE SHEET

Amounts in SEK m.

#### **INCOME STATEMENT**

	1991	1990
Operating income Operating expense	144 -156	489 -541
Operating profit before depreciation Cost depreciation (NOTE 3)	-12 -10	-52 -10
Operating profit after depreciation	-22	-62
Financial income and expense (NOTE 4)	272	434
Profit after financial income and expense	250	372
Appropriations (NOTE 5)	33	124
Profit before taxes	283	496
Taxes (NOTE 6)	-	-
NET PROFIT	283	496

#### **BALANCE SHEET**

ASSETS		199	1.12.31	199	0.12.31	
Current assets	Cash, bank and short-term investments (NOTE 8) Receivables (NOTE 9)	1,236 1,470	2,706	1,028 1,553	2,581	
Fixed assets	Shares and participations (PAGE 26) Other fixed assets (NOTE 13)	3,503 779	4,282	2,402 1,371	3,773	
TOTAL ASSETS			6,988		6,354	
LIABILITIES AND SHAP	REHOLDERS' EQUITY					
Current liabilities	Non-interest-bearing liabilities (NOTE 17) Interest-bearing liabilities (NOTE 17)	106 2,142	2,248	135 1,574	1,709	
Long-term liabilities	Interest-bearing liabilities (NOTE 19, 21)		750		878	
TOTAL LIABILITIES			2,998		2,587	
Convertible debenture	loan (NOTE 22)		148		155	
Untaxed reserves (NOTE	: 23)		256		33	
Shareholders' equity	Share capital (35,330,877 shares, par value SEK 25) (NOTE 24) Legal reserve (NOTE 25) Retained earnings (NOTE 26) Net profit	883 1,512 908 283	3,586	882 1,507 694 496	3,579	
TOTAL LIABILITIES AND	D SHAREHOLDERS' EQUITY		6,988		6,354	
Assets pledged (NOTE 28 Contingent liabilities (N			1 607		1 387	

# NOTES TO FINANCIAL STATEMENTS

SEK m. unless otherwise indicated.

## Accounting principles

Compared with the preceding year, there have been no changes in the accounting principles.

#### International guidelines

Atlas Copco follows in all essential respects the guidelines prepared by the OECD for companies that operate internationally.

These guidelines have been observed in the preparation of this Annual Report, except for certain information which, for competitive reasons, cannot be currently disclosed.

Accordingly, the Annual Report contains the following information:

	Page number
Company structure  - name and address of the Parent Company  - shares and participations in subsidiaries, percentage holdings and shareholdings among companies	Shares and
Geographic areas of operations and the primary activities conducted there	Board of Directors' Report, page 7 Business areas, pages 34–51 Sales and service organization, page 60
Invoicing by geographical area and for important product groups	Board of Directors' Report, pages 7-8 Note 1, page 19
Capital expenditures by geo- graphical area and by market/production sectors	Board of Directors' Report, page 9 Business areas, pages 34-51
Statement of Changes in Financial Position for the Atlas Copco Group	Page 14
Average number of employees by geographical area	Page 54
costs for the company	Notes to finacial statements, page 18 and Note 2, page 19
Principles applied for internal	Notes to financial statements, page 18
Accounting principles for consolidated accounts	Page 16

The Company also views positively the guidelines with respect to multinational companies and the labor market which have been prepared by the United Nations Organization for labor matters (ILO).

In conformity with international standards, the following designations have been used in this Annual Report:

Currency: SEK = Swedish kronor. Other currencies: See Exchange rates, page 25. Suffix m. = millions.

#### Consolidation

The consolidated accounts have been prepared in accordance with the recommendations of the Swedish Financial Accounting Standards Council.

The Consolidated Balance Sheet and Income Statement of the Atlas Copco Group cover all companies in which the Parent Company, directly or indirectly, holds more than 50 percent of the voting rights, as well as those companies in which the Group in some other manner has a decisive influence and a substantial participation in operating income from their operations.

The consolidated accounts have been prepared in accordance with the purchase method, which means that assets and liabilities are reported at market value according to the acquisition plan. If the acquisition cost exceeds the market value of the company's net assets, calculated as above, the difference is reported as goodwill.

Goodwill is normally amortized over ten years, while goodwill arising from strategic acquisition is amortized over a period of 20 years, see below.

Companies acquired during the year have been reported in the Consolidated Income Statement, with the amounts relating to the period following the date of acquisition.

Earnings of companies divested during the year have been deducted from consolidated earnings on the basis of the Group's reported net assets in these companies at the time of the divestment.

The Consolidated Balance Sheet and Income Statement are shown without untaxed reserves and appropriations. Under Swedish law, this may only be done in consolidated statements.

Untaxed reserves reported in individual Group companies have been apportioned in such a manner that deferred taxes are reported as a long-term liability, while the remaining amount is included in restricted reserves in the Consolidated Balance Sheet.

Deferred taxes are thus calculated individually for each company on the basis of current local income tax rates at the estimated date of the reversal for taxation, i.e. generally the next accounting year. The tax calculated in this manner relating to the appropriations for the year in the individual companies is included in the Group's tax expense as deferred taxes while the remaining amount is included in the consolidated net profit. If the tax rate is changed, the change in tax liabilities is reported among tax expenses for the year.

#### Goodwill

The acquisition of well-established companies active in an international environment normally means that the acquisition price substantially exceeds tangible net worth. The market price is de-

termined primarily by future expectations, which are based on the company's market position and know-how.

A company acquisition, in which the acquisition price exceeds the company's net assets, valued at market prices, results in intangible assets, which are capitalized and amortized over a certain period.

The method chosen by Atlas Copco is based on the theory that from the viewpoint of corporate accounting there is no need to amortize, but, nevertheless, as a precaution certain amortization is effected.

Goodwill arising from strategic acquisitions is amortized at an effective real rate over a period of 20 years, which means that amortization increases exponentially over the years at approximately the same rate as inflation. This is justified on the basis that amortization does not result in payments, and that the funds may therefore be retained in the company and earn interest, thus contributing to future amortization. The effect during the initial years corresponds to approximately 1/33 of the nominal goodwill. The economic life of assets is appraised annually to determine whether the selected amortization plan is sufficient.

NOTE 12 shows the effects on the Income Statement and Balance Sheet if the Company had applied a straight-line amortization plan.

#### Associated companies

Those companies in which Atlas Copco Group's voting rights total 20 to 50 percent are reported as associated companies. Atlas Copco's share in the income and capital of associated companies is not reported in the Consolidated Income Statement and Balance Sheet, but is instead shown in NOTE 11.

# Translation of accounts of foreign subsidiaries

Atlas Copco applies the current-rate method in translating the accounts of foreign subsidiaries, in accordance with the suggested recommendations of the Swedish Institute of Authorized Public Accountants (FAR). In applying this method, the subsidiaries are primarily reported as independent units with operations conducted in foreign currencies and in which the Parent Company has a net investment. The exceptions to this approach are those subsidiaries which are located in highinflation countries. The accounts of such subsidiaries are translated according to the monetary/non-monetary method. In accordance with FAR's suggested recommendations, such a procedure is regarded as providing a more accurate picture of the earnings and financial positions of these companies.

In accordance with the current-rate method, all assets and liabilities in the balance sheets of subsidiaries are translated at year-end rates, and all items in the income statements are translated at the average exchange rate for the year. Translation differences that arise are a result of the fact that net investment is translated at year-end at a rate different from that used at the beginning of the year. This translation difference does not

affect earnings, but is instead transferred directly to shareholders' equity.

For those subsidiaries treated according to the monetary/non-monetary method, all non-monetary items - real estate (land and buildings), machinery and equipment, inventories, shareholders' equity and untaxed reserves - are translated at the acquisition date rates. Other items monetary items - are translated at year-end rates. The income statement items have been translated at the average rate for the year, except for the cost of goods sold, depreciation and appropriations, which have been translated at the investment rate. Exchange differences arising in connection with the translation of the accounts, and which accordingly relate to companies in countries with high inflation have been included in the Income Statement.

The principle applied by Atlas Copco in the translation of the accounts of foreign subsidiaries essentially corresponds with the recommendations of the International Accounting Standard Committee (IAS 21), and with the corresponding American recommendations (SFAS 52).

#### Choice of Methods

In a particular respect, FAR's recommendations require that the user chooses translation procedures according to the specific situation. This applies to the classification of the foreign subsidiaries as either independent or integrated companies. How the company is defined leads directly to the choice of translation method. The accounts of independent companies are translated according to the current-rate method, and integrated companies according to the monetary/non-monetary method.

Based on the criteria defined for classification of companies, the great majority of Atlas Copco's subsidiaries should be regarded as independent companies.

As a consequence, the accounts of all subsidiaries of the Atlas Copco Group are translated according to the current-rate method except for the companies in high-inflation countries, primarily Latin America. The operational currency of these companies is regarded as being the USD, and is therefore translated in two stages.

In the first stage, translation is made to USD in accordance with the monetary/non-monetary method, whereby translation differences arising are charged to consolidated income.

In the second stage, the company's balance sheet items are translated to SEK according to the year-end rate and the income statement items according to the average rate for the year. The resulting translation differences are transferred directly to shareholders' equity.

For Group companies in Brazil, an inflationadjusted year-end report is prepared in the local currency. This is subsequently translated to USD in accordance with the year-end rate and then to SEK, whereby translation differences arising are transferred directly to shareholders' equity.

# Receivables and liabilities in foreign currencies

Receivables and liabilities are translated at the year-end rate in accordance with Direction R7 of the Swedish Accounting Board.

Unrealized exchange-rate gains on long-term receivables and liabilities are allocated to a currency exchange reserve to the extent that these cannot be offset against unrealized exchange losses in the same (related) currency. Allocations to the currency reserve are reported as appropriations in the individual companies.

In the case of currency exchange through a swap agreement, the loan is valued at the year-end rate for the swapped currency. In cases where the swapped loan, translated at the year-end rate for the original currency, exceeds the booked liability, the difference is included under contingent liabilities.

#### **Inventories**

Inventories are valued at the lower of cost or market, in accordance with the "first in/first out" principle and the net sales value. Group inventories are shown after deductions for obsolescence and for internal profits arising in connection with deliveries from the product companies to the Group sales companies.

Transfer pricing between companies is based in principle on comparable market prices.

#### Depreciation

The Atlas Copco Group uses three depreciation concepts; cost depreciation, book depreciation and current cost depreciation.

Cost depreciation is based on original cost and is applied according to the straight-line method over the economic life of the asset. Goodwill is amortized in accordance with a plan established for each specific case.

Book depreciation is used in each individual company in accordance with the maximum amount permitted by tax legislation in each country. The difference between book depreciation and cost depreciation is reported under "Appropriations" in the Income Statement. The total value is reported in the Balance Sheet among untaxed reserves under the heading "Accumulated additional depreciation". In the case of the Group, untaxed reserves and appropriations are eliminated

Current cost depreciation is used as the basis for price and profitability calculations and is based on the replacement value of the asset. Depreciation is applied on a straight-line basis over the economic life of the asset. The following economic lives are used for cost depreciation and current cost depreciation:

5 to 10 years

25 to 50 years

5 years

Machinery and equipment Vehicles Buildings

#### Interest arbitrage

For the purpose of improving the company's net interest income, Atlas Copco conducted several interest arbitrage transactions during the year. This entails that a short-term loan, normally in a foreign currency, is taken up and guaranteed

against SEK, and is subsequently invested at a higher interest rate in bank certificates, treasury bills, or other similar Swedish debt instruments.

Liabilities reported in the Balance Sheet have been offset against corresponding investments in cases where they are part of a package solution, amounted to the same total and have the same maturity date. Hedging on foreign loans shall have been made possible. (See NOTES 4 and 8).

#### Research and development costs

Research and development costs are charged as they arise.

#### Extraordinary income and expenses

In accordance with the recommendations of FAR, Atlas Copco applies a strict interpretation of what may be reported as extraordinary income and expenses in the financial accounts.

#### **Definitions**

#### Profit margin

Profit after financial income and expense as a percentage of invoiced sales.

#### Return on capital employed

Profit after financial income and expense plus interest paid and foreign exchange differences as a percentage of average total assets less non-interest-bearing liabilities.

In contrast to the consolidated calculations, capital employed in the business areas includes deferred tax liabilities.

#### Return on equity capital

Profit after financial income and expense less full tax and minority interests as a percentage of average shareholders' equity.

#### Rate of equity capital

Shareholders' equity and minority interests, as a percentage of total capital.

#### Degree of self-financing

Internal funds generated as a percentage of investments in machinery and buildings.

#### Capital turnover ratio

Invoiced sales divided by average total assets.

#### Interest coverage ratio

Profit after financial income and expense plus interest paid and foreign exchange differences divided by interest paid and foreign exchange differences.

#### Earnings per share

Profit after financial income and expense less full tax and minority interests plus interest expense after tax on the convertible debenture loan, divided by the number of shares outstanding after full conversion.

#### **Notes**

#### 1. Invoiced sales by market

	Group		
	1991	1990	
Europe incl CIS	8,579	8,894	
of which Sweden	924	1,216	
of which EC	6,194	6,199	
North America	2,524	2,736	
South America	681	972	
North Africa/Middle East	672	577	
Southern Africa	495	624	
India/Far East	1,548	1,523	
Oceania	531	589	
	15,030	15,915	

#### 2. Operating expense

Group revenues and operating income by business area are shown in the Board of Directors' Report and in the individual sections for each business area.

Operating expenses include costs for major restructuring projects amounting to SEK190 m. (194). The amounts reported relate to identified and approved costs for projects that will not provide any future earnings.

Capital gains/losses arising from continual scrapping and/or divestment of fixed assets are included in reported operating expenses.

		Group
	1991	1990
Technical development costs Marketing and	465	455
administrative costs	3,446	3,632
	3,911	4,087

The above costs include taxes introduced in Sweden in 1991 based on pension liabilities and pension payments, profit tax and payroll tax, respectively, which totaled SEK 11 m.

#### 3. Depreciation

		Group	Parent Co	mpany
4.0	1991	1990	1991	1990
Goodwill (NOTE 12) Machinery and	47	61	_	_
equipment	348	308	8	8
Buildings	68	56	2	2
	463	425	10	10

Current cost depreciation for the Group amounted to SEK 644 m. (601) and thus exceeded cost depreciation by SEK 181 m. (176). See further Current cost accounting page 29.

#### 4. Financial income and expense

	Group	Parent Compar	
1991	1990	1991	1990
		239	464
8	6	1	2
3			
		61	40
264	355	119	183
-443	-553	-197	-272
7	1	49	17
-164	-191	272	434
	8 264 -443	1991 1990 8 8 6 8 264 355 -443 -553 7 1	1991 1990 1991 8 239 8 6 1 8 6 1 61 264 355 119 -443 -553 -197 7 1 49

The interest portion of the year's provision for pensions has not been charged against operating income but has been shown as interest expense. The amount has been calculated on the basis of provisions for pensions at January 1 and December 31 and at an interest rate of 12.5 percent (12.5) for index pensions and 3.5 percent (3.5) for pension liabilities expressed in fixed amounts. The interest portion for 1991 amounted to SEK 94 m. (83). The corresponding sum for the Parent Company amounts to SEK 41 m. (37).

Interest arbitrage transactions are carried out only by the Parent Company. Interest expense as well as interest income have been reported net in the Income Statement. Offset amounts in 1991 totaled SEK 7 m. (12).

#### 5. Appropriations

Tax legislation in Sweden and in other countries allows companies to retain untaxed profits through tax-deductible allocations to untaxed reserves. By utilizing these regulations, companies can dispose and retain earnings within the business without being taxed. The untaxed reserves created through this means may not be used for dividends.

The untaxed reserves first become subject to tax when they are withdrawn. Should the company report a loss, certain untaxed reserves can be used to cover the loss without being taxed.

	Parent Compan	
	1991	1990
General inventory reserve	_	6
Difference between		
book depreciation		
and cost depreciation (NOTE 23)	-1	-1
Allocation to tax		
equalization reserve (NOTE 23)	-222	_
Utilization of development		
reserve	_	1
Group contributions, net	256	118
	33	124

Under certain circumstances, the transfer of earnings, in the form of Group contributions can be made between Swedish companies within the same Group. The contribution is a tax deductible expense for the donor and taxable income for the receiver.

#### 6. Taxes

		Group
	1991	1990
Taxes paid		
Swedish income tax	0	1
Foreign tax	387	474
Deferred tax	1	85
	388	560

Total tax expenses for the year, amounting to SEK 388 m. (560) corresponded to 42.6 percent (44.1) of income after financial items. The corresponding figure for taxes paid amounted to 42.5 percent (37.4).

At elimination of untaxed reserves, deferred tax has been calculated separately for each company in accordance with the applicable local income tax rate at the date of expected reversal to taxation.

The federal tax rate in Sweden was 30 percent in 1991, estimated on the nominal book income, plus non-deductible items and less tax-exempt revenue and other deductions. Foremost among the latter, in respect of the Parent Company, were so-called Annell deductions (deductions for dividends on new capital stock issues) and tax-free dividends from holdings in subsidiaries.

At year-end 1991, foreign companies had accumulated tax losses amounting to SEK 73 m. (80), which can be utilized to decrease future taxable profits.

Since deductible losses have not reduced the deferred tax liability, the utilization of these deductible items reduced the tax burden for the Group.

In accordance with the revised tax laws, existing general inventory reserves and internal profit reserves in the Group's Swedish companies were dissolved at the beginning of the year.

In accordance with the new tax laws, an allocation has been made to tax equalization reserves (K-SURV), in amount of SEK 223 m., while SEK 180 m. has been allocated as a tax deferment amount for inventory reserves.

Calculation of the tax equalization reserve is based in a certain manner on the Company's shareholders equity, while the deferred amount is based on the compulsorily dissolved untaxed reserves.

Unutilized amounts for allocations to tax equalization reserves remaining at year-end are estimated at SEK 365 m. The size of these reserves in the future is dependent on changes in the Company's shareholders' equity. Reserves allocated to tax deferment amount for inventory reserves will be compulsorily dissolved during the years 1992 to 1994 by a minimum of one third per year.

At year-end, the Parent Company had Annell deductions for future use. These become available continuously and, in accordance with Swedish legislation, reduce taxable income. With a dividend of SEK 8 per share on the current share capital, the deduction up to the year 2000 is estimated to amount to about SEK 575 m.

#### Minority interest in subsidiaries' equity and earnings

Minority interest in income after financial income and expense amount to SEK 26 m. (19).

The Income Statement reports the minority shares in the Group's profit after tax as totaling SEK 15 m. (12). These minority interests primarily relate to Atlas Copco India and subsidiaries of Chicago Pneumatic.

	Group
Minority interest Dec. 31, 1990	103
Minority acquired	-5
Dividends	-2
Translation differences	-23
Net profit	15
Minority interest Dec. 31, 1991	88

#### 8. Cash, bank and short-term investments

	Group		Parent Compan	
	1991	1990	1991	1990
Cash, bank	961	944	95	56
Government Treasury bills Treasury notes	971	277 40	971	277 40
Other short-term investments	174	660	170	655
	2,106	1,921	1,236	1,028

Financial investments have been valued at market rates on the balance sheet date.

The Parent Company's guaranteed credit at predetermined interest margins amounted to SEK 1,661 m. The subsidiaries' granted but unutilized overdraft facilities amounted to SEK 1,906 m.

Unconcluded interest-arbitrage transactions in the Parent Company have been reported in net form and amount to SEK 0 m. (95). Loans are in the same amount and have been offset against other short-term investments.

#### 9. Receivables

		Group	Parent Co	ompany
	1991	1990	1991	1990
Notes receivable Receivables from	258	295	_	-
subsidiaries			1,370	1,447
Trade receivables Prepaid expenses	2,805	2,965	12	35
and accrued incom	ne 171	231	21	44
Other receivables	443	405	67	27
	3,677	3,896	1,470	1,553

#### 10. Inventories

	Group	
	1991	1990
Raw materials	180	247
Work in progress	643	598
Semi-finished goods	907	927
Finished goods	1,790	2,192
	3,520	3,964

#### 11. Shares and participations

	Number of shares	Per- cent held	Par value loc cur <sup>1)</sup>	Book value SEK m
Shares and par- ticipations reported by Atlas Copco AB (as specified on				
page 26): Shares and parti-				32
cipations reported b subsidiaries: Associated com- panies	у			
Toku-Hanbai KK Fabrika Kompressor	200,000 a	50	500	28
Smederevo Delair Droog- techniek & Luchtbehande-	1	60 <sup>3)</sup>	2)	(
ing BV NEAC Compressor Service GmbH	52	26	1,000	
& Co KG NEAC Compressor Service Verwaltungs	1	50	2)	(
GmbH Scantrade Kereskedelmi Kft	1	50	2)	(
Budapest Other companies	1	50	2)	(
Rasa Corporation, Tokyo Misc. shares and	400,000	5	50	(
participations				
Total for the Group				69

<sup>1)</sup> Value per share

The Parent Company's holdings of shares in listed companies (Bilspedition and SILA) had a book value at year-end 1991 of SEK 17 m. (15) and a market value of SEK 22 m. (32).

#### Associated companies

The Atlas Copco Group's share in the income after finacial items of associated companies amounted to SEK 17 m. (25). Dividends from these companies amounted to SEK 6 m. (4). The Group's share in the shareholders' equity and the untaxed reserves of associated companies, with deduction for deferred tax at the end of the fiscal year was SEK 46 m. (57).

During the year, Atlas Copco-Eickhoff Roadheading Technic GmbH was divested.

#### 12. Goodwill - Group excess value

Group excess value in 1991 amounted to SEK 1,327 m. (1,131). This excess value has been distributed over the following items in the balance sheet: Goodwill, SEK 1,022 m. (1,095), buildings and land SEK 295 m. (22) and machinery and equipment SEK 10 m. (14). Depreciation of Group excess value amounts to SEK 56 m. (68), distributed as follows:

		Group
	1991	1990
Goodwill	47	61
Machinery and equipment	4	6
Buildings	5	1
	56	68

Goodwill in 1990 included amortization of a non-recurring nature in the amount of SEK 20 m.

Change in goodwill value as shown in balance sheet:

1991	1990
1,229	631
-134	-78
11	617
_	-1
-47	-61
-37	-13
1,022	1,095
	1,229 -134 11 - -47 -37

If the Company had used a 20-year straight-line amortization plan for the goodwill accruing from strategic acquisitions, this would have resulted in amortization amounting to SEK 482 m. (442), corresponding to an increase of SEK 19 m. (17). Planned residual value at year-end would amount to SEK 983 m. (1,074).

The table below shows the effect on the Consolidated Income Statement and Balance Sheet.

		1991		1990
Amortization plan:	straight- line	pro- gressive	straight-	pro- gressive
Operating profit before depreciation Cost depreciation	1,537 -482	1,537 -463	1,886 -442	1,886 -425
Operating profit after depreciation Financial items, net	1,055 -163	1,074 -164	1,444 -191	1,461 -191
Profit after financial income and expense Taxes Minority interest	892 -386 -15	910 -388 -15	1,253 -558 -12	1,270 -560 -12
Net profit Earnings per share, SEK	491 13.80	507 14.25	683 20.00	698 20.45
Goodwill Deferred tax	983	1,022	1,074	1,095
liabilities Shareholders' equity	437	6,345	459 6,182	462 6,200

<sup>2)</sup> Without par value

<sup>3)</sup> This company was not included in the consolidated accounts, since the relevant data had not been secured due to the conditions prevailing in Serbia.

#### NOTES TO FINANCIAL STATEMENTS

#### 13. Other fixed assets

	Group	Parent Co	ompany	
	1991	1990	1991	1990
Long-term receivable	es			
from subsidaries			673	1,254
Long term				
receivables	105	90	10	13
Construction work				
in progress	96	102	_	_
Machinery and				
equipment (NOTE 14)	1,507	1,439	29	35
Buildings (NOTE 15)	1,426	1,063	46	47
Land (NOTE 16)	566	328	21	22
	3,700	3,022	779	1,371

#### 14. Machinery and equipment

		Group		mpany
	1991	1990	1991	1990
Cost Accumulated cos	3,337 st	3,129	89	89
depreciation	-1,830	-1,690	-60	-54
Planned residual value Accumulated de preciation in exc	1,507 - ess	1,439	29	35
of cost depreciat (NOTE 23)	tion		-23	-22
Book value, net	1,507	1,439	6	13

Future commitments related to leased assets are normally not capitalized. The estimated acquisition value of premises, machines, vehicles major computer and office equipment leased by the Group is SEK 154 m. (769). The leasing costs for this property and equipment, SEK 42 m. (128), are reported under operating expenses. The amount reported in 1990 included rent for the industrial premises on the Sickla industrial estate in Nacka. During 1991, Atlas Copco AB exercised its option to repurchase these premises. Future costs for non-cancellable leasing contracts amount to SEK 81 m. (126).

#### 15. Buildings

	Group		Parent Co	mpany
	1991	1990	1991	1990
Cost Undepreciated amount of	1,942	1,547	65	65
revaluations Accumulated cost	9	11	0	0
depreciation	-525	-495	-19	-18
Planned residual value Accumulated depreciation in exces of cost depreciation		1,063	46	47
(NOTE 23)			-11	-11
Book value, net	1,426	1,063	35	36
Tax assessment value	232	180	28	28

The amount shown for Group "Tax assessment value" relates exclusively to buildings in Sweden, the book value of which amounts to SEK 478 m. (219).

#### 16. Land

Group		Parent	Company
1991	1990	199	1 1990
542	304	1	7 18
24	24		4 4
566	328	2	1 22
136	48	2	4 24
	542 24 566	1991 1990 542 304 24 24 566 328	1991 1990 199 542 304 1 24 24 566 328 2

The amount shown for Group "Tax assessment value" relates exclusively to land and land improvements in Sweden, the book value of which amounts to SEK 285 m. (49).

#### 17. Current liabilities

Short-term non-interest-bearing and interest-bearing liabilities are reported in the Parent Company's balance sheet as follows:

	Parent Co	ompany
_	1991	1990
Suppliers	6	12
Provision for taxes	6	_
Accrued expenses and		
prepaid income	43	58
Other current liabilities	51	65
Total non-interest-bearing liabilities	106	135
Bank loans (NOTE 18)	1,312	406
Liabilities to subsidiaries	682	901
Current portion of long-term		
liabilities	148	267
Advances from customers	-	0
Total interest-bearing liabilities	2,142	1,574

#### 18. Bank loans

Short-term bank loans are shown in the balance sheet of the Group as follows:

shock of the Group as follows.		
	1991	1990
PARENT COMPANY		
Available under		
"SEK 1,500 m. Corporate		
Paper Program"		
Outstanding	442	_
Available under		
"USD 150 m. Eurocommercial		
Paper Program"		
Outstanding USD 17 m.	94	323
Available under		
"GBP 90 m. Sterling		
Acceptances Program"	_	23
Other short-term loans	776	60
The Parent Company's bank loans		
and promissory notes	1,312	406
SUBSIDIARIES	475	936
Group bank loans	1,787	1,342

#### 19. Long-term loans

In accordance with swap agreements entered into by the Company, certain loans are valued in another currency than that of the original loan and the interest rate is fixed for a longer period than the term of the loan itself.

The Parent Company reports long-term loans in the Balance Sheet as a compounded item.

Bond loans	1991	1990
PARENT COMPANY		
1978 11%% loan SEK 100 m.	13	20
1985 loan CHF 75.5 m.	_	260
1987 loan LUF 300 m.		
Outstanding, USD 7.9 m.	44	45
1988 loan Luf 300 m.		
Outstanding, USD 7.6 m.	42	43
1988 loan CHF 100 m.		
Outstanding USD 50 m. (CHF 74 m.)	277	325
Less: next year's maturities	-51	-267
Bond loans	325	426
Mortgage loans and promissory notes	1991	1990
PARENT COMPANY		
Available under		
"USD 100 m. Medium Term		
Note Program"		
Outstanding USD 21 m.	116	91
1989 loan FRF 25 m.	27	28
1990 loan NOK 10 m.	9	9
Other mortgage loans and		
promissory notes	1	2
Less: next year's maturities	-97	0
Parent Company's mortgage loans		
and promissory notes	56	130
SUBSIDIARIES	312	526
Less: next year's maturities	-66	-112
Group mortgage loans and		
promissory notes	302	544

The Group's short- and long-term loans can be divided into the following currencies:

			1991	1990
Currency	Amount m.	SEK m.	Percent	Percent
USD	127	703	27	35
FRF	189	202	8	8
GBP	21	218	8	4
CHF	47	195	7	16
DEM	48	175	7	4
ITL	25,156	121	5	6
INR	359	79	3	4
CAD	17	82	3	3
Others		853	32	20
	I-Ass-	2,628	100	100

Based on the currency exchange rates prevailing on Dec. 31, 1991, bond loans, mortgage loans and promissory notes are amortized as follows:

	Group	Parent Company
1992	214	148
1993	368	353
1994	229	_
1995 – and thereafter	30	28
	841	529

#### 20. Deferred tax liabilities

Deferred tax liabilities have been calculated individually for each company on the basis of local tax rates, see accounting principles, page 16.

#### 21. Provision for pensions

This item pertains mainly to the Swedish companies and corresponds to the actuarially calculated amount of pension obligations under the negotiated supplementary pension plan in excess of the National Supplementary Pension Plan. In accordance with a recommendation of FAR, a certain portion of the year's pension cost is shown as interest expense (NOTE 4). "Provision for pensions" is accordingly included among interest-bearing liabilities.

	Group		Parent Co	mpany
	1991	1990	1991	1990
Swedish companies	-			
FPG/PRI-pensions	795	708	343	314
Other pensions	30	12	26	8
Companies outside				
Sweden	322	338		
Total provision for				
pensions	1,147	1,058	369	322

Pensionsregistreringsinstitutet (FPG/PRI) is an organization which administers employee pension plans.

#### 22. Convertible debenture loan

Convertible debenture loan 1987/93, issued to employees in the Atlas Copco Group. The loan amounts to SEK 148 m. (155) and carries a fixed interest of 10 percent. Conversion can be made during the period from August 14, 1989 to March 1, 1993. After adjustment for the 1989 bonus issue, the conversion price is SEK 150 per share.

During 1991, a nominal amount of SEK 6.3 m. was converted to 42,281 shares. During 1992 up and until the record date of the conversion loan, an additional 1,732 shares were created through conversion. Notwithstanding these, the number of shares at full conversion will increase by 989,114. See also page 3.

#### NOTES TO FINANCIAL STATEMENTS

#### 23. Untaxed reserves

Untaxed reserves are reported in the Parent Company balance sheet as a compounded item. The distribution is shown below. These are totally eliminated in the consolidated accounts. See Accounting principles, page 16.

Parent Compan	
1991	1990
	2
23	22
11	11
222	-
256	33
	23 11 222

Accumulate	Accumulated additional depreciation			
	Machinery and equipment	Build- ings		
Opening value, Jan. 1, 1991 Appropriations	22 1	11		
Dissolutions Closing value, Dec. 31, 1991	23	11		

	Tax equalization reserve
Opening value, Jan. 1, 1991 Appropriation	222
Closing value, Dec. 31, 1991	222

#### 24. Share capital

	Group	Parent Company
Share capital, Dec. 31, 1990	882	882
Conversion of debenture loan	1	1
Share capital, Dec. 31, 1991	883	883

#### 25. Restricted reserves

	Group	Parent Company
Restricted reserves,		
Dec. 31, 1990	2,733	1,507
Premium on conversion of		
debenture loan	5	5
Transfers between restricted		
and unrestricted capital	100	_
Restricted reserves,	*	
Dec. 31, 1991	2,838	1,512

The increase in restricted reserves relates primarily to the portion of shareholders' equity in allocations made to untaxed reserves in individual companies.

#### 26. Retained earnings

	Group	Parent Company
Retained earnings,		
Dec. 31, 1990	1,887	694
1990 net profit	698	496
Unrestricted reserves,		_
Dec. 31, 1990	2,585	1,190
Dividend to shareholders Transfers between restricted	-282	-282
and unrestricted capital	-100	_
Translation differences	-86	
Retained earnings,		
Dec. 31, 1991	2,117	908

Unrestricted shareholders' equity for the Atlas Copco Group has been defined as follows:

The Parent Company's unrestricted shareholders' equity, increased by the Group's share of each subsidiary's unrestricted equity, to the extent that it can be distributed without the Parent Company having to write-down the shares in the subsidiary.

From this amount, the Group's share in accumulated losses and other reductions of capital in subsidiaries have been deducted to the extent that these amounts have not affected share values in the Parent Company's accounts. In the Consolidated Balance Sheet eliminated internal profit has also been charged against the Group's unrestricted shareholders' equity.

Of the Group's retained earnings, SEK 9 m. will be transferred to statutory reserves in accordance with the proposals of the Board of Directors of the respective companies.

In evaluating the Atlas Copco Group's retained earnings and profit for the year, it shold be noted that a substantial portion was earned in companies outside Sweden, from which in certain cases the transfer of profit to the Parent Company is subject to taxation or restrictions.

#### 27. Earnings per share

		Grou	
		1991	1990
Net profit Interest on convertible loan		507	698
after deduction for 30-percent to	ax	10	11
Adjusted profit after full tax			
and full conversion		517	709
Number of shares after			
full conversion	36,319	9,991	34,653,331
Earnings per share, SEK	1	4.25	20.45

The number of shares after full conversion at year-end amounted to 36,319,991. In estimating the net profit for 1990, a weighted average number of shares has been used in order to take into account the new share issue of 4,000,000 shares implemented during May.

Earnings per share before full conversion amounted to SEK 14.35 (20.75).

# 28. Assets pledged and Contingent liabilities

		Group	Parent Compa	
	1991	1990	1991	1990
Real estate mortgages Chattel	80	90	1	1
mortgages	141	257	_	~
Assets pledged	221	347	1	1
Notes discounted Sureties and other	66	102	-	-
contingent liabilities Capital value of	546	342	593	359
pension obligations	20	33	14	28
Contingent liabilities	632	477	607	387

Of the contingent liabilities reported in the Parent Company SEK 274 m. (273) relates to contingent liabilities on behalf of subsidiaries.

Loans in accordance with Chap. 12, Paragraph 7 of the Swedish Companies Act were granted during the period 1986 to 1990 to employees in conjunction with the offer related to savings invested in Atlas Copco shares through the Atlas Copco General Savings Fund. A dispension was granted by the County Board in the particular counties.

	Parer Group Compan		
Number of borrowers Loans reported in the balance sheets as receivables	157	157	
Short-term	1	1	
Long-term	1	1	

Borrowers in the Parent Company also include employees in other Swedish companies.

		Currency	Year	-end_rate	Ave	rage rate
Country	Value	code	1991	1990	1991	1990
Australía	1	AUD	4.24	4.41	4.71	4.65
Austria	100	ATS	52.00	53.50	52.00	52.00
Belgium	100	BEC	17.80	18.20	17.70	17.70
Canada	1	CAD	4.77	4.92	5.24	5.08
France	1	FRF	107.00	110.50	107.50	108.50
Germany	100	DEM	366.00	375.50	365.00	366.50
Great Britain	1	GBP	10.39	10.83	10.65	10.50
India	100	INR	22.00	31.50	27.50	34.50
Italy	100	ITL	0.481	0.499	0.486	0.492
Japan	100	JPY	4.41	4.21	4.48	4.10
Luxemburg	100	LUF	17.80	18.20	17.70	17.70
The Netherlands	100	NLG	324.50	332.50	323.50	325.00
Norway	100	NOK	92.50	96.00	93.00	94.50
Singapore	1	SGD	3.42	3.29	3.51	3.28
South Korea	100	KRW	0.800	0.820	0.857	0.864
Spain	100	ESP	5.73	5.90	5.81	5.79
Switzerland	100	CHF	411.00	439.00	421.50	426.50
U.S.A.	1	USD	5.54	5.71	6.01	5.93

# Shares and participations Atlas Copco AB

	Num	ber of	Per- cent	Par value	Book value
	sha	ares	held	loc cur	SEK m.
PRODUCT COMPANIES					
Atlas Copco Tools AB	100	000	100	100	20
Monsun-Tison AB	400	000	100	100	64
Atlas Copco Automation AB	200	000	100	100	20
Atlas Copco Assembly					
Systems AB	90	000	100	100	11
Atlas Copco SAC AB		000	100	100	3
GME System AB		500	97	100	39
Jniroc AB	2 325		100	20	112
Atlas Copco Energy AB	200	000	100	100	30
Atlas Copco Tunnelling					- 10
and Mining AB	1 000		100	100	240
Atlas Copco Berema AB	60	000	100	1 000	150
SALES COMPANIES					
Atlas Copco Compressor AE		000	100	100	10
Atlas Copco International AE		000	100	100	1
Atlas Copco (Cyprus) Ltd.	99	998	100	1	1
Atlas Copco Kompressor-	0	000	100	4.000	_
teknik A/S, Denmark	3	003	100	4 000	7
Soc. Atlas Copco		1	100	1)	22
de Portugal Lda.	7	995	100	1 000	12
Atlas Copco (Schweiz) A.G. Atlas Copco Ges.m.b.H.,	1	990	100	1 000	12
Austria	60	990	100	1 000	20
Atlas Copco	03	330	100	1 000	20
Argentina S.A.C.I.	17	999	02	1	C
Atlas Copco Boliviana S.A.		268	100	100	2
Atlas Copco	7.5		100	,00	_
	99 999	028	100	1	21
Atlas Copco		00	, , ,		_
Chilena S.A.C.	24	998	100	1 000	6
Atlas Copco Ecuatoriana					
S.A., Ecuador	41	966	100	1 000	1
Atlas Copco Venezuela S.A.	37	920	100	1 000	14
Atlas Copco Iran AB,					
Sweden	3	500	100	100	(
Atlas Copco					
(Philippines) Inc.	121	995	100	100	3
Atlas Copco KK, Japan	375	001	100	1 000	23
Atlas Copco					
(South-East Asia)					
Pte. Ltd., Singapore	2 500	000	100	1	8
Atlas Copco					
(Malaysia) SDN BHD	700	000	70	1	2
Atlas Copco Makinalari					
Imalat A.S., Turkey		670	114		(
Atlas Copco (India) Ltd.	2 892		40	10	(
Atlas Copco Kenya Ltd.		999	100	100	
Atlas Copco Lesotho Pty Ltd		999	100	1	C
Atlas Copco Maroc S.A.	2	572	89	1 500	4

A detailed list of the shares and participations owned by Atlas Copco AB, is included in the Annual Report filed with the National Patent & Registration Office in Sweden and may be obtained free of charge from Atlas Copco's headquarters in Nacka, Sweden.

	Number of	Per- cent	Par value	Book
	shares	held	loc cur	SEK m.
HOLDING COMPANIES Atlas Copco North				
America Inc. Atlas Copco	35 506	100	1)	796
JK Holdings Ltd. 2	8 623 664	100	1	294
Atlas Copco Beheer by, The Netherlands	15 712	100	1 000	470
Atlas Copco Holding G.m.b.H., Germany Atlas Copco France	5	99 <sup>2</sup> )	1)	100
Holding S.A. Atlas Copco A/S, Norway	159 994 4 498	100 100	500 10 000	75 32
OTHER COMPANIES				
Atlas Copco Construction and Mining Technique AB Atlas Copco Industrial	700 500	100	100	356
Technique AB	40 000	100	100	5
Atlas Copco Construction and Mining Distribution AB	500	100	100	- 0
Atlas Copco Airpower Svenska AB	500	100	100	0
Copco Nueva Montaña S.A., Spain, in liquidation	29 999	13 <sup>3)</sup>	1 000	0
Atlas Copco Andina S.A., Bolivia, in liquidation Atlas Copco Industrial S.A.	18 000	50 <sup>2)</sup>	1 000	0
Atlas Copco Industrial S.A., Spain Industria Försäkrings AB	95 50 000	50 <sup>2)</sup> 100	10 000	5
Atlas Copco Reinsurance S., Luxemburg	4 999	100	10 000	8
Atlas Copco Tools Distribution n.v., Belgium Atlas Copco Coordination	1	02)	10 000	C
Center, Belgium	1		10 000	C
Cerac S.A., Switzerland Atlas Copco Data AB	1 997 500	100	1 000	2
Atlas Copco Fond- aktiebolag Sickla Industrifastigheter AB 30 dormant companies	2 500 999	100	100	465 17
oo doman companico				3 471
MINORITY COMPANIES				
Associated companies Scanditronix AB	45 556	22	100	7
VOAC Hydraulics AB Österleden AB	250 125	50 25	100 500	0
Other companies Bilspedition AB	213 360	1	25	7
Svensk Interkontinental Lufttrafik AB (SILA)	508 000	1	10	10
Handelsbolaget Svenska Dagbladets AB & Co	100	2	1 000	C
Svenska Dagbladet Holding AB	18 000	2	10	4
AB Sukab Mechanical Technology	300	0	100	C
inc., N.Y., U.S.A. ADELA Investment Co. S.A.,	140 000	5	1	C
Luxemburg SIFIDA Investment Co. S.A.,	3 640	0	100	C
Luxemburg Cord Capital N.V., Curacao,	275	1	500	C
		1	50	4

Remaining holding owned by other Group companies
 62 percent owned by other companies within the Group
 72 percent owned by other companies within the Group

# Financial operations

#### Market trends in 1991

The fundamental changes taking place in the worlds political and financial systems continued during 1991. On the political scene, a transition toward a market economy took place in eastern Europe and the former Soviet states. The question of EC membership and a united Europe was raised in many countries, including Sweden, which in May abandoned the old currency basket and linked the Krona to the European currency unit, ECU. Consequently, European policy and monetary policy became more important for Sweden than previously.

The world's financial markets had difficulty in following the momentous political changes during 1991. Failure of the American economy to show the expected recovery led to caution and inactivity in the stock market. In currency markets, a price rise for the U.S. dollar was expected after the Gulf War, but instead the dollar declined and, in December, reached the lowest level in several years.

The German mark, however, was stable, despite the expected problems entailed by the reunification program. The German mark was strengthened particularly during the latter half of the year due to rising interest rates and the lack of growth in the U.S. economy.

The international recession also affected Sweden, where banks and finance companies continued to experience problems. Expectations of lower Swedish interest rates as a result of the ECU link were not fulfilled.

#### Financial risks

Atlas Copco's daily operations are exposed to financial risks, primarily in the areas of currency exchange and interest rates. Changes in exchange and interest rates have a direct influence on the Atlas Copco Group's earnings.

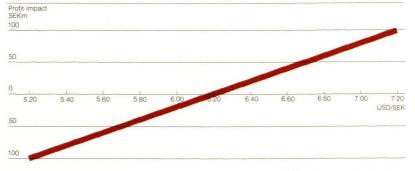
The objective of the finance function at the Parent Company, Corporate Finance, is to define financial risks and, through the selection of financial instruments, to minimize the negative effects of these risks on Group earnings.

Funding risk refers to the risk that the Group is not able to raise funds needed at a given time.

The Atlas Copco Group companies finance their working capital needs through local loans in the local currency. The choice of bank and credit facility must be approved by the Parent Company. In order to limit funding risks, Corporate Finance has negotiated guaranteed credit facilities totaling USD 300 m. In December 1991, the Atlas Copco Group's net borrowing amounted to SEK 1.701 m.

The currency risk refers to the risk that exchange rate fluctuations on commercial flows and on net investments made abroad will have a negative effect on Group earnings.

#### SENSITIVITY TO CURRENCY MOVEMENTS



The currency risk on commercial flows occurs when production companies deliver and invoice in the currency used by the sales company. Most of the product companies are based in Europe, which means that the Group is relatively more sensitive to changes in the USD exchange rate than to changes in European currencies.

The responsibility for hedging commercial currency risks rests primarily on the divisions. They base their currency hedging on the sales companies' budget and purchase forecasts.

Corporate Finance takes responsibility for the Group's total currency risk. This means that the production companies' risk coverage is achieved through central netting and currency hedging operations are handled by Corporate Finance. In addition to forward contracts and loans, Corporate Finance uses options as a means of reducing currency exposure.

Interest risk refers to the risk that changes in interest rate levels will have an adverse effect on Group earnings.

During the year, the Group's net borrowing was reduced from SEK 1,852 m. to SEK 1,701 m. The average interest rate term was eight months.

Corporate Finance has responsibility for all interest rate terms for the Group and manages the Parent Company's interest risks.

Credit risk refers to the risk that investments of liquid funds will be lost. Corporate Finance is responsible for managing the Parent Company's liquid funds, which on December 31, 1991 amounted to SEK 1,236 m. As in prior years, liquid funds in Sweden were invested in the Swedish money market. Thanks to the conservative investment policy applied, the Group was again able to completely avoid any credit losses in the financial market during 1991.

#### **Coordination of finance operations**

The Group Treasurer has the overall responsibility for the Atlas Copco Group's financing and currency management.

Operationally, daily transactions are made by the Group's internal bank, which also provides services in the areas of export financing and cash management.

The internal bank also has responsibility for coordination of finance operations in countries where there is more than one Atlas Copco company. This is accomplished through a cash pool, which functions as an extension of the internal bank. Such cash pools currently exist in 15 different countries. The Atlas Copco Group's sensitivity to exchange rate fluctuations is shown by the relationship of USD to several European currencies expressed in SEK. A 10-percent change in exchange rates translates to a profit/loss of about SEK 60 m.

## International accounting principles

The consolidated accounts for the Atlas Copco Group follow Swedish accounting practices. Swedish accounting practices, however, diverge from international practices on certain points. A calculation of the income for the year and financial position, taking into account the major differences between Swedish accounting practice and the U.S. GAAP and IAS standards is provided below.

#### U.S. accounting principles, U.S. GAAP

#### Revaluation of assets

Certain properties have been written up to amounts which exceed the acquisition cost. In specific situations, such revaluations are permitted by Swedish accounting practice. According to U.S. GAAP, revaluations of assets are not reported in the Balance Sheet.

Capitalization of interest expenses
In accordance with Swedish accounting practice,
the Group has expensed interest payments arising from the external financing of newly constructed fixed assets. According to U.S. GAAP,
such interest expenses are capitalized.

#### Pension provisions

In the U.S. other rules govern accounting of pension provisions. In general, these rules are applied by Atlas Copco's U.S. subsidiaries. Compared with Swedish accounting practice for FPG/PRI pension provisions, there are differences, primarily in the selection of the discount rate and in that the calculation of equity value is based on the salary or wage at the date of retirement. Possible differences have not been quantified and are not included in the following U.S. GAAP account presentation.

#### Shares in associated companies

In accordance with Swedish accounting principles, investments in shares can be carried at cost and dividends are included in income for the year in which they are received. According to U.S. GAAP, investments in 20 to 50 percent-owned companies are generally accounted for using the equity method. The book values of such shareholdings are adjusted continuously in accordance with the aforementioned method.

#### Company acquisitions

In accordance with Swedish accounting practices, the Secoroc Group has been included in the consolidated accounts for 1988 according to the pooling of interests method. The U.S. GAAP criteria for the application of the pooling of interests method differs in certain respects from the criteria then applicable, according to Swedish

practises. One of the criteria in U.S. GAAP is that none of the merging companies may be a subsidiary of another company during the two years preceding the merger. On the date of acquisition, Secoroc was a subsidiary of Kinnevik, as a result of which it is impossible to apply the pooling of interests method according to U.S. GAAP.

The principle applied by Atlas Copco for the progressive amortizaton of goodwill relating to strategic acquisitions has been adjusted to straight-line amortization according to U.S. GAAP.

#### Deferred taxes

U.S. accounting practice (SFAS 96) requires that operations in each year be charged with the tax for that year. Consequently, deferred tax is calculated on all the differences between book valuation and valuations for tax purposes (temporary differences). The principles applied by Atlas Copco essentially observe these regulations.

However, no adjustment has been made in the subsequent reconciliation for deferred taxes arising in the form of differences between the valuation in the consolidated accounts of assets and liabilities in company acquisitions and the valuation for tax purposes of corresponding items in the acquired company. Neither has any adjustment been made for deferred taxes on the translation differences arising from the use of the monetary/non-monetary method, since such differences are regarded as marginal.

Application of U.S. GAAP would have the following approximate effect on consolidated net income and shareholders' equity for the Group:

income and snareholders equit	y ioi line	Group.
	1991	1990
Income as reported in the Consolidated Income Statement	507	698
Items increasing/decreasing reported net income:		
Depreciation of revaluations	3	1
Capitalization of interest expenses Share in net income of	7	2
associated companies	3	12
Depreciation of goodwill	-26	-26
Deferred taxes	-3	-1
Calculated net profit	491	686
Calculated earnings per share, SEK	13.90	20.40
After full conversion, SEK	13.80	20.10
Total assets	14,646	14,542
Total liabilities	7,803	7,827
Shareholders' equity as reported in the Consolidated Balance Sheet Net adjustment in reported	6,345	6,200
shareholders' equity	498	515
Approximate shareholders' equity	6,843	6,715

Translation differences in shareholders' equity
According to Swedish accounting practice, all
account items included in shareholders' equity
must be classified in the Balance Sheet as restricted equity (share capital and restricted reserves) or as unrestricted equity. The accumulated
exchange differences arising from the translation
of the financial statements of foreign companies
are distributed among restricted and unrestricted
equity in the Consolidated Balance Sheet.

According to U.S. GAAP, this currency component is shown as a separate item in the Balance Sheet. In the sale/discontinuation of foreign subsidiaries, the result from the discontinuation shall also include accumulated translation differences.

#### International Accounting Standards, IAS

With the exception of only a few points, Atlas Copco's accounting principles are in accordance with IAS.

#### Revaluation of assets

As in the case of U.S. GAAP, it is not permitted to report revaluations of assets.

#### Shares and participations

As in the case of U.S. GAAP, adjustments are made for participations in the net profit of associated companies.

#### Proposed dividend

According to Swedish accounting principles, the proposed dividend is not normally debited until it has been approved by the Annual General Meeting of shareholders. According to IAS, the dividend proposed by the Board of Directors is entered as a liability.

Application of IAS would have the following approximate effect on consolidated net income and shareholders' equity for the Group:

	1001	1000
	1991	1990
Income as reported in the Consolidated Income Statement	507	698
Items increasing/decreasing reported net income:		
Depreciation of revaluations Share in net income of	3	1
associated companies	3	12
Deferred taxes	-	26
Calculated net profit	513	737
Calculated earnings per share, SEK	14.50	21.90
After full conversion, SEK	14.40	21.60
Total assets	14,086	13,962
Total liabilities	8,040	8,061
Shareholders' equity as reported in		
the Consolidated Balance Sheet	6,345	6,200
Proposed dividend	-283	-282
Other adjustments	-16	-17
Approximate shareholders' equity	6,046	5,901

The differences in deferred taxes for 1990 pertain primarily to tax rates. According to the Company's Swedish accounting and U.S. GAAP, these differences have been reported in previous years.

## Current cost accounting

One result of the highly variable rate of inflation since the mid-1970s is that traditional accounting based on historical cost can give an inaccurate picture of a company's income and financial position

Current cost accounting aims at taking price changes into consideration on the resources used and consumed by the company in its production operations, both in the valuation of assets and in calculating income. Since current cost accounting to a relatively large extent is based on estimations, it cannot meet the same demand for precision as conventional accounting.

In the valuation of assets, accounting based on current cost is characterized by the fact that historical cost is abandoned in favor of other principles, such as replacement cost.

Atlas Copco has chosen to use a model that focuses on three concepts of income to report this effect:

- □ current cost-based operating income
- □ current cost-based income before financial items
- □ real income after financial items

#### Current cost-based operating income

Current cost-based operating income is an "operative" income figure which should show the degree to which sales revenues covered the replacement value of goods sold. Current cost-based operating income of the Atlas Copco Group in 1991 amounted to SEK 841 m. (1,239).

This income figure is SEK 233 m. (222) lower than the traditional operating income. This is due to two factors. Price changes occurred during the year on goods that are included in the Company's products. These goods are estimated to cost SEK 52 m. (46) more to purchase than they did on the purchase date. Income has also been

charged with current cost depreciation that is SEK 181 m. (176) higher than depreciation based on historical cost. This means that the wear on the Company's facilities has been assigned a cost based on the amount that would be required to replace these facilities with new ones today.

# Current cost-based income before financial items

Price increases result in an increase in the value of the company's assets. Inventories and fixed assets are subject to price gains. In accordance with traditional accounting, unrealized price gains should not be credited to income. In contrast, both unrealized and realized price gains should affect income in current cost-based accounting.

Atlas Copco's current cost-based income before financial items was SEK 1,141 m. (1,568). Price gains of SEK 41 m. (47) occurred on inventories and the Company's fixed assets increased in value by SEK 259 m. (282).

#### Real income after financial items

If a real profit is to be regarded as having arisen, the purchasing power of the equity capital should have increased during the year. Therefore, a so-called purchasing-power adjustment must be made on the equity capital. To enable the purchasing power of equity capital to be maintained it should have increased by the average annual price increase, or by SEK 517 m. (661) during the year. The annual average price increase in 1991 has been estimated at 7 percent (10). Atlas Copco's real income after financial items for 1991 is thus SEK 460 m. (716). This income figure is SEK 450 m. (554) lower than the traditional income and corresponds to a real profit margin of 3.1 percent (4.5).

The real net profit for the year is SEK 450 m. lower than the traditional income and amounted to SEK 57 m. (144).

#### Current cost income statement

	1991	1990
Invoiced sales	15,030	15.915
Current cost of goods sold	-13,545	-14.075
Current cost depreciation	-644	-601
Operating income	841	1,239
Price changes, inventory	41	47
Price changes, fixed assets	259	282
Operating income before		
financial items	1,141	1.568
Financial items	-164	-191
Purchasing power		
adjustment, equity capital	-517	-661
Real income after		
financial items	460	716

#### Adjustment of the Balance Sheet

The adjustment of the Balance Sheet involves stating inventories and fixed assets at current values instead of at cost. Total assets thereby increase by SEK 1,047 m. (980) since hidden reserves in inventories and assets are shown openly. The main effects are shown below:

- ☐ Machinery, buildings and land are stated at a value that is SEK 1,018 m. (928) higher.
- ☐ Inventory is shown at a value SEK 24 m. (35) higher.
- ☐ Shareholdings are shown at a value SEK 5 m. (17) higher.

Equity capital and unrealized price changes are reported at a value of SEK 1,047 m. higher, which means that the rate of equity capital after full conversion and including minority interest thereby amounts to 50 percent, as against 47 percent in accordance with traditional accounting.

Return on shareholders' equity amounts to 0.8 percent (2.2), compared with 8.1 percent (12.5) according to the traditional method. The reduction in return is attributable to lower actual earnings and to the fact that equity is SEK 1,047 m. higher as a result of current cost accounting.

# Reconciliation between traditional and current cost accounting

		910
-52		
-181	-233	
41		
259	300	67
		-517
		460
	41	41

#### Current cost balance sheet

100==0	2 15 14 19	
ASSETS	1991	1990
Cash, bank and		
short-term investments	2,106	1,921
Receivables	3,677	3,896
Inventories	3,544	3,999
Fixed assets	5,814	5,135
Total assets	15,141	14,951
LIABILITIES AND SHAREHOL	DERS' EQUITY	

Total liabilities and shareholders' equity	15,141	14,951
Shareholders' equity	6,345	6,200
Unrealized price changes	1,047	980
Long-term liabilities	2,503	2,793
Current liabilities	5,246	4,978
LIABILITIES AND SHAREHOLDER	RS' EQUITY	

#### APPROPRIATION OF PROFIT

#### **Proposed distribution of profit**

As shown in the balance sheet of Atlas Copco AB, the following funds are available for appropriation by the Annual General Meeting:

The Board of Directors and the President propose that these earnings be appropriated as follows:

#### Unappropriated earnings from

preceding year

907,211,370

Net profit for the year

SEK 1,190,218,057

283,006,687

To the shareholders, a dividend

of SEK 8.00 per share

To be retained

in the business 907,557,185

SEK 1,190,218,057

SEK 282,660,872

Nacka, March 11, 1992

PETER WALLENBERG Chairman

TOM WACHTMEISTER

CURT G OLSSON

OTTO GRIEG TIDEMAND

LENNART JOHANSSON

PER LUNDBERG

GEORG KARNSUND

GÖSTA BYSTEDT BERT-OLOF SVANHOLM JACOB WALLENBERG

JACQUES VAN DER SCHUEREN

MICHAEL TRESCHOW

President

**BO HENNING** 

PER-ERIK NYHOLM

KJELL ELIASSON

### **AUDITORS' REPORT**

We have examined the Annual Report, the Group accounts, the financial statements and the administration of the Company by the Board of Directors and the President for the year 1991. Our examination was carried out in accordance with generally accepted auditing standards.

We have been assisted in our examination by Bohlins Revisionsbyrå AB.

#### Group

The Group accounts have been prepared in accordance with the Swedish Companies Act.

that the net profit for the year be disposed

that members of the Board of Directors

from liability for the fiscal year.

of in accordance with the proposal in

and the President be granted discharge

the Board of Directors' Report, and

#### **Parent Company**

The Annual Report has been prepared in accordance with the Swedish Companies Act.

We recommend:

that the Income Statement and Balance Sheet be adopted.

We recommend:

that the Consolidated Income Statement and the Consolidated Balance Sheet be adopted.

Nacka, March 18, 1992

KARL-G GIERTZ Authorized Public Accountant

OLOF HEROLF Authorized Public Accountant

#### To our shareholders



Nineteen ninety-one was a difficult year in most of our markets, and we will probably continue to feel the effects of the recession during the greater part of 1992 in most of the countries in which we have operations. Although the total market in our business areas has decreased during the preceding year, we have been able to strengthen our leading position on the world market and increase market share. This applies primarily to compressors for the manufacturing industries, but even to equipment for contractors in the construction industry.

#### **Delegated responsibility**

During a recession such as the one we are now experiencing, competition intensifies and profitability suffers. To survive in such a situation, an organization must be flexible so that decisions can be taken quickly. Consequently, we have made successive adjustments in our organization by delegating responsibility for product development, design, manufacture, marketing and profitability to each individual division. In this way we move closer to the customer and the customer's problems and requirements. This makes it easier to take decisions on matters such as the development of new products tailored to specific customer groups or markets. Through this delegation of responsibility, it is also easier for each division to be more observant of changes in cost levels.

#### Strong position in the world market

We have a strong home market in Europe, with production in several EC countries. In recent years we have also strengthened our position in North America and Japan. Several of the divisions' products, which are considered strategic, are manufactured in these markets. In Japan we have entered into a joint venture with a Japanese company for the manufacture and sales of industrial compressors, and in our own Japanese company, we have started assembly of large oil-free compressors. In the North American market, we have multiplied our sales during the past ten years, to the extent that this market now accounts for 17 percent of Atlas Copco's total invoicing. At the same time, we have expanded our market by introducing an increasing number of products with new areas of application for customers in the manufacturing industries, which has become our most important customer segment during the past ten years, and which now accounts for 49 percent of Group sales.

Atlas Copco expanded strongly in the 1980s through the strategic acquisition of companies. We will continue to pursue this strategy in the 1990s. The acquisition of AEG's power tool operations is an excellent example of our efforts in this regard.

As a result of these developments, 35 percent of the Group's sales are today accounted for by other brand names than Atlas Copco. We will continue to look for attractive companies with products and markets that complement our own. Priority will be given to western Europe, the United States, Southeast Asia and Japan.

Through the establishment of a joint company for hydraulic components with Volvo Flygmotor, we have become active participants in the restructuring of this industry. We are now a partner in a very attractive company, which has good prospects for strengthening its coverage of international markets.

The shift of focus to divisions also provides opportunities for expansion. For example, we can make selective investments in the rapidly expanding markets of Southeast Asia, and we are more able to adapt to the changes occurring in eastern Europe. During 1991, we expanded our marketing organization in eastern Europe with the establishment of our own companies or sales representatives in Hungary, Czechoslovakia, Poland, Romania and the Baltic countries. The creation of the internal market within the EC will also provide opportunities for a more effective distribution structure, independent of national borders.

#### Strong focus on product development

During the past financial year, product development in all business areas was awarded high priority. Intensive efforts have been made to develop cost-efficient products combining superior performance with high reliability.

In the compressors area, two completely new series of small compressors were recently developed and are now being introduced in the market. One of these compressors is particularly interesting, in part because it is based on a completely new compressor technology and also because it is targeted for a new customer group and thereby expands our market. A new portable compressor, based on new technology and using a new design, was also developed and introduced in the market during the year. As the market for this type of product is stable and well established, innovative products are needed that are simple and specifically designed to maintain production costs at competitive levels. To date, the strong sales of this product have provided proof that we are succeeding with these efforts.

In the drilling equipment product area, customers have become increasingly product-oriented and express interest in participating directly in the product development work. For Atlas Copco, this means that we can obtain first-hand information about customer requirements and thereby develop the products demanded by the market more quickly. During the year, this kind of co-operative development was initiated in both Sweden and the U.S.

Tunnel boring technology was further refined and a breakthrough was noted in the market during 1991 through several major orders.

For a number of years, we have been active in the development of electric power tools as a complement to our pneumatic tools. These efforts have been strengthened by the acquisition of Ets G Renault in France and, more recently, of the German company AEG Elektrowerkzeuge, which also has products for the hobby industry. Through these acquisitions, we have also increased our expertise in the electronics area, which is an important factor in such areas as the control units for our advanced assembly systems.

Investments in product development will become more forceful as the divisions now, to a greater extent than previously, are able to adapt them to the needs of the market.

#### Lower cost levels

Atlas Copco's operations during 1991 were characterized by extensive restructuring measures, which were essential to adapt our organization to changes in market demands

and to reduce cost levels, particularly in our manufacturing units. By merging manufacturing plants we were able to consolidate manufacturing in more efficient units, and by investing in the latest production technology we were able to make production more efficient with faster lead times, less capital tied up in inventories and improved product quality.

Our investments in plants and equipment, such as the new plants in Antwerp and Borås and the new distribution centers in Belgium and the Netherlands, totaled slightly more than SEK 700 m. during the year. This is more than we have invested in any previous year. The most recent investment of SEK 200 m. represented a completely new plant in Antwerp for the manufacture of portable compressors. Manufacturing is controlled entirely by customer orders and is based on the latest production technology, with a rapid flow of manufacturing materials. Plant capacity is based on the production of one portable compressor every eight minutes.

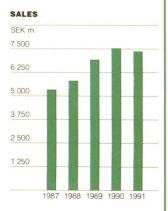
In other words, we reviewed our cost situation in good time, and as a result we were able to constrain the downturn in our operating income as early as during 1991.

#### **Good prospects for the future**

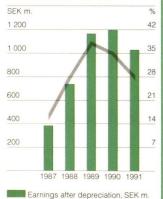
To summarize, I would like to emphasize that we are currently extremely well positioned for the future.

- In addition to our marketing efforts, we have invested in efficient production facilities that facilitate rapid adjustment of both production capacity and costs to the demands of the market.
- The restructuring measures that have been implemented reduce the amount of capital tied up in operations and cost levels. Because the costs for these measures have already been charged against income for the past two years and since investment needs in the years to come will return to what I consider to be a normal level, I am optimistic about the trend of income during 1992. Our objective of achieving a profit margin of 10 percent over the course of an economic cycle stands firm.
- The program of forceful measures implemented during 1991 has successfully strengthened our resources and prepared us for continued growth in the 1990s. Our stable financial position is also a good foundation for further expansion through acquisitions and other market activities.

Muchael A
President and CEO

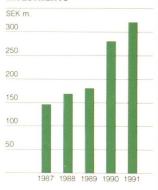


#### EARNINGS AND RETURN

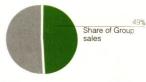


Return on capital employed, %

#### INVESTMENTS



## COMPRESSOR TECHNIQUE



	1991	1990
INVOICED SALES, SEK m.	7,361	7,530
OPERATING PROFIT AFTER DEPRECIATION, SEK m.	1,031	1,195
RETURN ON CAPITAL EMPLOYED, %	28	35
NUMBER OF EMPLOYEES	7,790	8,103

The business area Compressor Technique develops, manufactures and markets industrial, oil-free and portable compressors, air dryers, after coolers, energy recovery systems, control systems, filters and specially built gas and process compressors, expansion turbines and cryogenic pumps. The business area is headquartered in Antwerp, Belgium, with the largest plants in Antwerp, Cologne in Germany, and Los Angeles and Albany in the U.S. Manufacturing also takes place in seven other countries.

The following divisions belong to business area Compressor Technique:

- Industrial Air, president Luc Hendrickx
- Oil-free Air, president Henri Ysewijn
- Portable Air, president Romano Girardi
- Atlas Copco ACT (Applied Compressor Technique), president Freek Nijdam
- Airtec, president Stig Svärd (until Jan 31, 1992)

Henri Ysewijn, Stig Svärd, and Luc Hendrickx.

# Romano Girardi, Freek Nijdam

#### Strategy

The role of business area Compressor Technique is to develop Atlas Copco's position as world market leader in the field of compressors and expansion turbines. As part of this strategy, the business area markets quality products to industrial customers who demand a high level of operating reliability in their plants. The divisions are responsible for product development, manufacturing and marketing of their respective products.

#### Structural changes

Effective January 1, 1991, the business area was divisionalized. Accordingly, each product division has individual responsibility for its own product development, engineering, production, sales, service operations and profitability.

#### Sales

Invoiced sales in 1991 amounted to SEK 7,361 m. (7,530) and order bookings to SEK 7,459 m. (7,549).

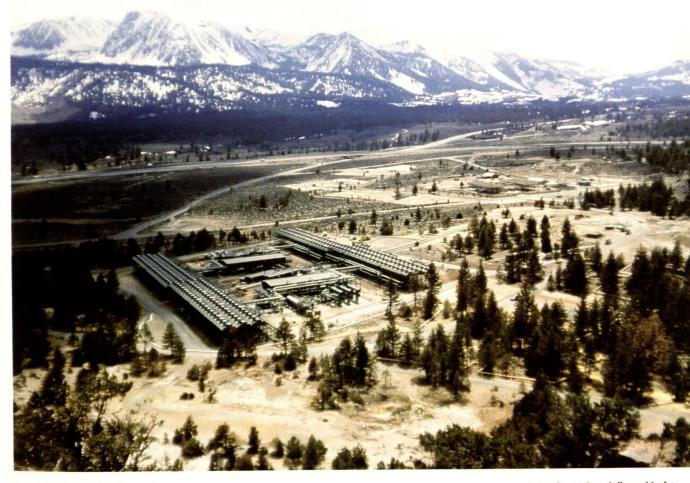
#### **Earnings**

Operating profit after depreciation declined 14 percent to SEK 1,031 m. (1,195), corresponding to 14 percent (16) of invoiced sales. The decrease was due primarily to lower sales volumes.

Return on capital employed was 28 percent

#### Investments

The total investments of the business area in plants amounted to SEK 320 m. (280). The investments were mainly related to a new plant in Antwerp, Belgium for the assembly of portable compressors and the modernization of production equipment at the Airtec plant for the manufacture of core components for compressors.



**Business development** 

The Industrial Air division increased its market share in a contracting overall market. Sales successes were noted primarily in Germany, Japan and the Far East, while markets in Scandinavia and Great Britain were weak. Substantial investments have been made in the development of new small compressors to satisfy the entire market.

Demand for oil-free compressors was satisfactory during the year and production capacity was fully utilized. The newly launched series of oil-free tooth-compressors was particularly well received by the market. Decisions were made regarding investment in a special plant for the production of oil-free compressors in Antwerp.

Sales of portable compressors increased compared with the preceding year, especially in Germany. A new plant, with customer order controlled production of portable compressors was started up during the autumn. A new compressor series, which was designed for customers with large capacity require-

ments, was introduced during the year and favorably received.

Demand for Atlas Copco ACT's products remained high. Particularly sales of turbo expanders for handling natural gas increased strongly.

#### **Outlook for 1992**

Demand for standard products, both industrial and portable compressors will remain weak at least in the first part of the year. Oil-free compressors for large industrial projects will continue to grow. Demand for gas and process compressors will remain high. Newly introduced products in all divisions are expected to generate a positive contribution to sales.

At the manufacturing plants in Antwerp and Cologne, the investment programs to further increase production efficiency and improve material flow are progressing according to plan.

Atlas Copco has delivered turbo expanders to a project in the Sierra Nevada mountains in California for conversion of geothermal energy into electricity.

#### Breakthrough in Japanese compressor market

In recent years, Atlas Copco has gradually increased its engagement in the rapidly expanding Japanese market. From initial sales made via a distributor, a joint venture was formed and this resulted in the establishment in 1986 of Atlas Copco KK, a wholly owned sales company. Today, this company has also started to assemble large oil-free compressors. In 1989, a further step was taken with the formation of Atlas Copco Iwata KK, a company jointly owned with the Japanese industrial company, Iwata Air Compressors Manufacturing Co. The plant manufactures smaller stationary screw compressors, while sales are carried out via local distributors.

Like many other foreign companies, Atlas Copco recognized that a successful penetration of the Japanese market would be extremely difficult. A carefully considered longterm strategy was needed. The objective would be to make Atlas Copco one of the leading compressor manufacturers in Japan through being better and operating differently to its Japanese competitors. Certain risks would be taken in the way the business would be conducted in Japan without, however, deviating too widely from established norms.

Since Japan is a high-tech country, Atlas Copco started by selling its own high-tech products - its oil-free compressors - in the local market. After some time, through aggressive and imaginative marketing, it was possible to gradually increase market share. Part of the company's success is attributable to the way it has adapted the products to meet local market requirements and to the integration of locally produced components. Through continual product development measures, Atlas Copco has held its own against the Japanese competition and today holds a market share of close to 30 percent, with sales of more than 1,300 large oil-free compressors until now. Currently, a forceful expansion of the service organization with highly qualified technicians is in progress to meet the increasingly high demands of the

The company's own sales organization responsible for selling the large oil-free compressors also constitutes a solid base for the sale of centrifugal and gas compressors and expanders. In respect of smaller, standard compressor models, an extensive distributor network is required, responsible for both sales and service activities. This is an area in which the company's co-operation with Iwata fits in extremely well. Atlas Copco contributes high-quality products and Iwata its extensive distributor network, skilled personnel and considerable design know-how. The jointly owned manufacturing plant assembles smaller industrial compressors designed by Japanese technicians, and with screw elements from Atlas Copco. Sales of these locally produced compressors have exceeded all expectations and Atlas Copco has already been successful in taking more than 10 percent of the total Japanese market for these products.

The company's plans for 1992 include an expansion of the plant to cope with the expected sales volumes and the planned introduction of new products in the Japanese market.

Final testing and quality control of oil-free compressors at the Atlas Copco KK's plant in Japan.



# Turbo expanders used in Californian energy recovery projects

New methods for the recovery and renewal of energy have been created by the Atlas Copco Applied Compressor Technique Division, not merely as a result of rising energy costs, but primarily to reduce emissions of carbon dioxide for fear of the greenhouse effect.

During 1991, the Atlas Copco company, Rotoflow, in the Compressor Technique business area, manufactured and delivered turbo expanders to a project at Mammoth Lakes in California for the conversion of geothermal energy into electricity. In an underground cavity with molten magma, water is heated in a shallow lake 180 meters below the earth's surface over an area covering 560,000 square meters. These warm springs were created by volcanic forces more than 700,000 years ago. The water, which retains a temperature of 170°C is converted to 70°-90°C via heat exchangers before being pumped back into earth. The heat extracted evaporates a liquid isobutane gas. Power is generated through the high-pressure gas being expanded through an expander, which drives a turbine. The equipment consists of three power plants, with a total of eight turbo expanders.



One of the turbo expanders for converting geothermal energy into electricity.

The patented design of the Rotoflow equipment has many advantages and the expanders are particularly suitable for geothermal applications. Among other features, they can be used for the recovery and recycling of gases thereby avoiding waste and pollution.

Substantial turbo expander orders were also received during the year from another geothermal project in Sierra Nevada, California and from a large facility in Germany, where pressure drops in the gas network are converted into usable electric power.

## Strong demand for oil-free air

Nineteen ninety-one was another successful year for the Oil-free Division. The demand for oil-free compressors remained strong, while demand for oil-lubricated compressors decreased. This was due to steadily increasing applications for pure compressed air.

Access to high-quality oil-free air is an absolute necessity in many hospital departments. A notable example is the Brunico Hospital in Val Pusteria, Italy, where oil-free air constitutes the base for the hospital's respiration

system, which in itselt reflects the high quality of the air. Moreover, the entire hospital's air-conditioning system is pneumatically controlled, as are a large number of the instruments and other equipment used in the operating theatres. The laundry equipment is also operated and controlled with the help of compressed air.

Another area in which demand for oil-free air has remained strong is the textile industry. Among other items of equipment, Atlas Copco delivered some 20 oil-free compressors and air dryers valued at approximately SEK 10 m. to a consortium of Egyptian textile companies. The decisive factor in selecting Atlas Copco equipment was the compressors' reputation for good operating reliability and the high level of local service offered by Atlas Copco.



Compression is achieved by the interaction between a fixed and an orbiting scroll.



A compact oil-free scroll compressor with integrated refrigeration driver.

#### New compressors for users of smaller volumes of high quality compressed air

To broaden the market for its compressed air products, Atlas Copco introduced two newly developed compressor models during 1991, both intended for users of smaller quantities of dry and pure compressed air.

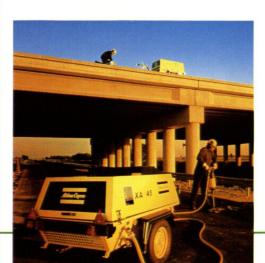
The one, which is based on the same technology as existing larger models, extends the product program downwards to a level of 5.5 kW. Equipped with integrated refrigerant dryers, the machines in this new series are compact, easy to install and run so quietly that they can be placed in the actual workplace. This compressor is primarily intended for smaller and medium-sized engineering plants and similar industrial operations. Within one week of the launch, orders corresponding to about 20 percent of the anticipated

sales target for the first year had already been received.

The second new compressor series was introduced in the European market in January, 1992. It has a capacity of 4-7 liters per second and is based on scroll compression, a technology not previously applied in the compressor area. With this technique, the compression of atmospheric air is achieved through the interaction between a fixed and an orbiting scroll. Since there is no contact between the scrolls, no lubricating oil is necessary, which results in the unit producing dry, oil-free air. A high level of productivity is also attained due to minimal service and maintenance requirements. The scroll compressor can operate continuously for 24 hours a day and requires minimal service. This series is mainly intended for customers in the food and packaging industries, the photographic industry, companies engaged in electronic assembly work, as well as for hospitals, dental clinics, sea farms, water treatment plants, etc. This broadened range of applications is expected to contribute to increased world market shares for Atlas Copco's compressors.

#### Increase in market share for German sales company

For many years, annual sales of portable compressors to contractors in western Germany have totaled between 3,500 to 5,000 units. Over the years, Atlas Copco has steadily improved its position in this market and has been the market leader within this product area since the beginning of the 1980s.



Following the unification of the two German republics, demand has more than doubled and Atlas Copco has succeeded in attaining even greater market share. This sharp upturn in demand is attributable to the huge backlog in demand in the new Eastern German states and to continuingly favorable business conditions throughout Germany as a whole.

Through its own direct sales and rental activities, the German sales company has created opportunities for additional sales to be conducted via authorized distributors. During the preceding year, more than half of the German sales were carried out through some 50 distributors, who focus on small and medium-sized contractors. The major contractors and other larger customers, such as the equipment rental firms, continue to be handled directly by the sales company, who in this way is able to provide professional consulting services. These customers can also require customized versions of the equipment.

In addition to the contracting market, there is an OEM market for portable compressors that are built into pumps and drilling rigs by the manufacturer. The German sales company was also successful in this sector and noted increased market shares, mainly as a result of its close cooperation with the product company.

The German sales company was successful in selling portable compressors for contractor activities.

## Success for train brake system compressors

Atlas Copco's system with oil-lubricated screw compressors (GAR), designed for use in trains, recorded major sales successes during 1991. A number of attractive contracts were signed and several more are expected in the near future.

In connection with the electrification of the Perth Region railway network, the Western Australian Government has ordered a large number of train units from the joint-venture company, Walker-ASEA. Atlas Copco delivered the train brake compressors for this project during 1990–91.

During the year, Danish State Railways ordered high-speed passenger train units from ABB-Scandia, fitted with Atlas Copco's GAR brake compressors.

Norwegian State Railways is in the process of replacing the old piston compressors on its B 69 trains with Atlas Copco's GAR compressors. During 1991, a number of these systems were ordered.

Attractive orders for GAR compressors were placed by SAB-WABCO for installation in locomotives that will be used for trafficking



Swiss Railways has ordered a large number of GAR compressors for train brake systems.

the Channel tunnel between England and France and for installation in new high-speed electric trains in Italy.

The Swiss company, Büro Martin, ordered a significant number of GAR systems for installation in the high-speed trains belonging to Swiss Railways (SBB). To date, more than 500 GAR compressors have been ordered for the account of SBB.

Following an extensive trial period using GAR compressors, the Metro system in Lyon, France, has issued an order confirmation for an initial delivery, which will take place during 1992.

A repeat order for a number of GAR systems was received from Gecamines in Zaire.

All of these successful transactions are attributable to Atlas Copco's ability to offer high-quality products and customized solutions.

# Expansion of service organization in the Far East

The rapid growth experienced in many Far Eastern countries has led to a sharp increase in the number of installed compressors. This is largely attributable to the fact that many local and multinational companies have started manufacturing operations in these countries.

The number of compressors installed by Atlas Copco in Japan, Korea, Taiwan, the Philippines, Hong Kong, China, Thailand, Malaysia, Singapore and Indonesia totals approximately 10,000, of which 3,500 are of the oil-free type.

Atlas Copco is currently expanding its service organization and training technicians in each country, to ensure that high-quality service can be provided to all customers within

the industrial and construction sectors in this region.

To reach that level Atlas Copco have established a project group whose task is to assist the countries concerned in developing their Service Operations.

This is being carried out by a small team who make frequent visits to each country, inspecting, coaching and instructing at all levels of Service Operations.

As a spin off to the main objective, the project team is able to evaluate the performance of products operating in the extreme ambient conditions of the Far East providing useful feed-back for product development.

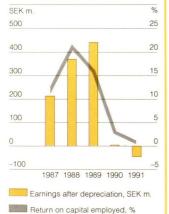
The objective of the whole exercise is to provide the customers with professional assistance and to contribute to customer productivity in creating a true partnership. As an example, Atlas Copco recently signed a service contract with a South Korean company for the maintenance of an installation consisting of nine oil-free compressors, at an annual value of SEK 1.2 m.

Rapid growth in the Far East has led to the expansion of the compressor service organization.



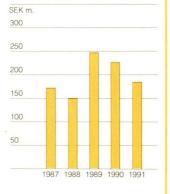
# SALES SEK m. 6 000 5 000 4 000 2 000 1 000 1987 1988 1989 1990 1991

#### **EARNINGS AND RETURN**



#### INVESTMENTS

Definitions see p. 18)



#### CONSTRUCTION AND MINING TECHNIQUE



	1991	1990
INVOICED SALES, SEK m.	4,497	4,855
OPERATING PROFIT AFTER DEPRECIATION, SEK m.	-47	5
RETURN ON CAPITAL EMPLOYED, %	1	3
NUMBER OF EMPLOYEES	5,902	6,828

The business area Construction and Mining Technique develops, manufactures and markets rock drilling tools, tunnelling and mining equipment, surface drilling equipment, construction tools and loading equipment and geotechnical drilling equipment. The products are marketed to building and construction companies, quarries and mining companies throughout the world.

The Construction and Mining Technique business area consists of the following divisions:

- Atlas Copco Rocktech President *Bill Sundberg*
- Uniroc, President Erland von Redlich
- Atlas Copco Berema, President Jörgen Krook
- Wagner Mining and Construction Equipment, President Roderick Brown

#### Strategy

The business area's strategy is to provide, from a leading market position, a complete range of products and after-market services designed to optimize customer productivity.

In o simul delive

Markets are served via own sales organizations and through external distributors. Growth will be generated through continued focus on research and development within existing main areas of operation and via complementary acquisitions.

#### Structural changes

An extensive restructuring of the business area's manufacturing resources was conducted during 1991. It was concluded during the first quarter of 1992. The principal changes are:

that the Rocktech division's manufacturing of rock drills and drilling rigs in Nacka, and the assembly of drilling rigs at the plant in Montreal, have been concentrated to the Avos plant in Örebro.

that Uniroc's plants in Finland and Mexico, among others, have been shut down and the division's manufacturing operations in Brazil and Chile are being concentrated to one plant in each country.

that Berema's manufacturing operations have been concentrated to the plants in Kalmar, Sweden, and Hemel Hempstead, outside London.

that new distribution centers for effecting daily deliveries of drill steel and spare parts to customers have been established in Rotterdam and Örebro/Fagersta.

In order to reduce inventory costs, while simultaneously improving the business area's delivery service, a new distribution center was established in Rotterdam, with responsibility for daily direct deliveries to customers outside the Nordic region. This investment will make it possible to close-down all individual sales company storage facilities in Europe during 1992.

Effective February 1, 1992, all mechanical drilling equipment operations, with the exception of rock drilling tools, were organized in one new division, Rocktech, within which Tunnelling and Mining, Surface Drilling, Mechanical Rock Excavation and Geotechnical Drilling are included as product companies.

#### Sales

Invoiced sales in 1991 declined 7 percent to SEK 4,497 m. (4,855). The decrease was main-



A breakthrough was made in tunnel-boring technique during the year. G N Lee (left), responsible for contracting equipment sales in South Korea, and Ulf Linder, marketing manager responsible for tunnelboring machines, have sold a number of units in South Korea in 1991.

ly due to reduced sales to mining companies, as a result of the generally low demand for metals, and to the decline in the total market for rock drilling tools. Order bookings declined 9 percent to SEK 4,523 m. (4,945).

#### **Earnings**

The business area reported an operating loss after depreciation, but before financial items, of SEK 47 m. (profit of SEK 5 m.). Earnings for the year were charged with substantial restructuring costs. Uniroc's earnings improved steadily during the year, but are not yet satisfactory. The measures implemented within the divisions are expected to have their full effect during the second half of 1992.

The return on capital employed was 1 percent (3).

#### Investments

Investments in plants in 1991 totaled SEK 184 m. (226).

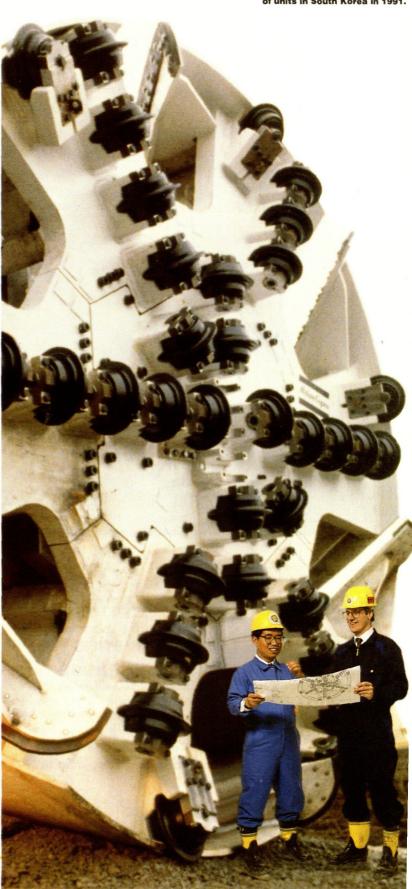
#### **Business development**

Demand in most of the world's construction and mining markets was weak during 1991. However, the business area was able to report favorable sales of tunnelling equipment. Substantial orders were received from and partially delivered to a number of major construction projects in Korea and China, among other countries. Orders during the year included several tunnel-boring machines, which reflected a breakthrough for this type of technique, where the entire tunnel area is drilled directly, with no resort to blasting. Wagner's sales of loading equipment were also favorable, with attractive orders from Russia and Chile, among other markets. Lower order bookings were reported by other operating areas, due to the continuing recession.

#### Outlook for 1992

Continuing weak demand is anticipated during 1992 in both the construction and mining sectors, while the restructuring measures already implemented will lead to an improvement in the business area's operating earnings.

During the weak market conditions in 1991, the business area strengthened its position and invested substantially in new products designed to increase both its market scope and competitiveness.



#### South Korea – one of the world's most attractive markets for drilling equipment

South Korea's present strong focus on infrastructural projects is expected to continue throughout the 1990s. Since no less than 75 percent of the country's approximately 100,000 square kilometers of land area consists of rock, drilling

equipment is essential to the building of highways, railways, underground oilstorage facilities, harbors, etc. An extensive program is also being planned to increase drinking water supplies and to utilize the hot water available in subterranian springs.

During 1991, Atlas Copco received orders from South Korea for rock drilling equipment totaling SEK 250 million. Three tunnel-boring machines were ordered to be used for drilling a complete tunnel area in one operation — without blasting. These machines can be used to drill road and railway tunnels with diameters of up to 12.4 meters.

The orders also include the latest generation of rigs for conventional drilling and blasting, as well as loading machines from Wagner. The equipment, which also comprises rockreinforcement rigs, is intended for the construction of underground storage cavities.

After making careful studies of the most suitable type of equipment for coal mining, the South Korean coal industry has ordered four rigs from Atlas Copco for this type of work.

During 1991, the Geotechnical Drilling product area received orders for light drilling rigs for the drilling of wells to a depth of 150–200 meters. In addition, an order was obtained for a large drilling rig to be used for the drilling of 1,000 meter deep holes for geothermal power purposes.



The latest generation of tunnel-

boring machines will be delive-

red to South Korea in 1992. The

factured is already in operation in Sweden, where it is boring

first such unit to be manu-

about 100 meters of tunnel

through hard rock each week

## Major deliveries to Russian mines

In 1991, hydraulic and pneumatic drilling rigs and Wagner's loading equipment, together totaling SEK 150 m., were delivered to mining companies in Russia.

This order signifies a definite breakthrough for Atlas Copco's hydraulic rock drilling equipment in Russia, which is one of the world's largest individual mining markets.

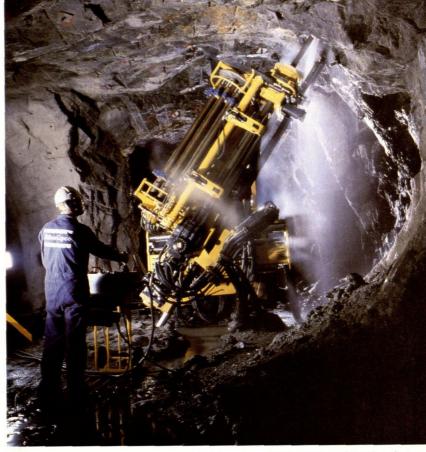
At the end of 1991, significant additional orders for mining equipment and loading machines were received from this market. The drilling rigs and components included in this order will be produced by Atlas Copco engineering plants in Sweden, while the loading equipment will be manufactured at the Wagner plant in Portland, Oregon, U.S.A. Deliveries will be implemented during the first half of 1992.

# Strategic product development in close cooperation with customers

To achieve greater productivity in the sub-level caving of iron ore necessitates a hole that is both longer and wider in diameter than normal. This means that demands for larger and more powerful drilling rigs are increasing.

To meet the new demand for increased productivity in mines with large production volumes, Atlas Copco has developed a new series of hydraulic rock drilling rigs for production drilling operations. The design work involved includes the development of a completely new and much larger hydraulic drilling machine for top-hammer drilling, a new electronically controlled drilling system and improved drilling rods to meet more stringent straightness demands when drilling long holes.

As suppliers of total production-drilling solutions for large underground mines, close co-operation with customers is strategically important. Among other companies, Atlas Copco has worked closely with LKAB, which has the world's largest underground iron ore mine. During 1991, LKAB put three of these



Drilling rig for sub-level caving.

new rigs from Atlas Copco into operation and ordered two more for the extraction of ore 800 meters below ground level. LKAB's estimated annual production is 20 million tons. In addition, orders for the same type of equipment have been received from major mining companies in Canada and Australia.

#### Several attractive orders for light contracting machines

During the year, Atlas Copco Berema successfully launched a number of new products in its light contracting equipment range.

The division's systematic efforts to expand sales via distributors resulted in European market shares continuing to increase during 1991. As a result, sales could be maintained in export markets, despite weak conditions in the building sector, while the decline in Sweden was considerable.

During the year, the state-owned Iranian mining company ordered more than 3,000 hand-held rock drilling machines for use in surface mines and quarries.

Another important order, for 1,800 handheld pneumatic breakers, was obtained from Switzerland for its Swiss Civil Defense Force.

Deutsche Bundesbahn has used Atlas Copco's fuel-powered breakers for light compaction operations for many years. More than 1,500 such machines have been delivered previously and during 1991 a further 100 machines were ordered, most of which will be used in eastern German states.

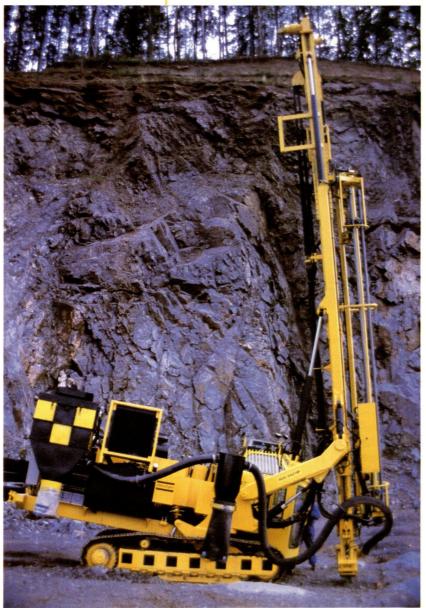
A compressed-air breaker in use with the Swiss Civil Defense Force.



# New rig with revolutionary drilling technique

In December 1991, Atlas Copco introduced COPROD, a newly developed drilling system from the Uniroc division. COPROD, which makes it possible for the rapid drilling of very straight holes of up to 165 mm in diameter, is the result of more than ten years' research and development work.

A rig equipped with the new COPROD drilling technique, based on a unique combination of drilling rods, each with a separate rotation and percussion function. The rods transfer percussion energy to the rock, without any power loss to the drilling head.



With the COPROD system a revolutionary drilling technique is introduced, featuring drill steel of a completely new design. The conventional drilling rods that transport both percussion energy and rotation have been replaced by a combination of rods and surrounding tube casing. The drill rods transfer percussion energy to the rock, without any power loss, while the casing delivers the required rotation. With this new mode of operation, the high performance of the modern drilling machines can be used to its fullest effect, with exceptional precision and optimal economy.

During the autumn, the Surface Drilling product area introduced a newly developed crawler rig designed for operating in both quarries and mines. The new rig is distinguished by its ability to remove large volumes of rock very quickly, thanks to a rapid drilling action in combination with the large diameter of the drilled hole. A special version of this hydraulic rig was presented in connection with the launch of the COPROD. This equipment broadens the market for Atlas Copco's surface rigs for mining and quarrying, while simultaneously offering the most economical drilling method available in the market.

Considerable interest has been shown by contractors, with high productivity demands. To date, two rigs with conventional drilling systems have been delivered to a contractor operating in the goldfields of Western Australia, where the equipment is operated in two shifts and often moved to different locations. An additional two rigs have been rented to other contractors in the same area of Australia. In France, a rig has been sold to a quarry, enabling operations to be conducted in one shift instead of two. The most important markets for these products are Australia, North America and France, where demand for this type of drilling is extensive. The new system was launched in the North American market during the first quarter of 1992.



## Attractive delivery to U.S. copper mine

Copper Range, where Atlas Copco is represented by Lake Shore Mining Equipment Co., is one of the largest underground mines in the United States. In 1991, the mine ordered five specially constructed drilling rigs from Atlas Copco.

The mine's requirements in respect of the rigs were very special, since the ore body is sharply inclined. The drilling rig needed to be broadly based to maintain stability on the uneven sloping ground. At the same time, it had to be capable of drilling deeper holes than those normally associated with small rigs. To meet Copper Range's requirements, Atlas Copco developed a rig offering all these unique features.

The co-operative project with Copper Range resulted in several additional orders being secured where components in the newly designed rig been put to good use. In Norway,



A drilling rig for drifting operations, equipped with the newly developed lightweight hydraulic

a rig was delivered for the drilling of a nine-kilometer tunnel through hard rock, with a tunnel area of 17 square meters. Tunnelling has progressed extremely rapidly, at an average rate of 80–90 meters per week.

General interest in rapid-rate drilling machines on smaller rigs for both smallscale mining and tunnelling operations has increased considerably.

In the American market, contacts with mining and contracting customers regarding underground equipment have changed. Sales and service activities are now conducted through the distributors, thereby increasing the efficiency of the distribution process.

# Successful year for Wagner

At the same time as the market for loading equipment in underground mines declined by 45 percent during the past two years, Wagner successfully achieved a strong increase in share outside of the company's traditional geographic market areas.

The most attractive of the company's deliveries to new markets was a large number of loaders to Russia.

South America also constituted a very positive market for Wagner last year. Among others, an extensive order was obtained from the large Chilean copper mine, Codelco Chile. Worth around SEK 20 m., this order consisted of trucks for the company's Andina Mine and loaders for the El Salvador Mine.

Wagner has developed a special truck, featuring an integrated cabin and turbo en-

gine, that can function reliably and efficiently at high altitudes. In Codelco's Andina Mine, which is located 3,500 meters above sea level, 35,000 tons of copper are extracted each day and the El Salvador Mine in northern Chile, which is 2,500 meters above sea level, produces more than 40,000 tons of copper per day.

During 1991, Wagner also delivered a large number of loaders to the Brazilian gold mine, Morro Velho, and at the end of the year an order was obtained for a further 15 loaders that will be delivered during the first quarter of 1992.

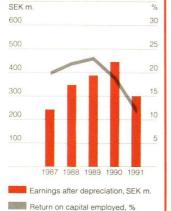
Loading equipment from Wagner under delivery to a mine in Chile.



# SEK m. 6 000 5 000 4 000 3 000 1 000 1 1987 1988 1989 1990 1991

SALES

#### **EARNINGS AND RETURN**

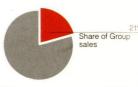


#### INVESTMENTS

(Definitions see p. 18)

SEK m.					
300					
250					
200					
150					
100				1	4
50					4
	1007	1000	1989	1000	1001

#### INDUSTRIAL TECHNIQUE



	1991	1990
INVOICED SALES, SEK m.	3,172	3,530
OPERATING PROFIT AFTER DEPRECIATION, SEK m.	299	446
RETURN ON CAPITAL EMPLOYED, SEK m.	12	19
NUMBER OF EMPLOYEES	5,573	6,154

Strategy

The business area Industrial Technique develops, manufactures and markets power tools, assembly systems and components. The business area has manufacturing plants in Sweden, the United Kingdom, France and the United States.

The Industrial Technique business area comprises the following divisions:

- Atlas Copco Power Tools and Equipment, President Lars Larson
- Chicago Pneumatic, President Richard D Besser
- Desoutter, President Paul Jarvis
- Ets G. Renault, President Jacques Manceron
- Atlas Copco Automation, President Clas Nicolin
- Monsun-Tison, President *Johan Halling* (effective Jan 1, 1992 associated company)

Sitting from left: Lars Larson, Richard D Besser. Standing from left: Johan Halling, Paul Jarvis, Jacques Manceron, Clas The goal of the business area Industrial Technique is to be a leading supplier of production equipment and components to the manufacturing industry. Operations shall be conducted with high volume growth and favorable profitability.

#### Structural changes

Effective January 1, 1992, Atlas Copco Tools acquired AEG's tools operation, AEG Elektrowerkzeuge GmbH, based in Winnenden, outside Stuttgart, Germany. The company, which is now included as a product area within Industrial Technique, has annual sales corresponding to about SEK 1,500 m., with 1,750 employees. (See separate article on page 52).

Through the merger of Monsun-Tison, which is an Industrial Technique company, and Volvo Hydraulics, a subsidiary of Volvo Flygmotor AB, a new company, VOAC Hydraulics AB, was formed, effective January 1, 1992. The new company, in which Atlas Copco and Volvo Flygmotor each have a 50 percent holding, is expected to have annual sales of approximately SEK 700 m., with 900 employees.

Manufacturing at the Atlas Copco plant in Skara has been discontinued and transferred to the Tierp plant. During the year, the company's distribution center was moved from Skara to Hoeselt in Belgium.

During the year, a restructuring of the business area's divisions was undertaken. A new division, Atlas Copco Power Tools and Equipment, has been formed, which includes the former divisions, Atlas Copco Tools and Atlas Copco Assembly Systems, as well as the tools operations acquired from AEG, which are included as separate product areas.

#### Sales

Invoiced sales amounted to SEK 3,172 m. (3,530), a decline of 10 percent. Orders booked declined 6 percent to SEK 3,238 m. (3,437).





**Earnings** 

Operating profit after depreciation decreased 33 percent to SEK 299 m. (446), corresponding to 9 percent (13) of invoiced sales. The decrease was due to lower sales volumes, in combination with restructuring costs, which were charged against income.

Return on capital employed was 12 percent (19).

#### **Investments**

Investments in plants amounted to SEK 189 m. (158). Investments during the year included a new plant in Borås for Monsun-Tison and the establishment of a new distribution center in Belgium.

#### **Business development**

The decrease in sales of industrial tools was primarily attributable to the continuing worldwide recession in the engineering industry, especially in the automotive, aircraft and white goods sectors, which are key customer segments for this business area. In the declining market within the car manufacturing in-

dustry, Atlas Copco strengthened its market positions in Germany and related markets, as well as in the U.S. and Japan.

However, order bookings were weak, particularly in the Nordic region, France, Brazil and North America. Assembly systems sales, especially to the automotive industry, showed a favorable increase.

Manufacturing operations within Atlas Copco Tools in Sweden were concentrated to the Tierp plant, in order to achieve more cost efficient production.

A new distribution center was established by Atlas Copco Tools in Hoeselt, Belgium, to provide faster service and deliveries throughout central Europe, where 70 percent of its customers are located.

#### **Outlook for 1992**

Demand is expected to continue to weaken in both the industrial tools and components segments, particularly during the first six months of 1992. In Germany, the rate of increase will probably slow down slightly, while demand in the U.S. will stabilize at an unchanged level.

Atlas Copco has a broad range of grinding and polishing machines. The polisher with the lambs-wool head maintains its performance speed no matter how hard the pressure applied.

# International cooperation for assembly systems

Atlas Copco's three major Application Centres for assembly systems, in North and South America and Europe, constitute important technical resources for providing the automotive industry worldwide with advanced tightening and control systems.

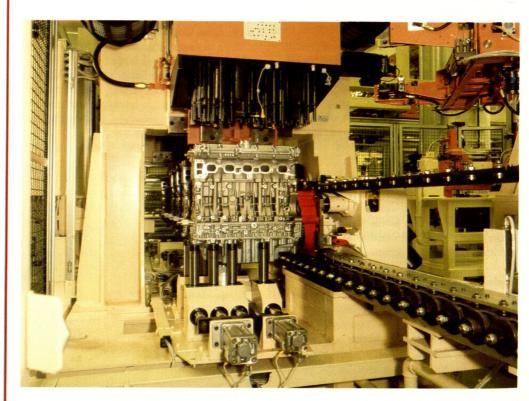
Central procurement, international project management and deliveries across borders characterize the European motor vehicle industry. Purchase of a system in one country for delivery to an end-user in another country has long been a common practice also for Atlas Copco EAC, European Application Centre, in Essen, Germany.

A good example is the new Volvo enginemanufacturing line in Skövde. In 1991, Atlas Copco EAC delivered more than 500 spindles for tightening screws to Italian Comau and German Grob, both of which are builders of such lines. Most of the deliveries included the advanced, computer-control system, MACS.

The advantages of an integrated European operation for a project of this magnitude are obvious. In the various countries, Atlas Copco has specialized sales engineers for the conduct of advanced technical discussions with suppliers of lines and local service resources for start-ups, both at the supplier and the end-user. The Application Centre can provide project management and the necessary technical resources.

The Volvo project, which costs approximately SEK 30 m., is unique in size but not in its international character. A similar project approach has been applied to British projects for Ford in Germany, Italian projects for France and Spain, and German projects for Finland and Belgium. All of these tightening systems were assembled at the German Application Centre, with the core components developed and manufactured in Sweden.

Atlas Copco EAC, which began operations seven years ago, is well prepared to meet the anticipated demands of the borderless Europe of 1993.



Atlas Copco has delivered the advanced tightening and control systems for the new Volvo car motor production line in Skövde, Sweden.

# Atlas Copco and Volvo form joint mobile hydraulics company

At the end of 1991 Atlas Copco and Volvo Flygmotor formed a jointly (50%) owned company, VOAC Hydraulics AB, to create a stronger base for continuing aggressive efforts within the mobile hydraulics sector.

The new company, which will have annual sales of SEK 700 m. and 900 employees, was formed through the merger of the Atlas Copco subsidiary Monsun-Tison with the Volvo Flygmotor subsidiary Volvo Hydraulik.

The two companies' product programs complement each other well, which is expected to lead to the achievement of a strong market position. Monsun-Tison is developing, manufacturing and marketing control systems, valves and cylinders, while Volvo Hydraulik is specilized on pumps and motors. The new company's objective is to become the market leader in mobile hydraulics for components and systems in Europe and North America and to become one of the largest companies within this product group in prioritized markets.



Forest machines are equipped with components from Monsun-Tison and Volvo Hydraulik AB.

Close to half of Monsun-Tison's sales take place in Sweden and the company has good market coverage in the rest of Europe. Volvo Hydraulik's sales of pumps and motors focus primarily on EC countries. Both companies have their own sales companies in Sweden, Germany, Great Britain, France and the United States. Volvo Hydraulik also has an own sales company in Spain, while Monsun-Tison has own companies in Denmark, Norway and Italy.

### Latest technology installed at Utica Plant

Chicago Pneumatic has considerably improved the manufacturing operations at its plant in Utica, U.S.A. by changing to the same manufacturing methods employed by other plants within the business area. During 1991, an extensive project to make production more flexible was completed. Simultaneously, an automatic inventory handling system was installed at the plant.

More than 400 conventional, older machines have been replaced by 26 new, completely automatic machining centers based on the latest technology. As a result, total manufacturing space at the plant has been reduced by 40 percent.

To date, experiences gained from the conversion to the new method of manufacturing are favorable. Product quality has improved and delivery reliability has risen to 95 percent. Machine set-up times have been reduced by 18 percent and average manufacturing time has been cut from 28 to 19 days.

With this change, Chicago Pneumatic has now completed the greater part of the planned restructuring of the plant. Today, the company is currently concentrating on raising the production technology level even higher to keep pace with developments and to meet market requirements.

Chicago Pneumatic's vertical inventory handling system, which makes it possible to rapidly find more than 15,000 components for assembly operations at the Utica plant.





An assembly system, with tightening control, manufactured by Ets G. Renault.

#### Ets G. Renault expands internationally from strong French base

Already well established in France, Ets G. Renault strengthened its position even further in France last year in both the power tools and assembly systems areas. This was achieved mainly through the development of a new distributor network, which provided improved coverage of the industrial market.

During 1991, an expansion of the company's comprehensive range of electric-powered angle nutrunners was commenced in markets outside France. This was made possible through close cooperation with Chicago Pneumatic in the U.S. and Desoutter in the British and German markets. Several substantial orders for this product line were received from major automotive companies, including Chrysler and Jaguar.

During the year, Ets G. Renault entered into an assembly systems joint venture with Desoutter. The companies complement each other extremely well in this area, both in terms of products and markets. Renault has a complete program of tightening spindles and control systems, while Desoutter specializes in products for light assembly operations. The goal is to intensify product development activities and improve the penetration of the market to the extent that sales can be doubled during a three-year period.

As a further step in the rationalization process, the British plant in Angmering, which

production there was able to be moved to the

Hendon facility, without any increase in the

number of employees. This was made possible through restructuring the production

work so that it is carried out in teams at sepa-

rate work stations. This change in the manu-

facturing process also resulted in a reduction

in the number of rejects and increased em-

Investments have also been made in ad-

vanced production techniques, including the

grinding of 54 different types of components

for ten production series. The components,

installation of a machining center for the

ployee responsibility.

accounted for 40 percent of Desoutter's manufacturing capacity was closed down. All

## Desoutter rationalizes production at Hendon

During 1991, Desoutter carried out many changes aimed at attaining greater production flexibility and improvements in productivity. A new manufacturing system, based on experiences gained from other companies in the business area, has been installed at the company's plant in Hendon, just north of London. The new plant enables stocks of raw materials, components and finished products to be reduced and maintained at a low level. Simultaneously, production at the facility is customer-order controlled.

which include motor and gearbox parts, are loaded into the machining center by a robot. This enables the machine to be continuously operated unmanned throughout the night.

The installation of the new machine has resulted in many economical advantages. The number of processing operations has been reduced, as have lead times. The work formerly undertaken by subsuppliers has been eliminated and opportunities have been opened for the operation of a third shift.

A new CNC-controlled grinding machine, with a robot function, reduces lead times at the Desoutter plant in London, as well as allowing three unmanned shifts.

#### Czechoslovakian order signifies major market breakthrough

During 1991, the Czechoslovakian aluminum smelting plant Ziar, some 400 kilometers southeast of Prague, ordered components from Atlas Copco Automation in order to raise annual capacity at its production plant from 70,000 to 110.000 tons in 1992.

To achieve this goal and simultaneously reduce environmentally harmful emissions, the company is installing 172 new electrolytic cells with 2,000 pneumatic cylinders and valves supplied by Atlas Copco. The order, which is the first of its kind in eastern Europe, signifies a major breakthrough for Atlas Copco Automation in this market. The selection of Atlas Copco as the supplier of these cylinders is to a large extent due to the quality and reliability demonstrated by these components in other installations of this kind.

In total, there are 160 aluminum smelting



plants in the world, of which 15 are located in the former Soviet Union. To date, more than 25,000 cylinders with valves have been delivered by Atlas Copco to plants in mainly Western Europe and the United States. Demand is rising rapidly, in pace with the increasing need to modernize the processes and more stringent regulations to reduce emissions that can harm the environment. An or-

der for 2,200 cylinders was recently obtained

from the Tomago Aluminium Smelter in Au-

stralia, for delivery during summer 1992.

Modern electrolytic ovens, with components delivered by Atlas Copco Automation, under installation at the aluminum plant in Ziar, Czechoslovakia.

# Opening up a demanding market

In a newly built factory outside Nagoya, southwest of Tokyo, Toyota, one of the world's biggest car manufacturers, is creating a production facility that is planned to become a model for all Toyota plants throughout the world. And to this plant, where such factors as quality, working environment and productivity play a leading role, Atlas Copco has been contracted to deliver various advanced assembly tools.

Atlas Copco Tools has made a careful study of tools requirements within the Japanese car industry, which accounts for one third of world car production, or more than 10 million cars, and for the motor vehicle market developed a competitive range of tools for advanced assembly operations. With angle nutrunners and other products linked to systems which monitor that the correct tighten-

ing torque is being attained in the joint, Atlas Copco Tools has successfully made its entry into a market that was previously dominated by Japanese suppliers. These achievements are to a great extent attributable to a new series of pulse nutrunners, which have been very well received by Toyota. Atlas Copco has also delivered many other tools to the new factory, including a screwdriver, which as a result of its advanced ergonomic design and precision is making an effective contribution to the plant's high rate of productivity. These factors led to Atlas Copco Tools being able to increase its sales in Japan by 30 percent in 1991, compared with the preceding year. With the experience gained from the new facility in Japan, Toyota is preparing to establish similar plants in other world markets, and in this respect the confidence already shown in Atlas Copco's industrial tools can be of major significance.

Atlas Copco Tools has achieved this leading position in the market as a result of the company's highly developed tools technology and the close co-operation enjoyed between customers and Atlas Copco's own product specialists and development engineers.

### KEY SUPPLEMENTARY ACQUISITION

For some time, part of Atlas Copco's strategy has been to broaden the range and market base of its Industrial Technique business area. To date, this has been effected through the development of new pneumatic air tools and intensive marketing efforts, which have resulted in the company becoming the market leader in North America and Europe in the area of pneumatic assembly systems and power tools for industrial applications. Recent years have witnessed the start of a development project in the electrically powered tools area and the acquisition of GME System, a high-tech company specializing in the manufacturing of microelectronics with controls for electrical motors. As a natural step in the development of this strategy, Atlas Copco Tools signed an agreement with the AEG group in Germany at the end of November regarding the acquisition of the German group's Electrical Tools division, AEG Elektrowerkzeuge GmbH, effective January 1, 1992.

#### Electrically powered tools an important supplement

In the technological development area during the 1980s, there was an increasing trend toward the use of electrically powered tool solutions for pneumatic tool applications. Since Atlas Copco had only a limited product range of such tools, and therefore only a small market share, the AEG products are an important supplement to Atlas Copco Tools' product lines. In this way, the Division for power tools is provided with a comprehensive range of both pneumatic and electrically powered tools.

#### AEG's tools operation - third largest in Europe

AEG Elektrowerkzeuge GmbH is a subsidiary of AEG AG, which is a member of the Daimler-Benz group. The company has a total of 1,750 employees, of whom 1,500 work at the plant in Winnenden, north east of Stuttgart in southern Germany, and 250 work in sales outside Germany.

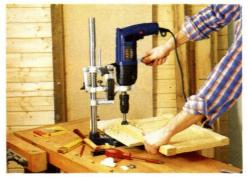
The product range consists of a great many types of tools, for applications in industry and the handicraft trades, which can be operated on mains electricity or batteries. The range also includes a broad spectrum of electrical



AEG Elektrowerkzeuge's plant in Winnenden, Germany.







The AEG product range comprises 850 different types of power tools for both professional and hobby use. Shown here are an angle grinding machine (left), an overhand milling machine for cabinet makers and builders (above right) and a drill for hobbyists (below right).

tools for the hobbies area, a completely new customer segment for Atlas Copco.

Production focuses on a large, modern plant in Winnenden, with thirty assembly lines. Total manufacturing output is 2,000,000 tools per year. In 1991, the company had sales of DEM 410 m., corresponding to around SEK 1,500 m., up 5 percent on the preceding year. Industrial tools account for 55 percent of total sales, with the balance consisting of sales to the hobby segment. More than 60 percent of production is sold in markets outside Germany, mainly North America, France, Italy and Spain.

AEG's electrically powered tools have been sold in 15 countries through own sales companies, and by general agents and distributors in a further 40 countries. However, since the sales companies have been responsible for the sale of both AEG household products and electrically-powered tools, those units engaging in the sale of electrical tools will be transferred to Atlas Copco Tools sales companies in each country.

Within the electrical tools area, AEG is the third largest company in Europe and the sixth largest worldwide. The AEG trademark is well established and enjoys a good reputation in the marketplace. Until further notice, the electrically-powered tools will be sold under the AEG name. The main competitors are

Bosch, Black & Decker and a few Japanese companies.

#### Many advantages

The acquisition provides many favorable synergies, including a forceful broadening of the customer base, distributors and retailing channels worldwide. Atlas Copco's well-established daily direct deliveries system can also be applied in the case of AEG's products, which means that capital currently tied up in inventory can be reduced, as can capital and handling costs. By merging the sales companies, substantial cost savings can be achieved in the sales, marketing and administrative areas, whereby reasonable profitability can be expected within two to three years. Major benefits are also anticipated in the technology area, as a result of a joint strengthening of the companies' development resources.

#### Established over 100 years ago

AEG manufactured its first electrically powered tools in 1886, in a factory in Berlin. In 1936, manufacturing operations were relocated to Bad Cannstatt, close to Stuttgart, and in 1963 the existing plant was built in Winnenden. By 1971, this facility already had to be extended and today the workshop covers an area of 16,600 square meters.

#### **PERSONNEL**

	Average number of employees <sup>*)</sup>		
	1991	1990	
Compressor Technique	7,790	8,103	
Construction and Mining Technique	5,902	6,828	
Industrial Technique	5,573	6,154	
Others	279	422	
Total	19,544	21,507	

*) A detailed presentation showing the average number of employees, and wages, salaries and other
remuneration paid, prepared in conformity with the Swedish Companies Act, is included in the Annual
Report filed with the National Patent & Registration Office in Sweden and may be obtained free of charge
from Atlas Copco's headquarters in Nacka, Sweden.

GEOGRAPHIC DISTRIBUTION

# OF PERSONNEL 14% 58% 1% 2%

DISTRIBUTION OF VALUE ADDED		1991		1990
	SEK m.	%	SEK m.	%
Wages and salaries	3,303	54	3,326	52
Social costs	1,233	20	1,214	19
Depreciation	464	8	425	7
Capital costs, net	164	3	191	3
Corporate and municipal taxes	388	6	560	9
Dividends paid	285	5	286	4
Retained in business	236	4	424	6
Value added, total	6,073	100	6,426	100
Value added per employee, SEK thousands	311		299	

SEK thousands	1991	1990
Sales per employee	769	740
Net profit per employee	26	32
Value added per employee	311	299

The average number of employees in the Atlas Copco Group decreased by 1,963 persons during 1991 to 19,544 employees (21,507). The proportion employed in Swedish companies was 19 percent (20) and 35 percent (33) in companies within the EC. Salaries, wages and other remunerations totaled SEK 4,536 m. (4,540), of which SEK 1,233 m. (1,214) represented social welfare costs.

The distribution of women and men is shown below.

	Distribution	Distribution as %		
	Women	Men	Total number	
Europe	17	83	11,271	
of which Sweden	18	82	3,801	
of which EC	16	84	6,834	
North America	14	86	2,766	
South America	11	89	1,760	
North Africa/Middle East	25	75	242	
Southern Africa	18	82	533	
India/Far East	7	93	2,503	
Oceania	20	80	469	
	15	85	19,544	

#### Value added and interested parties

The value added corresponds to the Group's total invoicing, SEK 15,030 m., reduced by costs for the purchase of raw materials, wholly and partially finished goods as well as services, SEK 8,957 m. The figure obtained is a measure of the company's productive contribution, i.e. the value added through processing etc.

In 1991, the value added amounted to SEK 6,073 m. (6,426), a decrease of approximately 5 percent, which was primarily attributable to lower sales volumes.

The value added is distributed among other interested parties, i.e. employees, creditors, government, municipalities and shareholders. Remaining funds are retained in the company to cover costs for wear on plants and equipment (depreciation) and to provide for continued expansion of operations (retained in the business).

#### SALESMEN OF THE YEAR 1991



Federico Scolari Roberto D'Agostini



**Hyun Lee** 



Yousef Ghaffari



Helmut Kastner



Joe Newman



**Tom Sommehag** 

During 1991, many outstanding sales achievements were recorded within the Group's sales companies. Each sales company was requested to send in reports of the most successful individual performances and from these it has been possible to select the best salesmen of the year. The winners and a description of their accomplishments are detailed below.

Federico Scolari and Roberto D'Agostini, underground rig salesmen at the Italian sales company, exceeded their 1991 sales quota by 60 percent. Orders included nine hydraulic boomers, seven Boltec rock-bolting units and Swellex bolts valued at SEK 27 m., three Wagner loading machines and one Jarva tunnel boring machine.

**Helmut Kastner,** sales manager at Wagner, with responsibility for Europe, Africa, the Middle East and the CIS states, sold 42 Scooptram loading machines and spare parts to the Russian Norilsk nickel and copper mines.

Joe Newman, who sells oil-free compressors in Ireland, has actively contributed, during the past 16 years, to broadening the use of oil-free air in the Irish market. In 1991, he sold compressors valued at GBP 1 m. to the food products, pharmaceuticals, electronics and aircraft industries.

**Tom Sommehag,** sales manager at Atlas Copco Construction and Mining Export, landed an order during 1991 for 28 drilling rigs and a large number of rock drilling tools and spare parts for delivery to mines in Russia's Norilsk district of Siberia. He also sold 80 hydraulic rock drilling machines to a Polish mine.

Hyun Lee, sales engineer for ACT products in South Korea, sold compressors totaling more than SEK 50 m. to chemical and petro-chemical companies. The orders are for applications in the transportation of liquid gas, energy recovery and handling of natural gas.

Yousef Ghaffari, sales engineer at Atlas Copco Tools in Iran, sold tools in the amount of SEK 15 m. in 1991 thereby achieving a significant increase in market shares. The year's sales included 100 chipping hammers to a steel mill and 100 riveting hammers to another company.

Fernando Garcia, service manager, and Gustavo Miranda, marketing manager for spare parts at Atlas Copco in Chile, jointly closed two attractive sales contracts totaling SEK 25 m. A contract with the Mantos Blancos mine included maintenance for 14 jumbo rigs, seven Wagner loading machines and spare parts. A contract was signed with Codelco copper mine covering monthly deliveries of spare parts from the Portland plant.

**Shigeo Fukunaga,** sales manager for compressors at Atlas Copco KK in Japan, enjoyed major sales successes during 1991, which included 25 oilfree compressors totaling SEK 40 m. to a number of large Japanese industrial companies. He also has a large number of compressor quotations pending which can shortly be expected to result in orders.

**Daniel R Hucke,** salesman for Chicago Pneumatic in the northwestern United States, expanded the retailing network by 30 percent during 1991 while concentrating his direct sales efforts on Boeing Aircraft, where he doubled CP's sales of riveting hammers.



Fernando García Gustavo Miranda



Shigeo Fukunaga



Daniel R Hucke

#### **BOARD OF DIRECTORS AND AUDITORS**



**Michael Treschow** 



Lennart Johansson Tom Wachtmeister Georg Karnsund



Jacques van der Schueren Bert-Olof Svanholm



Bo Henning Per-Erik Nyholm Kjell Eliasson



Bertil Eriksson Per Lundberg Otto Grieg Tidemand



Jacob Wallenberg Gösta Bystedt



Erik Belfrage Giulio Mazzalupi



Bengt Lindgren Christer Améen

#### **Elected by the Annual General Meeting**

Peter Wallenberg Chairman (1970). Dr Econ. h.c. and Dr. of Letters h.c. Born 1926. First Vice Chairman of the Board of S-E-Banken. Employed in various positions within Atlas Copco, 1953–1974. Chairman of the Boards of ASEA, Investor, STORA. Co-chairman of the Board of ABB Asea Brown Boveri. Vice Chairman of the Boards of Electrolux, LM Ericsson and SKF. Former President of the International Chamber of Commerce (ICC), Paris. Member of the Boards of the Nobel Foundation, Scandinavian Airlines System (SAS), and the Lauder Institute — University of Pennsylvania. Stockholdings: 10,000 A.

Tom Wachtmeister Vice Chairman (1975). Born 1931. Employed in various positions within Atlas Copco 1959—1991. Member of the Boards of Astra, Export-Invest, Hasselfors, Investor, Saab-Scania, S-E-Banken, STORA and Svenska Dagbladet. Chairman of General Export Association of Sweden, Swedish Taxpayers' Association and the Sweden—China Trade Council.

Stockholdings: 22,741 A; 11,547 B; 10,395 options; Debentures convertible to 4,000 A shares.

**Curt G Olsson** (1976). Born 1927. Chairman of the Boards of S-E-Banken and the Stockholm Chamber of Commerce. Member of the Board of Hufvudstaden. Stockholdings: 800 A.

Otto Grieg Tidemand (1982). Born 1921. Skipowner and Board member of Bel ships Co Ltd Skibs A/S, Oslo. Chairman of the Board of Atlas Copco A/S (Norway). Chairman and Board member of various shipping and oil companies in Norway and other countries.

Debentures convertible to 4,000 A shares.

**Lennart Johansson** (1985). Dr. Tech. h.c. Born 1921. Chairman of the Board of SKF. Vice Chairman of the Board of ESAB. Member of the Board of Federation of Swedish Industries.

Per Lundberg (1985). Born 1943. President of Providentia and Senior Executive Vice President of Investor. Chairman of the Boards of LM Ericsson Finans, Nordben Life and Pension Insurance Co Ltd, Nordisk Television, TV4 and Stockholm-Saltsjön. Member of the Boards of Billerud, LM Ericsson, Garphyttan Industrier, Saab Automobile, Saab-Scania, Scanditronix, SPP, Sterling Holding A/S and Trygg-Hansa SPP Holding. Stockholdings: 250 A; 83 B; Debentures convertible to 4,000 A shares.

**Georg Karnsund** (1987). Born 1933. Member of the Boards of LM Ericsson, Saab-Scania, Stora Billerud, Stora Inköp & Transport and Virkeshantering. Debentures convertible to 4,000 A shares.

Gösta Bystedt (1987). Born 1929. Chairman of the Boards of Scanditronix, Dagab and the Nilörn Group. Vice Chairman of the Boards of Electrolux, Export-Invest, Åhlens and Axel Johnsson. Member of the Boards of ESAB, SKF, S-E-Banken and Federation of Swedish Industries. Stockholdings: 1,000 A; 333 B.

**Jacob Wallenberg** (1985). Born 1956. Executive Vice President of Investor and Providentia. Member of the Boards of LM Ericsson, Investor,

Providentia, STORA, Stockholm-Saltsjön, Stora Finans and Wharton European Advisory Board and Knut och Alice Wallenberg Foundation. Chairman of the Board of Investor Group Finance. Stockholdings: 1,595 A; 532 B; 1,100 options; Debentures convertible to 4,000 A shares.

Jacques van der Schueren (1990). Born 1921. Chairman of the Boards of Atlas Copco Airpower and Atlas Copco Belgium since 1963. Board member in a number of Belgian, Dutch and French companies, incl Société Générale de Belgique, Petrofina, Tractebel, and Federation of Belgian Industries. Member of the Belgian Parliament from 1946 to 1963. Belgium's Minister of Economic Affairs from 1958 to 1961. Stockholdings: 250 A; 84 B.

**Bert-Olof Svanholm** (1991). Born 1935. President of Asea Brown Boveri AB, Executive Vice President of ABB Asea Brown Boveri Ltd. Chairman of the Association of Swedish Engineering Industries.

Michael Treschow (1991). Born 1943. President of Atlas Copco AB and Chief Executive Officer. Employed in the Company since 1975. Stockholdings: 314 A; 106 B; Debentures convertible to 4,000 A shares.

Bertil Eriksson Deputy Member (1990). Born 1934. Senior Executive Vice President of Atlas Copco AB and responsible for the Construction and Mining Technique business area. Stockholdings: 3,000 A; 1,000 B; Debentures convertible to 4,000 A shares.

**Giulio Mazzalupi** Deputy Member (1990). Born 1940. Senior Executive Vice President of Atlas Copco AB and responsible for the Compressor Technique business area.

Erik Belfrage Deputy Member (1991). Born 1946. Executive Director of S-E-Banken. Various positions in the Swedish Foreign Office from 1970 to 1987. Member of the Boards of Aerotransport, Investor, Providentia, Saab-Scania, the International Council of Swedish Industry and the Foundation Positive Sweden.

#### **Employee representations**

Bo Henning (1973). Born 1933. Chairman, Atlas Copco local of the Swedish Union of Clerical and Technical Employees in Industry (SIF), Nacka. Debentures convertible to 1,000 A shares.

Per-Erik Nyholm (1973). Born 1937. Chairman, Atlas Copco local of the Metal Workers' Union, Nacka.

**Kjell Eliasson** (1990). Born 1945. Chairman, Monsun-Tison local of the Metal Workers' Union, Borås.

Christer Améen Deputy Member (1986). Born 1939. Chairman, Atlas Copco local of the Swedish Association of Graduate Engineers, Nacka. Stockholdings: 272 A; 124 B; Debentures convertible to 667 A shares.

Tore Hedberg Deputy Member (1990). Born 1937. Chairman, Atlas Copco Tools local of the Swedish Union of Clerical and Technical Employees in Industry (SIF), Stockholm.

**Bengt Lindgren** Deputy Member (1990). Born 1957. Chairman, Uniroc local of the Metal Workers' Union, Fagersta.

#### **Auditors**

Karl-G Giertz

Authorized Public Accountant

**Olof Herolf** 

Authorized Public Accountant

Stefan Holmström Authorized

Public Accountant, Deputy

**Bo Ribers** 

Authorized
Public Accountant,
Deputy



Karl-G Giertz

**Olof Herolf** 



Bo Ribers

Stefan Holmströr

#### **GROUP MANAGEMENT AND GROUP STAFFS**





#### Michael Treschow,

President and Chief Executive Officer, business area Industrial Technique; **Giulio Mazzalupi,** 

Senior Executive Vice President,

business area Compressor Technique;

#### Bertil Eriksson,

Senior Executive Vice President, business area Construction and Mining Technique.

Lennart Johansson, controlling, accounting and auditing; Marianne Hamilton, organization development and management resources;

Bo Johansson, finance; Hans Sandberg, legal.

Mario Pellegrino, Regional Executive southern Africa; Jack Mackenzie, Regional Executive Far East;

Regional Executive Far East; **Sven-Ingvar Svensson,** acting Regional Executive South America;

Edgar Deschamps,

Regional Executive Middle East and northern Africa.

#### Organization

**Board of Directors** 

President and Chief Executive Officer

#### **Executive Group Management and Corporate Functions**

Compressor Technique Construction and Mining Technique **Industrial Technique** 

**Business areas** 

- Industrial Air
- · Oil-free Air
- Portable Air
- Atlas Copco Applied Compressor Technique
- Airtec

Industrial compressors Portable compressors Gas and process compressors

- Rocktech
- Uniroc
- Atlas Copco Berema
- Wagner Mining and Construction Equipment

Drilling rigs Rock drilling tools Construction tools Loading equipment

- Atlas Copco Power Tools and Equipment
- Chicago Pneumatic
- Desoutter
- · Ets G. Renault
- Atlas Copco Automation

Power tools Assembly systems Components **Divisions** 

**Product areas** 

The divisions manufacture their products in own product companies and market them through the business areas' or their own sales companies in around 50 countries and through independent distributors in a further 80 countries.

Markets

ATLAS COPCO

### WORLDWIDE SALES AND SERVICE ORGANIZATION



#### NORTH AMERICA

#### Canada

Atlas Copco Compressors Canada Montreal, Quebec Wim Schoenmakers

Atlas Copco Construction and Mining North America Montreal, Quebec David Bonner

Secoroc Ltd Burlington, Ontario Sten Pettersson

Atlas Copco Tools Canada Toronto, Ontario Wayne Timmins

Chicago Pneumatic Tool Co Canada Ltd Mississauga, Ontario Charles Ingram

#### Mexico

Atlas Copco Mexicana SA de CV, Division Compressores Tlalnepantla, Edo de Mexico Kåre Engström

Atlas Copco Mexicana SA de CV, Division Construction v Minerva Tlalnepantla, Edo de Mexico Jaime Cadaval

Fagersta Secoroc de Mexico SA de CV Mexico 1, DF Luis Palacios

Atlas Copco Mexicana SA de CV, Division Herramientas Tlalnepantla, Edo de Mexico Edward Jones

Chicago Pneumatic Tool de Mexico SA Mexico DF *Luis Palacios*  U.S.A. Atlas Copco Industrial Compressors Inc Holyoke, Massachusetts

Arthur J Droege

Atlas Copco Rental Inc Fairfield, New Jersey Anthony A Limongelli

Atlas Copco Comptec Inc Voorheesville, New York Bengt-Ivar Nilsson

Rotoflow Corporation Inc Gardena, California Frank J van Gogh

Secoroc Inc Commerce City, Colorado *Dennis Gibson* 

T-H Industries Ft Loudon, Pennsylvania Stanley Lundberg

Wagner Mining & Construction Equipment Co Portland, Oregon Roderick J M Brown

Atlas Copco Berema Inc Holyoke, Massachussetts Peter Bigwood

Atlas Copco Industrial Tools Inc Farmington Hills, Michigan Charles Robison

Chicago Pneumatic Tool Company Utica, New York Richard D Besser

Desoutter Inc Livonia, Michigan Thomas Boik

Advanced Fastening Systems Inc Sterling Heights, Michigan David M Johnson GME Systems Inc Wexford, Pennsylvania Björn Karlström

Monsun-Tison North America Inc Elk Grove Village, Illinois Kjell Jansson

#### SOUTH AMERICA

#### Argentina

Atlas Copco Argentina SACI Buenos Aires Mauro de Mesquita

#### Bolivia

Atlas Copco Boliviana SA La Paz Olof Hössner

#### Brazil

Atlas Copco Compressores São Paulo Mauro de Mesquita

Atlas Copco Construction and Mining Technique Brasil São Paulo José Luís Fonseca

Atlas Copco Tools Brasil São Paulo Carlos Frateschi

Atlas Copco Assembly Systems Brasil São Paulo Walter Cavichiolli

#### Chile

Atlas Copco Chilena SAC Santiago *André Richard* 

Drillco SA/Secoroc SA Santiago Per-Arne Lindqvist

#### Colombia

Atlas Copco Colombia Ltda Bogotá *Antoine Santiago* 

#### Ecuador

Atlas Copco Ecuatoriana SA Quito Jo Cronstedt

#### Peru

Atlas Copco Peruana SA Lima Olof Hössner

Fagersta Secoroc del Peru SA Callao *Julio Tamayo* 

#### Venezuela

Atlas Copco Venezuela SA Caracas Staffan Nordin

#### AFRICA

Algeria

Atlas Copco Compressor International Bureau d'Assistance Technique Algiers Jean-Pierre Blomart

<sup>\*</sup> Not consolidated in the Atlas Copco Group

Botswana

Atlas Copco Botswana (Pty) Ltd Gaborone Peter L Edmunds

Atlas Copco Compressor International Representative Office Cairo John Vanezos

Ghana

Atlas Copco C & M Export Representative Office Accra Gerry Tucker

Atlas Copco Kenya Ltd Nairobi Eric N Smith

Lesotho

Atlas Copco Lesotho Ltd Maseru Don Thompson

Morocco

Atlas Copco Maroc SA Casablanca Marc Lanneau

Atlas Copco Construction and Mining Technique Maroc Casablanca Gerard Verdou

Namibia

Atlas Copco Namibia (Pty) Ltd Windhoek Peter L Edmunds

Nigeria

Nitro Atlasco Nigeria Ltd\* Lagos Krysztof Pietkiewicz

South Africa

Secoroc (Pty) Ltd Springs, Transvaal Allan Buekes

Chicago Pneumatic Tool Company SA (Pty) Ltd Isando, Transvaal Magnus Gyllö

Desoutter (SA) (Pty) Ltd Sandton Stephen Bullock

Delfos & Atlas Copco (Pty) Ltd\* Benoni Sergio Camozzi

Zaire

Atlas Copco EDCA Technical office Lubumbashi Albert Herbigneaux

Zambia

Atlas Copco (Zambia) Ltd Per Eric Holmberg

Zimbabwe

Atlas Copco Zimbabwe (Private) Ltd Harare Don Ferreira

#### EUROPE

Atlas Copco Compressor Division Vienna Helmut Micheli

Atlas Copco Construction and Mining Technique Austria Vienna Paulo Duca

Atlas Copco Tools Austria Vienna Heinrich Wagner

Desoutter Ges mbH Gerasdorf Otto Barthel

Belgium, Luxemburg Atlas Copco Benelux Overijse Thomas Larsson

Atlas Copco Compressor Division Overijse Jean-Jacque Heymans

Atlas Copco Construction and Mining Technique Belgium & Luxemburg Overijse

André Vanhole Atlas Copco Tools Belgium

Overijse Johan Moevs

Desoutter Ltd Brussels Otto Barthel

Chicago Pneumatic NV Tool Company SA Zaventem Radmon Sukhia

Atlas Copco Automation Overijse Bert van der Scheer

Atlas Copco Cyprus Ltd Nicosia Demetrios Angelides

Czechoslovakia Atlas Copco Compressor International Representative Office Prague

Olle Hagling Atlas Copco C & M Export Representative Office Prague Jindrich Hummel

Denmark

Atlas Copco Kompressorteknik A/S Glostrup Jens Karman

Atlas Copco Tools Danmark Ishøi Flemming Vikbjerg

Monsun Automation A/S Ishøj Henrik Burkal

Estonia

BERKE Ltd Tallinn Jaak Arulaane

Finland

Oy Atlas Copco Kompressorit Ab Masala

Oy Atlas Copco Louhintatekniikka Ab Masala Ilkka Eskola

Oy Atlas Copco Tools Ab Masala Jyrki Enho

Atlas Copco Automaatio Masala Bertel Wickström

Kometa Oy Esbo Christer Strandh

Atlas Copco Compresseurs SA Franconville Alain Rodriguez

Ets Mauguière SA Sermamagny Johan Molin

Atlas Copco Mines & Travaux Publics SA Franconville Edmond Rigaumont

Secoroc SA Ivry sur Seine Philippe Derobert

Atlas Copco Applications Industrielles SA Franconville Jean-Yves Frin

Ets Georges Renault SA Nantes Jacques Manceron

Desoutter SA Nanterre Thierry Desaphix

Monsun-Tison SA Cergy Pontoise Philippe Corrège

Germany Atlas Copco Kompressoren GmbH Essen Leif Boll

NEAC Compressor Service GmbH & Co KG\* Ubach-Palenberg (Aachen) André Schmitz

Atlas Copco MCT GmbH Essen Paolo Duca

Secoroc GmbH Hilden Sven Axelsson

Atlas Copco Tools GmbH Essen Yngve Revander

Chicago Pneumatic Tool GmbH Wiesbaden am Rhein W D Wittek

Desoutter GmbH Maintal - Hochstadt Otto Barthel

Atlas Copco EAC GmbH Essen Bo Hellmark

Monsun-Tison GmbH Darmstadt Rainer Borkowsky

Great Britain

Atlas Copco Compressors Ltd Hemel Hempstead Lennart Hedlund

Atlas Copco Construction & Mining Ltd Hemel Hempstead Gordon Woodward

Atlas Copco Tools Ltd Hemel Hempstead John Horn

Desoutter Ltd London Paul Cummings

Desoutter Automotive Ltd London Ray Whybro

Chicago Pneumatic Tool Company Ltd Hemel Hempstead Ron Homer

Monsun-Tison Ltd Ossett, West Yorkshire Per Johansson

**Greece** Atlas Copco Hellas A E Athens Peter Meyer

Hungary Atlas Copco Compressor International Representative Office Budapest Gunnar Hindrum

Atlas Copco Kompresszor Kft Budapest Gunnar Hindrum

#### SALES AND SERVICE ORGANIZATION

Ireland

Atlas Copco (Ireland) Ltd

Dublin

Emest G Power

Atlas Copco Divisione

Compressori

Milan

Natale Tubiolo

Atlas Copco Construction and

Mining Technique Italy

Milan

Flavio Lanati

Secoroc Italiana S r l

Trezzano sul Naviglio Giuseppe Baietta

Atlas Copco Tools Italia Milan

Peter Janson

Desoutter Italiana S r l

Oltrona

Fiorenzo Liviero

Chicago Pneumatic

Tool Co SpA

Milan Renzo Remondi

Atlas Copco Automazione SpA

Milan

Maurizio Baita

The Netherlands

Atlas Copco Kompressoren

Zwijndrecht

Dick Plate

Atlas Copco Construction and Mining Technique Netherlands

**Zwiindrecht** 

Andre Vanhole

Atlas Copco Tools Nederland Zwijndrecht

Leen van Diggele

Desoutter Ltd

Breda

Otto Barthel

Atlas Copco Automation

Zwijndrecht

Bert van der Scheer

Atlas Copco Kompressor-

teknikk A/S Ski

Martin Hagen

Atlas Copco Anlegg- & Gruve-

teknikk A/S

Ski

Gunnar Pedersen

Secoroc A/S

Skårer

Erik Löftingsmo

Berema A/S

Per Finsveen

Atlas Copco Tools Norge

Ski

Per Arne Martinsen

Monsun-Tison A/S

Ole Ingar Vee

Portugal

Atlas Copco Portugal, Divisão Compressores Industriais

Lishon

Jorge Cifuentes

Atlas Copco Portugal, Divisão Construcão Civil & Minas

Lisbon

Bengt Dahlgren

Atlas Copco Portugal, Divisão Tecnica Industrial

Lisbon

Jorge Cifuentes

Spain

Atlas Copco División

Compresores Madrid

Julián Aragonés

Atlas Copco Construction and Mining Technique Spain

Madrid

Francisco Menéndez Larrea

Atlas Copco Tools España Madrid

Ascensio Liarte

Desoutter SA

Madrid

James Meyers

Sweden

Atlas Copco Compressor AB Nacka

Leif Rydberg

Atlas Copco MCT Sverige AB

Nacka

Bertil Sundberg

Atlas Copco Energy AB Nacka

Per Gunnar Skoglundh

Secoroc AB

Fagersta

Lars-Erik Aaro

Uniroc Grinding AB Skellefteå

Jan Sidén

Lövab AB

Sunne

Berndt Karlsson

Rebit AB Ockelbo

Rolf Söderman

Kometa AB

Gällivare

Aappo Fagerhill

Berema Sverige AB Nacka

Anders Bröms

Atlas Copco Tools Sverige

Stockholm

Kurt Ottosson

GME System AB

Stockholm - Tyresö Hans Friberger

Atlas Copco SAC AB Stockholm-Vallentuna Patrik Regårdh

Atlas Copco Automation Svenska AB

Boras Hans Törner

Atlas Copco C & M Export AB

Nacka

Robert Robertson

Switzerland

Atlas Copco Kompressoren für Industrie und Bau Studen/Biel

Hans W Brodheck

Atlas Copco Construction and Mining Technique Switzerland Studen/Biel

Paolo Duca

Atlas Copco Tools Schweiz

Studen/Biel Hugo Pfeuti

Atlas Copco Automation Schweiz Studen/Biel

Tom Casinge

GME System AG Küttingen Kjell Sjöberg

Yugoslavia

Atlas Copco Yugoslavia Inc

Belgrade Dobrilo Tešović

#### **ASIA**

China

Atlas Copco (China) Ltd Kowloon

Thomas Kung

Hong Kong

Atlas Copco (HK) Ltd

Kowloon Thomas Kung

India

Atlas Copco (India) Ltd

Bombay Antonio Belcastro

Consolidated Pneumatic Tool Co (India) Ltd

Bombay James A Henderson

Iran Atlas Copco Iran AB Teheran

Bertil Lindsten

Tokyo

Japan Atlas Copco KK

Korea Atlas Copco Mfg Korea Co Ltd

Seoul

Alan Heggie

Necip Soyak

Atlas Copco Construction and Mining Technique

Seoul

Hans Hedensiö

<sup>\*</sup> Not consolidated in the Atlas Copco Group

Malaysia

Atlas Copco (Malaysia) Sdn Bhd Kuala Lumpur Yvo Goossens

The Philippines

Atlas Copco (Philippines) Inc Paranaque Patrik Wennerström

Saudi Arabia

Atlas Industrial Equipment Co Atlasco\* Jeddah Jean Pierre Fauque

Singapore

Atlas Copco (South-East Asia) Pte Ltd Singapore Yvo Goossens Taiwan

Atlas Copco Taiwan Ltd Taipei Thomas Kung

Turkey

Atlas Copco Makinalari Imalat AS Istanbul Marc Lambert

Atlas Copco C & M Export Liaison Office Tuzla, Istanbul *Ercan Narlioglu*  OCEANIA

Australia, New Guinea Atlas Copco Compressors Australia Sydney *Michael Tatum* 

Atlas Copco Construction and Mining Technique Australia Sydney Ray Bridgewater

Atlas Copco Hire Australia Sydney John Bohatko

Secoroc Australia Pty Ltd Charlestown Bruce Johnson Atlas Copco Tools Australia Blacktown *Michael J Foy* 

Chicago Pneumatic Tool Company Pty Ltd Castle Hill, NSW Kevin Boorer

New Zealand Atlas Copco (N Z) Ltd Wellington Bill Gibson

#### **DIRECTIONS**

Atlas Copco AB S-105 23 Stockholm

Telephone: +46-8-743 8000 Telefax: +46-8-644 9045 Telex: 14090 copco s

#### **BUSINESS AREAS**

Compressor Technique, Divisions

Industrial Air

Boomsesteenweg 957

B-2610 Wilrijk-Antwerpen, Belgium

Tel: +32-3-870 2111

Oil-free Air

Boomsesteenweg 957

B-2610 Wilrijk-Antwerpen, Belgium

Tel: +32-3-870 2111

Portable Air

Boomsesteenweg 957

B-2610 Wilrijk-Antwerpen, Belgium

Tel: +32-3-870 2111

Atlas Copco ACT

Boomsesteenweg 957

B-2610 Wilrijk-Antwerpen, Belgium

Tel: +32-3-870 2111

Airtec

Boomsesteenweg 957

B-2610 Wilrijk-Antwerpen, Belgium

Tel: +32-3-870 2111

Construction and Mining Technique, Divisions

Atlas Copco Rocktech S-105 23 Stockholm Tel: +46-8-743 8000

Uniroc AB Box 521

S-773 01 Fagersta Tel: +46-223-461 00

Atlas Copco Berema AB Box 767

S-131 24 Nacka

Tel: +46-8-743 9600

Wagner Mining & Construction

Equipment Co

P.O. Box 20307 Portland, Oregon 97220-0307, U.S.A.

Tel: +1-503-255 2864

Industrial Technique, Divisions

Atlas Copco Power Tools and Equipment Box 90111

S-120 21 Stockholm Tel: +46-8-743 9500

Chicago Pneumatic Tool Company

2200 Bleecker St

Utica, New York 13501, U.S.A. Tel: +1-315-792 2600

Desoutter Brothers (Holdings) PLC

319 Edgware Road Colindale

London NW9 6ND, Great Britain Tel: +44-81-205 7050

Ets G. Renault S. A. 199, route de Clisson F-44230 Saint-Sébastiensur-Loire, France

Tel: +33-40-80 20 00

Atlas Copco Automation AB

Box 110

S-523 23 Ulricehamn

Tel: +46-321-150 20

#### **FIVE YEARS IN SUMMARY**

SEK m. unless otherwise noted. For definitions, see page 18.

						and the second s
- 1	ATLAS COPCO GROUP	1987	1988	1989	1990	1991
E	Earnings per share, sek	11.95*	19.60	26.75	20.45*	14.25
E	Earnings per share after extraordinary items, SEK	19.65*	19.75	26.75	20.45*	14.25
F	Profit margin, percent	6.8	9.0	10.1	8.0	6.1
F	Return on capital employed, before tax, percent	15.6	19.5	23.4	17.7	12.9
F	Return on equity capital, after tax, percent	10.7	16.1	19.5	12.5	8.1
F	Rate of equity capital, percent	36.5	36.6	36.6	45.1	45.6
F	Rate of equity capital after full conversion, percent	38.0	38.0	37.8	46.2	46.7
	Dividend per share, SEK	5.63	6.38	8.00	8.00	8.00**
	Orders booked	11,797	13,533	15,785	15,931	15,220
	nvoiced sales	11,520	12,812	15,035	15,915	15,030
	Percent change, current prices	+11	+11	+17	+6	-6
	Sales outside Sweden, percent	92	92	92	93	94
F	Profit after financial income and expense	789	1,155	1,521	1,270	910
١	Net interest expense	-161	-25	-160	-198	-179
	As percent of invoiced sales	1.4	0.2	1.1	1.2	1.2
li	nterest coverage ratio	3.5	4.1	3.9	3.3	3.1
	otal assets	10,752	11,377	13,258	13,971	14,094
	Ratio of assets to liabilities	1.6	1.5	1.6	1.8	1.8
F	Ratio of current assets to current liabilities	2.0	2.0	1.8	2.0	1.8
	Capital turnover ratio	1.14	1.18	1.22	1.13	1.05
	Ratio of interest-bearing liabilities to shareholders' equity***	0.94	0.95	0.95	0.62	0.61
Ír	nvestments in machinery and buildings	422	424	545	682	706
	As percent of invoiced sales	3.7	3.3	3.6	4.3	4.7
Δ	Average number of employees	18,777	19,207	20.057	21 507	10 544
	nvoiced sales per employee, sex thousands,	614	19,207	20,057 750	21,507 740	19,544 769
"	revoluted sales per employee, sex mousands,	014	007	750	740	709

For 1987 and 1990 based on the weighted average number of shares outstanding.
 \*\*\* According to the Board of Directors' proposal.
 \*\*\* Shareholders' equity and minority interest.

#### FINANCIAL INFORMATION FROM ATLAS COPCO

Atlas Copco will publish the following financial reports in respect of 1992 operations:

President's Address to Shareholders at the AGM	May 8 1992
Interim Report on first three months of operations	May 8 1992
on first six months of operations Au	igust 24 1992
on first nine months of operations	nber 12 1992
1992 Preliminary 12-month Report F	ebruary 1993
1992 Annual Report	April 1993

<sup>□</sup> Additional copies of Atlas Copco's Annual Report in English can be ordered through Atlas Copco AB, Information, S-105 23 Stockholm, Sweden, Telefax: +46-8-643 3718.

#### FINANCIAL INFORMATION ON ATLAS COPCO

has been published by the following financial analysts in 1991/92:

Barclays de Zoete Wedd, London Jan Dworsky Baring Securities, London Hans Westerberg Alfred Berg, London Erik Mitteregger
James Capel, LondonChristian Diebitsch/Peter LawrenceCarnegie Fondkommission, StockholmStaffan ÖstlinEnskilda Fondkommission, StockholmMichael Grundberg
Enskilda Research, London Peter Karlsson First Boston, New York John E McGinty Robert Fleming, London Gordon MacLean
Goldman Sachs, LondonAnders BråténiusHandelsbanken, StockholmAnders RoslundHägglöf & Ponsbach Fondkommission, StockholmJohan Strandberg
Kleinwort Benson, London Mikael Sjöwall Merchant Fondkommission, Stockholm Tommy Erixon Merrill Lynch, London Jennifer Tora
Midland Montagu Bank, StockholmBo SellingMorgan Stanley, LondonEdward HadasPhillips & Drew, LondonPeter J Dupont
Swedbank Fondkommission, StockholmPer GustafssonS G Warburg, LondonTim YoungmanUnibörs, CopenhagenHenrik Breum
Öhman, Stockholm

