## ABIIIB-PRICE



## ACHIEVING MORE WITH LESS

Abitibi-Price Inc., a world-class competitor in the forest products industry, is a producer of newsprint, uncoated groundwood papers, coated papers and building products. The company is a major converter and distributor of paper and other information-related products.
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# ACHIEVING MORE WITH LESS 

Although we have not yet proved it with our financial results, we achicred a great deal at AbitibiPrice in 1991, as we:

- set the pace for much-needed industry mationalization in an cha where supply wastly exceeds demand:
- took the painful decisions to close a coating and converting lacility ar Georgetown and or idle a nersprint mill at Thunder Bay;
- became leancr - operating with fewer people and fewer resources - and completed the sale of three significant mon-stratcgic assets;
- developed a more effective organization struc. ture - aimed at decentralizing and getting closer to customers;
- made better use of our working capital, improved our cash position with proceeds of asset sales, and maintained one of the strongest balance shects in our industry;
- intproved productivity, with many mills achiering their highest efficiency levels ever - even in the face of low operating rates:
- reduced operating costs by $\$ 43$ million by lowering the cost of supplies, improving the quality of our raw materials, optimizing our use of power, labour and materials - and realizing lower costs por tonne with our improved efficiency;

In virtually all our operations, AbitibiPrice became a
finer company in 1991 - but that
was not enough to offset dismal
market conditions.
We suffered a heavy
loss, and we know we have to improve even faster.

- became more competicive in our successful clisvibution businesses;
- achieved a one-time saving of S25million with our forcign exchange hedging program, helping to offset the damage to profitability caused by the high Canadian dollar;
- developed beter levels of understanding with our unions - understanding that we are all in it together;
- introduced important cnviron. montal initiatives;
- improved quality and customer service.
It was a year when we accomplished more than ever with fewer resources, and we saved more than ever - but we lost more money than ever. Quite simply, we didnt improve fast enough to offset disastrous newsprint markets and the impact of the broader busincss recession. We were not alone. The cntire Canadian forest prodncts indus. try was challenged by many issmes, such as the recession, oversupplied markets, ensironmental compliance and changing customer requirentents. Some of these issues will be resolved when the economy improves, while others require a fundamental restructuring of the industry.

So in 1992, we will move faster still. We are determined to build on our 1991 achievements -
achievements that ingood markets would have led to record carnings rather than a record loss.

There has been a turnaround in attitude, as people throughout the company have embraced the values that are fundamental to our future success - businesslike think. ing, continuous leaming, urgency and velocity, llexibility, and spending money wisely. They have translated those values into actions which have made us a fincr and more competitive company:

Anct we are going to need more of those actions in the year ahead. Nobody's groing to make it any eas. ier for us - we have to do it oursches. And we have a very clear set of prioritics:

- selling more non stratcgic assets - such as our hydro facilities, converting busincsses and building products operations;
- resolving rectcling issues - by clarifying our straregies and pursuing lower cost techuologies;
- improving customer satisfaction - with further improvements to product and service quality;
- meeting our budget, while continuing to make improvements to all operations;

- and improving leadership and effectiveness as we pursue our goal of becoming the finest groundwood paper company in the world.

Our major markets remain depressed, but we beliexe the free fall in prices may be near the borrom. At the same time, we believe we can - and will - make further improvements to our cost structures and our productivity, thereby beginning to pestore our margins. And that means that when markets and prices finally begin to improve, we will be able to prove that we are becoming a finer company where it counts - at the botom line.

On a personal note, I am very grateful to all employes for their extraordinary efforts of the past year. And I would like to thank our actise, involved Board of Directors for their support. wisdom and comsel - including Robert C. Gimlin, Marcel Bolanger and Pierre A. Rinfier who retired from the Board in 1991 after many years of senvice. On behalf of all the Directors - and on behalf of all employees - I thank you, our shareholers, for your continued faith in Abilibi-Price.



BERND KOKEN
Nen


# MANAGING ENVIRONMENTAL CHALLENGES 

Abitibi Pricesees new emironmental challenges emerging constantly, with changing regulations and charging demands of our customers and employecs. What appeared to be responsible practice a decade ago - or even a year ago - is not good enough today.

Managing these challenges effectively begins with taking stock of our activitics - and we did a fot of stock-taking in 1991 .

We launched a now leadingedge cnvironmental management and compliance program throughout the company, and began the process of auditing all our operations - looking for where we need to make improvements, and establishing a database against which we can measure progress. Through out this process, one of our major goals has been to heighten emvirommental awareness and training anong all our employecs and in our communtitics.

The audits give us a good idea of where we stand. We face myriad laws and regulations - governing air, water, waste management, and resource use - and these regulations vary from prowince to province, state to state, country to country: How are we doing with thesc challenges? We're doing woll,
$A_{t \text { Abitibi-Price }}$ we now assess everything we do in terms of its
potential impact on our environment.
That is not just to comply with changing laws; it is to live up to our own sense of responsibility.
but must do better.

- Our effluent discharges and air emissions comply with current regulatory requirements;
- our grourdwood puip pro. cesses do not use chlorine, chlorine dioxide, or sodium hypochlorite:
- our high yicld pulping processes don't waste wood fibre;
- we generate energy from other waste and through recovery of heat produced in thermo. mechanical pulping opcrations;
- and we have a very successful forest regencration program, a model for our industry for the past decade.

But our record is by no means perfect. And through improving scientific knowledge, we have becn developing a better understanding of the impact our operations have on the enviromment. We are determined to do a better jol.

During the next several years our primary envirommental challenge will be meeting changes to federal and provincial effluent discharge regulations in Canada. Last ycar, we reviewed conventional and capital intensive compliance technologies based on biological treatment of large volumes of effluent. We estimated costs for these traditional answers to be more than $\$ 250$ million over the next few years - a daunting



amount given our financial resources Regulatory require． ments have been accelerating at a lime when we can least afford major capical projects．

We are determined to find ways of doing more with less．＇lo lind more cost effective altema． lives，we established a wenty person linvironmental Techno－ logy Researchand Development leam in 199 g ，based in our rescanch centre in Mississauga， Ontario．

Ihis team－with oher teams at our mills－has been exploring innovative tednologies focused on novel meth－ ods of reducing water usage，which in turn will reduce effluent volumes at a substantially lower cost that conventional controls．Initial indical tions are encouraging．In fact，they are so posi－ tive，the Canadian government has awarded us a multi－million doldar researeh grant to support our efforms．

We are also working on ways of doing more for less in the area of recyeling－an important marketing goal，as well as an enviommental goal． Anew proptietary recycling technique is cna－ bling us to increase recycled content less expen－ sively than with conventional deinking tech－

Tn our efforts to spend money wisely
as we meet our
environmental
responsibilities，we are choosing new
lowver－cost，effective technologies．
nology．With this method，we are already producing newsprinc using recycled fibre at Fore Wil． liam and Chandler，and we have plans for Iroquois Falls．These intiatives will prove to be a cost effective complement to our full scale newsprint deinking facility in Gcorgia（now producing 375,000 tomnes of recycled news． print a ycar），and our planmed project in Alabama．

For our technological adlances to mature and become environmental breakthroughs in the nincties we need a collaborative effort from our governments－ cooperation not confrontation，especially in these daunting economic tjmes．Harmoniza． tion of federal and provincial regulations would be a helpful sicp forward－a move that would result in substantial savings with no sac． rifice of envirommental bencfits－less red lape， more value．

The need to show envirommental stewardship extends far beyond our manufactoring opera． tions；it extends to our very roots－the forests． Our successful forest regeneration program is based soundly on the belief of our foresters that the best forest management results are
achicred through silvicuhumal operations that mimic natural forest cycles. Following the pat tems of mature enhances success and conserves biodisersicy.

Our forest management procedures stand up to close serutiny. We seck public involvement during the plaming phase; we are carefully regulated by governments: and we audit ourselses and are audited by governmenes andelaction groups. The audits show that our record and practices are sound.

Our responsibility does not end with sound practices for harvesting and renewing the timber supply. We recognize all of society - including aboriginal peoples, local entreprencurs, recreationalists and environmentalists owns a stake in the forests. We are developing ways of working with all stakeholders to accommodate broader uses of our woodlands. These may range fiom fishing and camping to the development of non- imber forest crops - such as bueberries or wild rice. We welcome the federal government's "Model Forests" program, which was established to encounage diverse use of our forests. We have made applications to paricipate in Manitoba, Ontario, Qucbec and Newfoundland.

One aspect of forest management which is increasingly important to Canadians is preservation of wildife, and this has become one of our research priorities. Weare participating in a number of importann studies with provinces and environmental groups inchuding a Corestry wildlife study in Manitoba; a study of a salmon spawning river in Chicoutimi, Quebec, a study of the impact of forestry operations on upland caribou at our Newfoundland operations: and in an interesting wist - a sturly of the damage that a thriving moose population is causing in pats of our newly regenemated forest in Guand Falls, Newfoundland. Our foresters are helping to redefine sustainable forest management.

We continue to face many onvironmental challenges. That goes with the territory of resource and manufacturing companies. But with the breakthroughs in technology that we are beginning to sec, and with heightened awareness of the importance of responsible stewardship throughout the company, we ave conficlent of achieving an environmental record that is second to none.

## TAKING ACTION AGAINST ADVERSITY

"We are not waiting complacently for a recovery to bail us out. There's not a lot we can do about the depressed markets or the vicious price wars that have devastated our margins. But there is something we can do about things directly in our control - productivity, mamufacturing costs, quality, product development, service, reorganizing to get closer to customers - and achieving total customer satisfaction. Making headway in all those areas requires a winning attitude on the part of our employees - dedication and a strong commitment to personal development and achieving higher levels of competence. We have been making progress, but we have a long way to go. And we are going to keep on fighting . . ."


JFAN-CLAUDE CASAVANT



# BECOMING MORE COMPETITIVE 

Newsprint margins were stashed in 1991 as too much supply chascel shrinking demand and led to brutal price wars: comsumption in North America fell by $6 \%$, and prices fell by as much as $1,9 \%$. In that kind of enviromment, no operation can survive for long if it is unable to be competitive. That made our goal for the year sery clear - chamelling our resources to the operations which stood the best chance of mecting the competitive challenge. So we made some tough choices - starting with the idling of Thunder Bat, Where we took wo machines out of operation.

Io reduce costs, boost productivity, and improve customer responsiveness, we decontralized, redesigned and streamlined the management structure ar our mills - and integrated mill operations with logging operations to improve efficiency of fibre supply - all with the cooperation of ou unions, Measurable improwements were evident by year-end: at Augusta, we improved daty production by $4 \%$ over the course of the ycar while reducing manufacturing costs by $9 \%$; at Fort William, productivity inproved by $3 \%$ and we maintained costs per tomme at budgeted levels, despite taking over 100 days of downtime.
$W_{\text {creve sijfing }}$ from being woorldclass in size lo
being world-class in competitiveness. Through operating improvements, our goal is to betler our efficiency ranking among the woorld's nerusprint machines.

Prices fell faster than costs in 1991, and there is noguarantoc that prices hate bottomed out. But mill managenent and employees have made a commilment to improwe the cost struc. ture even further.
lo hold markets, we have been fighting with more than costs and pricing - we bate been fighting with quality and product choice. We no longer sec newsprim as a commodity item. Every customer pressroom has unique requirments, and we have been providing better products to achicte customer satisfaction. Wo this end, our specialties machines are proving to be an adrantage, as is the understanding by employees who know that being rated as a preferred supplicr by customers is critical to the future of ead mill.

Demand for recycled newsprint is growing and we believe we can compete profitably in a number of markets. To complement our stateof the ant facility in Augusta, we are planning to move ahead with full deinking facilities at Alabana River: And we have introduced modified, lowereost recycling facilities at Pine Falls and Fort Williann, with lroquois Falls to follow.

Our markets are unlikely to improve much this year - so we must.





## PUBLISHERS

| Paper Mill | Location | Products |
| :---: | :---: | :---: |
| Iroquis Farls | Mrugumis ralla, Ontaris. |  dismbitution of standardand speciato grades for daty newopapors. comsucreal primiug, and inserts. |
| Fon Williann | Thunder 13ay. Onlatios |  |
| Thuoder Bat (idled) | Thunder Bay. Ontarion |  |
| Pine Falls | Pine Falsa, Manimora |  |
| - Wegusta Vemprim |  |  |
| Comopany | Vexusta (ioorgia |  |
| Alatramat River | - |  |
| Vewsprine Compant | Clabome Sabioma |  |

# MAKING BETTER PRODUCTS 

I(1) 1991, margin elosion wats not quite as scecp for our commercial groundwood papers as it was for newsprint. but it was very severe. And sales fell as the commercial printing inclustry and its customers recled from the recession.

We therefore faced a theefold challenge - we had to improve costs at our commercial paper mills. build new markets, and compete beter with other paper grades for existing mar. kets - by improving quality and developing new products.

We have made some progress in all three areas. With employed and union cooperation, we have been able to restructure and downsize at all our paper mills and woodlands operations reducing staffat all levels by close to $12 \%$ in 1991. At the same time, each mill has taken ownership of its customer relationships. from the marketing and service perspective. This is helping us become more flexible - which is vital, as we serve a market characterized by many more customers with smatler individual orders than is the case for daily newspapers.

Futhermore, we have been actively dovelop. ing new products, and recent introductions are

mecting strong acceptance in the markecplace: Dbigloss (a supercalendered grade for rotogravure) has become a preferred product for major customers such as Reader's Digest and Sears-Roebuck: our supercalendered papers both clay-filled and unfilled have been gaining in popularity, as indicated by a $5 \%$ growth in shipments over 1990, despite the downturn: REDIRL:CI - our new directory product that contains recycled fibre in line with the guidelines approved by the Yellow Pages Publishers Association - is offoran excellent statit. Abiform - which has qualified as a laser printer paper - is well positioned in a growth market; and Premium 80 (offered for both coldser and heatse offset printing) is rapidly making inoads in the quality prining and book markets - compering effec tively with bond papers.
lis enhance new product capabilities, we are making plans to expand oum mill at Kénogami on a joint renture basis - as soon as economic conditions permit.

We have gained ground in very adrerse conditions and we are commitued to pursuing strategies that will lead to further gains.




## COMMERCIAL

## Paper Mill

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## Proctucts

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# DOING MORE FOR GLOBAL CUSTOMERS 

Asthe biggest consumer of acmsprint inthe world. North America sets the stage [or global pricing. liven though demand has not shrunk in international matkets, Sorth American owersupply bas outpared glolyal consumption. We are now facing the same price wars and ferocious competition offinore that we have seen in domestic markets. And we face the sume chatlenges. We must improve margins by reducing mill costs.

In 1901, we made good progress with cost reductions and productivity improvements at both Stephemille and Grand Falls: Guand labls improved efficiency levels by orer $10 \%$ in 199] and shouk soon be outper. forming the (anadian industry average: Stephenville - which has long been ahad of the aremge - improved all aspects of mill operations. increasing efficiency levels by $3 \%$, mathine speed ly $2 \%$ and daily output by $5 \%$ while reducing fibre losses by $25 \%$. And we believe we con achicve more.

Thansporation coss are another key factor in international markets, and here too we have been making imporomones; we hate atready cut costs by

## $W_{\text {arergismsaed }}$

 out to maintain Abitibi's position and profile in what are destined to be the newsprint growth markets of the future Eastern Europe,Latin America, the Middle East.
$S 2$ million and we have targeced further savings. In hese wats. we are lighting margin erosion. Bun we are alsoaming to fight price crosion - and build customer loyaty - with ongoing quality and service improvements.
'Io this end, we invited seremal of ow major international cusromers to visit our mills in 1991 and they tolel all employees first. hand about their qualiey necels. In tum, many of our employees visited customer pressrooms around the world. to improse our focus on differing require
ments. This is particularly important in internat. fonalmarkels, as conditions and requirements at matoy of the pressiooms we serve sary wiclely from North American stänclads. Our objective is to achieve zero defects and total customer satisfaction. We are making gats.
lricing is untikely to bounce back in the year ablade Bun with the improvements we are making. we believe we can maintain Abitibis mep. utation as a clependable, quality supplier while improving matins through cost improvements. And that will stand us in good stead as glolyal cousumption of newsprint begins to grow along wirh free markets.




## INTERNATIONAL

| Paper Mill | Lencation | Products |
| :---: | :---: | :---: |
| Cimux lalls | Giand Falls. | Xem<prinu mandacture and disuribution al samedard and yperiabs |
|  | Sowfounctiand |  |
| Steplemvile |  |  |
|  | sepmentle: |  |
|  |  | promting. and inserts. |

## LEADING THE WAY IN THE DISTRIBUTION BUSINESS

"On the surface, the distribution business is not very complicated. We buy and sell products - exactly what merchants have done for centuries.
The complicated part is figuring out how to buy and sell better than anybody else - and becoming the supplier of choice that each of our customers thinks of first. And that means knowing our products - knowing which products will best suit our customers' needs, knowing how to source them, knowing how to price them, knowing how and when to get them to our customers . . . it means helping customers and suppliers market their products . . . it means achicuing economies of scale, and recognizing the unique requirements of each market niche. There are hundreds of ways to be a better merchant - and our employees search for every one of them."



# CAPITALIZING ON MARKET LEADERSHIP 

Through Inter City lapers and Barlot Fillis Fine Papers, we are the undis. puted leader in printing paper distribution in Canada - not just leaders in marke share but lead. ers in selection and service.

That winning formula is: based first and foremose on superior product knowledge. To be a leader in the competitive fine papers markets, we have lcarned what our customers want, what to buy - where and for how much and what new products to request from our suppliers. That is because we have very experienced, knowledgeable people - both buying and selling. These are people who know whats a a ailable everywhere in the world - people who know what products our customers can and should use even before our customers do.

As an example of this kind of anticipation and rapid response to changing customer demand, Inter (iny Papers became the first company in Canada to supply a customer with a recyeled paper product made from the customers own waste paper: With project "Close the loop", laser

Over the years, we have built the
strongest printing
paper distribution
business in
Canada. We believe
that we can get
stronger still.
printed waste paper from the record contre of the Ganadian Imperial Bank of Commerce was collected, shipped to a pajer mill and recycled for usc as customer account inguiry forms for the Bank's branches around the world. 'This successful approach is sparking the interest of other major corporate customers.

Along with product knowl. edge and our dependability as a supplier, we have focused on efficiencies that have helped us keep costs down and prices comperitive.

The overall market declined substantially in Canada in 1991, and our sales were off. But we buif market share and we have realist ic goals for improving efficiencies and cutting costs further by reducing warchousing duplicalion and by standardizing our information system to enhance inventory controls, order entry and delivery schedules.

We believe we can develop new markets and build sales further in 1992-by capitalizing on our market leadership for the bencfie of our customers.




## Business Linit



## Principal Office

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# EXPANDING A SUCCESSFUL NICHE 

Tbe success of our office products business which continued to build sales and carnings in 1991 - has beon based on the success. ful development of a once neglected niche Computer. related supplies and accessories - products like printer ribbons, toner carridges, and diskettes are not as glamorous as the high profile hardware and software products of the compurer mar ket. But they are essential to computer users, and Azerty cominues to capitalize on its ability to make these products available conveniently and competitively:

We have become the lading distributor in our field by sticking to some straightforward principles:

- we represem only major manufacturers no "knock-off" products:
- we offer a broad range of products with same-day shipping:
- we operate efficiently will a centralized approach and keep overheads down - from order receipt through delivery; for example.

we serve the entire L.S. market with one sales office:
- we are aggressive direct mark. eters - supporting both customers and suppliers with innovative marketing campaigns.

For these reasons we have contimued to experience strong growth despite the impact of the North American recession on the business supply market - and we are continuing to reduce costs through greater efficiencies and economies of scale.

Now we are sening our sights on a broader range of office products that lend themselves to our successful distribution approach - products like filing supplics, writing instruments, and desk top accessorics. We began to add some of these products in 1991, and while we have been moving carefully to ensure that we can maintain Azerty's high level of service, our new endeasour is already proftable. We are also keeping an cye on international opporturities - and we arc now in the process of testing our distribution formula in Furope. We are expanding more than our niche - we are expanding our horizons.



## OFFICE PRODUCTS

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## Pribcipal Office

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Prodicts

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# ACHIEVING FOCUS WITH A BROAD PRODUCT LINE 

Asmerchants of indus. trial products, we have becone the supplier of choice in (anata because we can hander so many customer neads with one order: Our customers constanuly ask us ionsupply ardifortal items, so expanding the product line in a responsive way is always a priority. With the huge number of products we handle, we mus keep on top of inventotics. market trends, product life cyeles. quality service, oustomer demands, and supplice capabilifes. Thus, we need to constandy upgrade management infomation ststems, and warehouse and rlistribution capabilities efficiency is the key to reliabiliy; which in turn in key to our industry keadership in customer satisfaction.

Our team of marketing professionals is focused wery clarly on iclentifying and satisfying we specific necels of individual customer groups. We monitor the distribution trends constandy so that we can offor anique products and services to cmerging niches. Recenly, for instance, we have beco placing increasod emphasis on cleaning

Our industrial products group handles 27,000 products for 30,000 customers in all parts of Canada. With such a broad product line and customer. base, our primary challenge is to ensure that we look after every customer and product.
and maintenance products. Pack. aging is another promising field, and Putur Pak - ancw operation - spectalizes in the growing plastic strach wrap market.

Product imonations are requested by our customers daily - and we are quick to respond. We see increasing opportunities for recycling the products that we sell - wirh an immediate focus on foam recy. cing technology: Our ultimate goal is whreak new gromed in the disposal, retricual or recycling of all products - from foam to foil, plastic to paper.

Many of our customer groups have been rocked by the recession - most notably the mantfacturing secors the hospitality business, and the retail sales industry - and consumption for the products we supply in those areas has been down. But with our constant objective of finding solutions to customer reguironents in all marken segments, we believe we an grow further in 1992. And with every new produch we add - and every new customer we serve - we aim to add value.



## INDUSTRIAL PRODUCTS

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Principal Office


## Products

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# REVIEWING OUR OTHER BUSINESSES 

Ffor the past two years, we have discussed our inten. tion to sell non-strategic asscts oner time - to enable us to raise cash and to consolidate and focus our resources on our two core businesses. In ]991, we sold thace major assets - an interest in Spicers Paper in dustratia, the LS. busincss of Barber-Ellis Finc Papers and Innoma linclope.

These mones were bencficial to Abimbi-Price, becaluse we wore able to utilize the 590 million we raised to repay debo and improse the strength of our batance sheet.

The operations we sold also benefitted by becoming pary of organizations more focused on their businesses. For instance, Inmona tinvelope was purchased by anorher envelope maker, and the combined operation has the scale and size to compete internationally.

As we pursuc our goal of clivesting other nonshategic asscos, enhancing the competitiveness of these businesses is vilal. LIt imately, it will make thenn more markerable - athel in the meantime, it will improve their contribution to our bottom line.

## COATED PAPFRS

For the past two ycars, Prosincial Papers - which produces high grade coated papers - has been the

Beyond our two
major businesses groundtwood paper making and distribution - wee have a number of other interests
whose viability and profitability is critical to
Abitibi-Price.
major source of Abitibi-Price's operating losses. larly in 1991, we seriously contemplated clos. ing Provincial Papers, 10 staunch the flow of red ink. However, we recognized that the company had considerable prospects as Canadas only full-line coated paper maker - if we could enginecr a turnaround.

Fmployces quickly grasped the urgency of the situation and recloubled efforis at all levels to restore viability - chrough costcuting, quality improvements, intensified maxketing efforts and targeted product lanches (such as the new line of KCO recycled papers). We restructured mill managenomt and downsized by closing the Georgetown plant and idling one of our three machines at Thunder Bay. And wo worked to build new markers in the beleaguered North American coated paper marketplace.

The turnaround of Provincial Papers is by no means complete, and operating losses for the year were stecp. But there were strong signs of progress by year end as cash flow improned significantly: Quality production and marketing efforts began to pay off; in four of the last five months of 1991 , the mill sold all it could produce.

We expect sofi markets and price pressurs to concinue in the vear ahead - bu employees are committed to accelerating the pace of improvement and renewing the viability of Prowincial Papors.

## CONVERTING BUSINESSES

Hilroy - a well known manc in school and office products - had a tough year, as increased global competition in a weak market drove selling prices down by over $7 \%$. However, we increased volumes and maintained market share in both the school and stationery markets.

Hilroy has been focusing capital expendiures on labour-saving equipment oreduce unit costs and we plan to consolidate operations of the loronto and Jolictte plants to reduce costs further: As a result, we will be well positioned to weather the storm until market conditions improve.

Hardest hit by the recession was the office products market, where dealers have maintained very low inventory levels in the face of lower consumption.

Price Wilson - which produces folding cartons, paper towels, and paper bags, most with high recycled contem - has cncountered sofi markets. and price erosion as demand declined during the recession. Price decreases ranged between $10 \%$ and $25 \%$ in 1991 . But we have managed to build market share in bags and towels, hrough intensive marketing and by gearing production and recy. cled content to customer specifications. Paper
towelling exports to the CSS have been growing rapidly and we expect to make further inroads in the ycar ahead in that important markepplace.

Through training programs and a new mant. facturing resource planning system, we exped to improve both costs and service to customers in the coming year.

## BLILDNGPRODECTS

Our LS. S based buidding products businesses which produce hardborard siding, interior panelling. complementary plastic moulding prod. ucts, and millwork products including bi-fold doors and interior shutters - have been operat ing competitively during a dismal period for the industry. Housing starts in the C.S. plummeted to their lowest level in four clecades during I99]. and renowation markets also declined.

Despite lower demand and lower margins, the exterior siding operation rat at full capacity and generated strong cash flow and earnings. The plastic moulding business also held its own successfully introducing new products, and targeting the do-it-yourself market.

The building producrs sector felt the impact of the recession first - and is expected to lead the recovery: housing starts are expected to climb significantly in the year ahed, with other construction markets following. So markets should begin to rebound in 1992 - markets for the products, and evenually for the operations themselves.



## SUMMARY

d bithibriccereorded a loss in 1901 of 575.9 million ( $\$ 1.12$ per common shatre), as compared to a loss in 1990 of 550.4 mition ( 50.76 pen common share) restated for a prior periog adiustment of 5.8 million. Sales declined by $9 \%$ fom 53.1 billion in 1990 to 52.8 billion in 1991 . The loss from operations of $\$ 39.9$ million $i_{11} 1991$ compares wa restated profin from operations in 1990 of 526.2 million. As a resule of teduced denand, an onersupply in the mathelphace of most of the Companys products and cominued pressure on prices, each of the Company's segments performed less satisfactorily in 1991 than in 1990 . 1990 results were affected by strikes which shut down six of the Compans Comadian newsprint mills and its coated paper mill for a month in the fall.

## Newsprint

Newsprint sales declined $9 \%$ in 1991 to $\$ 907.2$ million. Sales volume declined to 1.6 million tonnes in 1991 from 1.8 million tonnes in 1990 , and the average net sale price at the end of 1991 was a pproximately $\$ 80$ per tonne lower than at the end of 1990 . Approximately $68 \%$ of the Company's newsprint production is sold in the United States, $8 \%$ in Canada and the balance to other countries.

## North American Newsprint Markets

In the United States, the Company's largest market, consumption of newsprint dropped $6 \%$ when compared to 1990. General economic conditions and consolidation of retailing firms in North America were the significant reasons for a drop of $7 \%$ in advertising linage sold in 1991.

North American production capacity increased in 1991 by approximately 600,000 tonnes or the equivalent of three new machines. This new production, together with the drop in demand for newsprint, led to an increase in pricing pressure, and discounting was widespread in the market-place. The average U.S. list price was $\$ 670$ U.S. per tonne in 1990 . The U.S. list price increase from $\$ 685$ U.S. to $\$ 720$ U.S. per tonne which was implemented January 1, 1991 did not hold, and hy the end of the year, discounts had reached $30 \%$ on average, compared to rates of approximately $20 \%$ for 1990.

Industry operating rates in the United States averaged $96 \%$ in 1991, compared to $97 \%$ in 1990. These rates are significantly higher than the operating rates in Canada of $87 \%$ and $90 \%$ respectively. Operating rates are a measure of the ratio of operating time to the available capacity and reflect current market demand. The Company's operating rates in Canada averaged $71 \%$ in 1991, compared to $86 \%$ in 1990. The Company's profitability is directly affected by reduced operating rates, but any attempt to increase its operating rate, hampered as a result of the current oversupply of newsprint, could result in further reductions in product prices.


The outlook for the newsprint industry in North America is not expected to improve appreciably in 1992 unless there is a marked increase in U.S. consumption or further mill or machine closures. Some improvement in the markets is expected in 1993 as no further capacity is expected to come onstream before that time. The Canadian industry faces the additional challenges of meeting proposed environmental regulations (discussed later) and customer demand for products containing recycled fibre. Both of these could require substantial capital outlays. Abitibi-Price is planning to meet recycling requirements in the communities served by its major customers in the most efficient and cost-effective manner possible.

## International Newsprint Markets

Abitibi-Price has sold newsprint in the international markets for many years. Principal market areas are Europe and South America. The mills at Grand Falls and Stephenville, Newfoundland, are the principal suppliers of newsprint to these markets.

Abitibi-Price's export tonnage increased by $4 \%$ in 1991, despite surges in competing overseas exports of newsprint from Canada and U.S. The Company expects to maintain this tonnage in 1992.

In 1991, increased competition in North American domestic markets contributed to aggressive price discounting in international markets by nontraditional suppliers. For 1992, the Company expects further price weakness in overscas markets.

## Newsprint Operations

As a result of reduced demand and lower sales prices, the newsprint segment recorded an operating loss of $\$ 22.4$ million in 1991 compared to an operating profit of $\$ 1.8$ million in 1990 .

During the year, the Company embarked on a program of focused downtime to address the demand/ supply imbalance. During the second quarter of 1991, the Thunder Bay, Ontario mill was idled, removing approximately 170,000 tonnes from production. The mill is being maintained in working condition while idled, so that it could return to normal production with minimum effort.

In 1991, an operating improvement program was initiated at the Company's newsprint manufacturing, sales and support locations. These cost reduction and efficiency increase programs partially offset the impact of the downtime taken during the year. Under these programs, savings are being realized as improved manufacturing and procurement procedures are utilized.

## Newsprint Joint Ventures

The Company has investments in three joint ventures - Gaspesia Pulp and Paper Company Ltd., Augusta Newsprint Company and Alabama River Newsprint Company. Alabama commenced commercial production of newsprint on October 1, 1991 and consequently, operating results, including depreciation and amortization of start-up costs, impacted the fourth quarter of 1991. Augusta had a profitable year, as a result of lower costs and increased production, while the other two joint ventures recorded operating losses. The Company advanced $\$ 7.1$ million toward the completion of Alabama River during the year, while Augusta paid $\$ 4.3$ million to the Company as a return of its share of profits.

## Groundwood Papers

Sales of uncoated ground wood papers, grades ranging from speciality newsprint and telephone directory through supercalendered grades, declined in 1991 to $\$ 326.1$ million from $\$ 344.0$ million in 1990 . The oper. ating loss in this segment was $\$ .3$ million in 1991 , compared to an operating profit of $\$ 6$ million in 1990. The decrease in both sales and operating profit is due to the business recession in North America in general, and a substantial reduction in advertising expenditures in particular. Industry overcapacity in light. weight coated papers and newsprint, which provide price and quality brackets around these grades, resulted in increased pressure on prices. Sales volume of uncoated groundwood papers declined by $3.4 \%$ in 1991 from 422,100 tonnes in 1990 to 407,600 tonnes; however, the Company more than maintained its market share in this business segment. For supercalendered grades, which are used primarily for inserts, flyers, magazines and catalogues, sales volume increased by $4 \%$ to a level of 142,900 tonnes. Sales volumes of forms and directory grades declined by 10,500 tonnes ( $17 \%$ ) and 10,600 tonnes ( $12 \%$ ) to 51,100 tonnes and 85,200 tonnes respectively in 1991 compared to 1990.

The Company's mills in the Province of Quebec, which are its principal producers of groundwood paper products, have achieved significant cost reductions. 1991 production costs have been reduced by approximately $\$ 17$ million or $\$ 42$ per conne. The Company continues to review all manufacturing processes and input costs to ensure incteased competitiveness.

During 1991, the Company approved a capital expenditure of $\$ 1.8$ million for the Alma mill. This expenditure will enable the mill to produce a recycled directory product by May 1,1992 which will meet current Yellow Pages Publishers Association guidelines for recycled fibre content.

The demand for groundwood papers in 1992 is expected to remain constant with 1991 or decline slightly. If overcapacity persists in this segment, there may be further pressure on prices in the coming months.

## Coated Papers

Sales of the Company's coated paper products declined dramatically in $[991$ to $\$ 81.6$ million from $\$ 130.1$ million in 1990. Provincial Papers, the Company's coated paper division, operated al $57 \%$ of capacity in $1991(72.5 \%$ in 1990) and incurred an operating loss of $\$ 40.7$ million compared to an oper. ating loss of $\$ 26.3$ million in 1990 .

In 1991, $27 \%$ of sales were made to the U.S., com. pared with $36 \%$ in 1990. Coated freesheet paper (less than $10 \%$ mechanical pulp content) accounted for approximately half of the Company's coated paper sales in 1991 and 1990, and is sold primarily to magazines and commercial printers for use in annual reports and catalogues. The average selling price for coated freesheet paper declined $15 \%$ in 1991 when compared to 1990. The Company's volume of coated freesheet paper sales in North America decreased approximately $32 \%$ in 1991 as a result of one paper machine being temporarily idled. Pricing was affected negatively by an increase of $11 \%$ in U.S. productive capacity.

Magazine publishers and printers, the principal uscrs of groundwood coated papers, have been affected by general business conditions in 1991, and the redirection of advertising expenditures toward electronic media. Magazine advertising pages in the U.S. declined $8.7 \%$ in 1991 . In addition, the Canadian market for groundwood coated papers has been affected by an increase in aggressively priced imported paper from Europe.

The outlook for coated paper will continue to be affected by cconomic conditions, excess capacity and increased imports, all of which have eroded net sale prices by $20 \%$ in 1991.

Provincial Papers' cost containment program has achieved a reduction in costs of $9 \%$ per tonne produced in 1991. The main emphasis of this program has been to reduce man power (down 20\% in 1991 compared to 1990) and to improve product quality. Profitability for this division will depend not only on a continuation of these cost and quality efforts, but on increased sales and production volumes which will more fully utilize plant assets.

## Net Sales by Business Segment



| ( millions of Canadian dollars) | 1991 | 1990 |  |
| :--- | ---: | ---: | ---: |
| 1 Newsprint | 907.2 |  | 998.1 |
| 2 Coated Papers | 81.6 |  | 130.1 |
| 3 Groundwood Papers | 326.1 |  | 344.0 |
| 4 Building Products | 185.0 | 192.3 |  |
| 3 Distribution, Office Products $\&$ |  |  |  |
| Converted Products | $1,237.9$ | $1,364.8$ |  |
| 6 Other | 62.7 | 58.7 |  |

Distribution, Office Products and Converted Products
Sales of the Diversified Group of operations of $\$ 1,237.9$ million were down $\$ 126,9$ million from $\$ 1,364.8$ million in 1990 . Operating profit declined to $\$ 25.6$ million from $\$ 41.3$ million in $1990 . \$ 59.4$ million of the decrease in 1991 sales of $\$ 126.9$ million was the result of divestitures made in the year.

The Printing Papers Distribution division which accounted for $51 \%$ of the Group's sales in both 1990 and 1991, experienced soft markets throughout 1991. While the division maintained its share of the Canadian market and significantly reduced costs, the lower volume and pricing levels forced earnings below 1990 results.

The Industrial Products Distribution division also reported reduced sales and earnings as all three of its major markets (retail, foodservice and industrial) struggled during the year.

The Office Products Distribution division's sales and earnings exceeded those of last year. Second half sales slowed to the 1990 level, as performance was impacted by the sluggish U.S. economy.

The Converted Products Division incurred a loss in 1991 as the recession and over capacity in many of the division's markets forced sales volumes and prices, in particular, well below last year.

In 1991, the Company was prepared to receive offers to purchase its converted products business units. In July, 1991, Innova Envelope was sold for a consideration of $\$ 39$ million.

During late 1991, management of the Company became aware of a misstatement of the operating profit and working capital at December 31, 1990, of the Hilroy business unit. During 1990, management of Hilroy misstated the earnings by a total of $\$ 10.3 \mathrm{mil}$ lion. After deducting applicable income taxes, the net effect of this adjustment was $\$ 5.8$ million, which has been treated as a prior period adjustment in the 1991 accounts.

The major divisions of Diversified are affected by general economic conditions, and as such the Company is not optimistic that the early part of 1992 will provide significantly improved profitability.

## Building Products

Sales of this division declined $3.8 \%$ from $\$ 192.3$ million in 1990 to $\$ 185.0$ million in 1991 . Sales of prefinished hardboard panelling and plastic mouldings were down from 1990, as a result of reduced market demand. Sales of hardboard siding and millwork remained level with 1990, but reduced housing starts and increased competition resulted in no increase in sales prices in 1991.

Operating profit declined from income of $\$ 6.8$ million in 1990 to an operating loss of $\$ 2.7$ million in 1991. While sales prices remained static, manufacturing and sales costs increased in 1991 - lumber prices increased $17 \%$ on average - and the business reces-
sion has contributed to increased losses resulting from bankruptcies of building products retailers.

An improvement in U.S. economic conditions as signalled by increased housing starts is necessary if sales prices are to increase in 1992. A stringent cost control program is in place to contribute to margin improvements.

## Interest Expense

lnterest expense declined from $\$ 55.8$ million in 1990 to $\$ 47.7$ million in 1991 . The principal reason for the decline was the decrease in short-term interest rates experienced in 1991. In addition, as a result of asset sales, there was a reduction in the average amount of short-term debt outstanding during the year.

## Unusual Items

Unusual items charges were $\$ 44.4$ million in 1991 and $\$ 54.1$ million in 1990 . These charges relate to decisions made by management to streamline operations in order to meet the new challenges facing the Company in the 1990's. The largest single item in this category is the cost of the Company's restructuring programs, $\$ 21.5$ million in 1991 and $\$ 34.7$ million in 1990. The Company has streamlined newsprint and groundwood operations and improved efficiency. Each operation has been reviewed and the costs associated with employee severances, including relocation assistance, have been recognized.

Another significant item of $\$ 16.5$ million in this category is the severance and restructuring cost of idling the Thunder Bay mill in June of 1991. The Company also wrote off costs of $\$ 2$ million incurred to design and finance a de-inking plant which was proposed to be built at the Fort William, Ontario mill. In 1990, unusual items also included a charge of $\$ 12.9$ million relating to the closure of the Jafle retail office products business in Florida.

## Other Income and Expense

Other income and expense declined to $\$ 4.0$ million from $\$ 13.8$ million in 1990 . In 1991 , the Company recorded $\$ 8.0$ million of discount on sale of accounts
receivable to U.S. and Canadian banks. As the first of these sales was made in late December, 1990, comparable costs were insignificant in that year.

## Income Taxes

The effective tax rate for the income tax recovery in 1991 was $41.4 \%$ compared with $36.4 \%$ in 1990.

The increase in the recovery rate in 1991 over 1990 was primarily due to a proportionately larger recovery of deferred taxes, which have been accumulated at a historical rate which is higher than the current rate of taxation. In addition, the Company recorded the benefit of a capital loss carry-forward which was applied against capital gains realized in 1991. The Large Corporations Tax, which reduces the income tax recovery, is a minimum tax based on the Company's capital rather than earnings and remained relatively constant over the two years.

## FINANCIAL POSITION AND LIQUIDITY

 CashThe Company's cash position, defined as cash less bank indebtedness and commercial paper, increased in 1991 by $\$ 100.2$ million to a deficit of $\$ 54.9$ million from a deficit of $\$ 155.1$ million. In 1990 , the Company's cash position decreased by $\$ 5.4$ million. Cash from operating activities was $\$ 89.4$ million less in 1991 than in 1990, as a result of the increased loss for the year and a reduction in the proceeds from the sale of accounts receivable.

The Company generated $\$ 90.3$ million in cash and a profit of $\$ 1.6$ million (before income taxes) in 1991 from the sales of its equity interest in Spicers Paper Limited and the Barber-Ellis (US) and Innova Envelope business units. There were no comparable sales in 1990. These assets were sold as they no longer formed part of the strategic direction of the Company.

In 1991 the Company entered into an agreement with a major Canadian bank which permits it to sell, on an ongoing basis, certain Canadian trade accounts receivable with minimum recourse, with the Company continuing to administer the collection of the receivables. This agreement is similar to the two agreements
previously made with two major US banks. The total of the receivables outstanding under these agreements at the end of 1991 was $\$ 202.8$ million. The Company has no plans to add additional programs in 1992.

## Capital Expenditures and Cash from Operating Activities \$/Share



## Capital Expenditures

Additions to fixed assets in 1991 were $\$ 38.5$ million compared to $\$ 105.9$ million in 1990 . The focus of the 1991 capital expenditures program was on maintaining normal operations. In the current business climate, capital expenditures are being tightly controlled.

Compliance with pending environmental legislation of the Government of Canada and the Provinces of Ontario and Quebec may require that the Company incur capital expenditures of approximately $\$ 250$ million in order to meet the guidelines. There are varying deadlines for complying with these regulations, with the earliest being January 1, 1994. Extensions to these implementation dates may be obtained under certain circumstances. The Company is engaged in exploring alternative methods of production in order to meet the environmental requirements of the proposed legislation and guidelines at substantially reduced capital cost.

The Company's planned capital expenditures for 1992 amount to $\$ 50$ million. These expenditures are spread throughout the Company's business, and are required in order to maintain and improve product quality.


During the year, the Company reduced long term debt by $\$ 21.8$ million, including $\$ 17.3$ million of scheduled sinking fund obligations, and a $\$ 4.5$ million voluntary sinking fund payment.

Lines of credit have been arranged with several banks for liquidity purposes, and at the end of 1991 the Company had a balance of $\$ 305$ million available.

## Foreign Currency and Interest Rate Exposure Management

As a significant portion of the Company's sales are made in U.S. dollars, any movement of the Canadian dollar in relation to the U.S. dollar could have an impact on earnings. To manage foreign exchange, the Company has a hedging program which, through the use of options and forward contracts put in place a year in advance of expected sales, limits the effects of changes in U.S. and other foreign currency exchange rates.

The Company's management of the risk associated with currency exposure in a global market-place has benefitted the Company in 1991 by protecting its sales revenues denominated in U.S. dollars at an average exchange rate of Cdn. $\$ 1.1840$ against an average U.S. dollar spot rate of Cdn. $\$ 1.1457$ for 1991 .

In addition, the Company manages its exposure to floating rate debt through the use of interest rate exchange agreements. At the year end the Company had U.S. $\$ 150$ million of floating rate debt swapped to fixed at an average rate of $8.9 \%$ and an additional U.S. $\$ 100$ million of debt subject to option agreements with the exposure limited to, on average, a high of $10.6 \%$ and a low of $8.1 \%$.

In 1991, the U.S. dollar averaged Cdn. \$1.1457, down $1.8 \%$ from $\$ 1.1668$ in 1990.

## Dividends

In 1991, the Company paid four quarterly dividends of $\$ 0.125$ each for a total of $\$ 0.50$ per common share. Total cost of these dividends was $\$ 34.6$ million. There was no change in the level of common share dividend declared or paid in 1991 from 1990.

## MANAGEMENTS REPORT

The consolidated financial statements and all other infornation in the Annual Report are the responsibility of man. agement and have been approved by the Board of Directors.

The financial statements have been prepared by management in accordance with accounting principles generally accepted in Canada and include some amounts which are based on best estimates and judgements. Financial informaLion provided elsewhere in the Annual Report is consistent with that shown in the financial statements.

The integrity of the financial statements is supported by an extensive and comprehensive system of internal account ing controls and internal audits, the latter being coordinoted with reviews and examinations performed by the


Ronald Y. Oberlander
shareholders' auditors in the course of satisfying themselves as to the reliability and objectivity of the financial statements.

The shareholders' and internal auditors have free and independent access to the Audit Committee which is comprised of five non-management members of the Board of Directors. The Audit Committee, which meets regularly throughout the year with members of financial management and the shareholders' and internal auditors, reviews the consolidated financial statements and recommends their approval to the Board of Directors.

The accompanying consolidated financial statements have been examined by the shareholders' auditors, Price Waterhouse, whose report follows.


Eileen A. Mercies

## AUDITORS ’ REPORT

To the Shareholders of Abitibi-Price Inc.

We have audited the consolidated balance sheets of Abitibi-Price Inc. as at December 31, 1991 and 1990 and the consolidated statements of earnings, retained earnings and changes in cash position for the years then ended. These financial statements are the responsibility of the company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis,
evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the company as at December 31, 1991 and 1990 and the results of its operations and the changes in its cash position for the years then ended in accordance with generally accepted accounting principles.
Price Waterhole

Chartered Accountants

## CONSOLIDATED FARNINGS

| Year ended December 31 (millions of Canadian dollars) | 1991 | $\begin{gathered} 1990 \\ \text { (note 6) } \end{gathered}$ |
| :---: | :---: | :---: |
| Net sales | \$2,800.5 | \$3,088.0 |
| Cost of sales | 2,493.6 | 2,684.5 |
| Selling and administrative expenses | 233.7 | 264.0 |
| Depreciation and depletion | 113.1 | 113.3 |
|  | 2,840.4 | 3,061.8 |
| Operating (loss) profit | (39.9) | 26.2 |
| Loss from newsprint joint ventures, before income taxes (note 2) | (1.5) | (9.4) |
| Interest expense - long-term (note 12) | (35.0) | (34.2) |
| - sbort-term | (12.7) | (21.6) |
| Unusual items (note 3) | (44.4) | (54.1) |
| Other income and expense (note 4) | 4.0 | 13.8 |
|  | (129.5) | (79.3) |
| Recovery of income taxes (note 5) | 53.6 | 28.9 |
| Loss for the year | (75.9) | (50.4) |
| Provision for dividends on preferred shares | (1.7) | (2.2) |
| Loss attributable to common shareholders | \$ (77.6) | \$ (52.6) |
| Per Common Share: |  |  |
| Loss | \$ (1.12) | \$ (0.76) |
| Dividends declared | 0.50 | 0.50 |
| Weighted average number of common shares outstanding (millions) | 69.3 | 69.3 |
| CONSOLIDATED RETAINED KARNINGS |  |  |
| Year ended December 31 (millions of Canadian dollars) | 1991 | 1990 |
| Retained earnings at beginning of year, as previously reported | \$ 856.6 | \$ 938.1 |
| Prior period adjustment (note 6) | (5.8) | - |
| Retained earnings at beginning of year, as restated | 850.8 | 938.1 |
| Loss for the year | (75.9) | (50.4) |
|  | 774.9 | 887.7 |
| Dividends declared |  |  |
| Preferred shares | (1.7) | (2.2) |
| Common shares | (34.6) | (34.7) |
| Retained carnings at end of year | \$ 738.6 | \$ 850.8 |

## CHANGES IN CONSOldDATED CASH POSITION

Year ended December 31

| (millions of Canadiant dollars) | 1991 | 1990 |
| :--- | :---: | :---: |
| Operating Activities |  |  |
| Loss for the year | $\$(75.9)$ | $\$(50.4)$ |
| Depreciation and depletion | 113.1 | 113.3 |
| Unusual items | 28.0 | 29.8 |
| Deferred pension cost | 4.0 | $(13.2)$ |
| Goodwill | 3.2 | 3.5 |
| Deferred income taxes | $(52.4)$ | $(26.3)$ |
| Other | $(10.2)$ | 9.0 |
|  | 9.8 | 65.7 |
| Change in operating working capital (note 7) | $\mathbf{1 0 4 . 0}$ | 197.5 |
| Cash from operating activities | $\mathbf{1 1 3 . 8}$ | 203.2 |

Financing Activities
Repayment of long-term debt (34.9)
Retirement of preferred shares (6.1)
Other 2.1
0.6

Cash applied to financing activities
Investment Activities

| Additions to fixed assets | $\mathbf{( 3 8 . 5 )}$ | $(105.9)$ |
| :--- | :---: | ---: |
| Sale of equity interest and operating divisions | $\mathbf{9 0 . 3}$ | - |
| lnvestmemt in newsprint joint ventures | $(2.8)$ | $(31.2)$ |
| Decrease in long-term receivables | 2.2 | 4.0 |
| Other | $(2.7)$ | 0.2 |
| Cash from (applied to) investment activities | 48.5 | $(132.9)$ |

Dividends Paid

| Preferred shareholders | $(1.7)$ | $(2.9)$ |
| :--- | ---: | ---: |
| Common shareholders | $(34.6)$ | $(34.6)$ |
|  | $(36.3)$ | $(37.5)$ |
| Cash - Increase (decrease) | 100.2 | $(5.4)$ |
| - Beginning of year | $(155.1)$ | $(149.7)$ |
| - End of year | $\$(54.9)$ | $\$(155.1)$ |

[^0]December 31
(millions of Canadian dollars)

## ASSETS

## Current assets

| Accounts receivable (note 8) | $\$ 163.5$ | $\$ 285.5$ |
| :--- | ---: | ---: |
| Income taxes receivable | 7.3 | 7.7 |
| Inventories (note 9) | 341.6 | 396.7 |
| Prepaid expenses | 28.4 | 26.2 |
|  | 540.8 | 716.1 |


| Fixed assets (note 10) |  | $2,399.0$ |
| :--- | :--- | :--- |
| Property, plant and other fixed assets | $1,117.9$ | $2,409.2$ |
| Less - accumulated depreciation and depletion | $1,981.1$ | $1,035.5$ |

## Other assets

| Investment in newsprint joint vent ures (note 2) | 202.6 | 196.3 |
| :--- | ---: | ---: |
| Deferred pension cost (note 16) | 73.0 | 75.8 |
| Goodwill | 46.2 | 55.2 |
| Long-term receivables, investments and other assets | 18.3 | 55.8 |

Approved by the Board of Directors:


## Director



## LIABILITIES

| Current liabilities |  |  |
| :---: | :---: | :---: |
| Bank indebtedness and commercial paper (note 11) | S 54.9 | \$ 155.1 |
| Accounts payable and accrued liabilities | 342.6 | 356.8 |
| Dividends payable | 8.6 | 8.6 |
| Long-term debt due within one year (note 12) | 13.7 | 17.1 |
|  | 419.8 | 537.6 |
| Long-term debt (note 12) | 370.8 | 389.9 |
| Unrealized loss on translation of long-term debt payable in U.S. funds | - | (1.3) |
| Deferred income taxes | 349.5 | 406.5 |
| SHAREHOLDERS' EQUITY |  |  |
| Capital stock (note 19) |  |  |
| Preferred Shares |  |  |
| Serics F-1,831,139 shares |  |  |
| (1990-2,366,850 shares) | 21.1 | 27.2 |
| Common Sharcs - 69, 266,738 shares | 262.2 | 262.2 |
| Retained earnings | 738.6 | 850.8 |
|  | 1,021.9 | 1.140 .2 |
|  | \$2,162.0 | \$2,472.9 |


| Year ended December 31 (millions of Canadian dollars) | Salles wo Cnstomers | $\begin{aligned} & \text { lmest } \\ & \text { Segment } \\ & \text { Sales } \end{aligned}$ | $\begin{gathered} \text { Segment } \\ \text { Sales } \end{gathered}$ | Depreciations and Deplation | Operating Profit (Loss) | Unusual leems | Additions to Fixed Absets | Total Assets |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1991 |  |  |  |  |  |  |  |  |
| Business Segments |  |  |  |  |  |  |  |  |
| Newsprint | \$ 907.2 | \$ 1.2 | \$ 908.4 | \$ 55.1 | \$(22.4) | \$30.1 | \$ 16.6 | \$1,024.8 |
| Groundwood papers | 326.1 | 0.1 | 326.2 | 32.7 | (0.3) | 4.4 | 9.7 | 503.1 |
| Coated papers | 81.6 | 14.9 | 96.5 | 7.9 | (40.7) | 4.4 | 1.3 | 129.9 |
| Distribution, Office <br> products and |  |  |  |  |  |  |  |  |
| Converted products | 1.237 .9 | 0.5 | 1,238.4 | 8.0 | 25.6 | 5.4 | 6.8 | 314.2 |
| Building products | 185.0 | - | 185.0 | 8.0 | (2.7) | - | 2.5 | 139.5 |
| Other | 62.7 | - | 62.7 | 1.4 | 0.6 | 0.1 | 0.6 | 21.9 |
| Eliminations | - | (16.7) | (16.7) | -- | - | - | - | - |
|  | \$2,800.5 | \$ - | \$2.800.5 | \$113.1 | \$(39.9) | \$44.4 | 37.5 | 2,133.4 |
| Corporate |  |  |  |  |  |  | 1.0 | 28.6 |
|  |  |  |  |  |  |  | \$ 38.5 | \$2,162.0 |
| Geographic Segments (1) |  |  |  |  |  |  |  |  |
| Canada (2) |  |  | \$1,957.0 |  | \$(41.9) |  |  | \$1,657.2 |
| U.S.A. |  |  | 843.5 |  | 2.0 |  |  | 476.2 |
|  |  |  | \$2,800.5 |  | \$(39.9) |  |  | 2.133 .4 |
| Corporate |  |  |  |  |  |  |  | 28.6 |
|  |  |  |  |  |  |  |  | \$2,162.0 |
| 1990 |  |  |  |  |  |  |  |  |
| Business Segments |  |  |  |  |  |  |  |  |
| Newsprint | \$ 998.1 | \$ 1.2 | \$ 999.3 | \$ 54.8 | § 1.8 | \$24.7 | S 57.8 | \$1,083.9 |
| Groundwood papers | 344.0 | 1.3 | 345.3 | 31.4 | 0.6 | 13.4 | 26.4 | 535.8 |
| Coated papers | 130.1 | 21.7 | 151.8 | 7.8 | (26.3) | 2.9 | 1.9 | 148.5 |
| Distribution, Office products and |  |  |  |  |  |  |  |  |
| Converted products | 1,364.8 | 0.6 | 1,365.4 | 9.4 | 41.3 | 12.9 | 9.6 | 468.9 |
| Building products | 192.3 | - | 192.3 | 8.0 | 6.8 | - | 7.6 | 150.4 |
| Other | 58.7 | - | 58.7 | 1.9 | 2.0 | 0.2 | 0.4 | 17.4 |
| Eliminations | - | (24.8) | (24.8) | - | - | - | - | - |
|  | \$3,088.0 | \$ - | \$3,088.0 | \$113.3 | \$ 26.2 | \$54.1 | 103.7 | 2,404.9 |
| Corporate |  |  |  |  |  |  | 2.2 | 68.0 |
|  |  |  |  |  |  |  | \$105.9 | \$2.472.9 |
| Geographic Segments (1) |  |  |  |  |  |  |  |  |
| Canada (2) |  |  | \$2,255.9 |  | \$ 14.9 |  |  | \$1.940.2 |
| U.S.A. |  |  | 832.1 |  | 11.3 |  |  | 464.7 |
|  |  |  | \$3,088.0 |  | \$ 26.2 |  |  | 2,404.9 |
| Corporate |  |  |  |  |  |  |  | 68.0 |
|  |  |  |  |  |  |  |  | \$2,472.9 |

## Notes:

(I) Geographic segments reflect the location of the source of the product sotd.
(2) Camadian operations include sale's to the U.S. market of $\$ 653.5$ million ( $1990-\$ 801.0$ million) and other export sales of $\$ 226.7$ million (1990-5213.2 million).

## 1. Summary of significant accounting policies

The consolidated financial statements are expressed in Canadian dollars and are prepared in accordance with accounting principles gencrally accepted in Canada.

## (a) Basis of presentation

The financial statements consolidate the accounts of Abitibi-Price Inc. and all subsidiaries. Investments in joint ventures are accounted for by the equity method.

Goodwill, which represents the excess of the cost of acquired businesses over the values attributed to the underlying net assets, is amortized over periods not exceeding 40 years.

## (b) Translation offoreign currencies

The assets and liabilities of self-sustaining foreign subsidiaries and affiliates are translated into Canadian funds at year-end exchange rates and the resulting unrealized exchange gains or losses are included in sharcholders' equity. The earnings statements of such operations are translated at exchange rates prevailing during the year. Monetary assets and liabilities of domestic companies and integrated foreign subsidiarics which are denominated in foreign funds are translated into Canadian funds at yearend exchange rates, non-monetary assets are translated at historical rates, and transactions included in earnings are translated at rates prevailing during the year, with the exception of depreciation which is translated at historical rates. Exchange gains or losses on translation are included in earnings, with the exception of those which arise on the translation of long-term debt payable in U.S. funds. Such gains or losses which relate to debt that hedges the net investment in self-sustaining US. subsidiaries and joint ventures are included in shareholders' equity, while the balance, if any, which relates to debt that is hedged by a future income stream denominated in U.S. funds, is deferred and included in carnings in the same years as the income stream.

The Company manages its foreign exchange exposure on future sales through the use of options and forward contracts. Resulting gains and losses are included in carnings when realized.

## (c) Inventories

Inventorics of finished products, work in process and materials and operating supplies are valued at the lower of average cost and net realizable value Inventories of pulpwood and sawlogs are valued at average coss.

## (d) Fixed assets and depreciation

Fixed assets are recorded at cost, which includes capitalized interest and preproduction and start-up costs. Investment tax credits and grants received under government programs relating to capital expenditures are credited to lixed assets.

Depreciation is provided at rates considered adequate to amortize the cost over the productive lives of the assets. The principal asset category is primary production equipment which is depreciated over 20 years on a straight-line basis.

## (e) Pension costs

Earnings are charged with the cost of benefits cained by employees as services are rendered. The cost reflects management's best estimates of the pension plans' expected investment yields, wage and salar'y escalation, mortality of members, terminations and the ages at which members will retire. Adjustments arising from pension plan amendments, experience gains and losses and changes in assumptions are amortized to earnings over the estimated average remaining service lives of the members.
The difference becween amounts included in carnings and Company contributions to the pension plans appears on the balance sheet as deferred pension cost.
Costs associated with post-retirement benefits are recog. nized as incurred by the Company.

## (f) Income laxes

Earnings are charged with income taxes relating to reported profits. Differences between such taxes and taxes currently payable, which result from timing differences between the recognition of income and expenses for accounting and for tax purposes, are reflected as deferred income taxes on the balance sheet. Income taxes have not been provided on undistributed earnings of foreign subsidiaries because remittance of such earnings would not result in any significant tax liability.


## 2. Newsprint joint ventures

A significant part of the Company's newsprint operations is represented by three joint venture partmerships which are accounted for by the equity method. The Company's equity interests in these partnerships are: Gaspesia Pulp and Paper Company Ltd. $-51 \%$, Augusta Newsprint Company - $50 \%$ and Alabama River Newsprint Company - $50 \%$. In all three cases, marketing agreements provide for the Company to sell the newsprint production of the joint ventures.

Condensed combined earnings statements and balance sheets of the joint ventures are as follows:

## Earnings statements

\left.|  | 1991 |  |
| :--- | :---: | ---: |
| ( millions) |  |  |$\right)$

## Balance sheets

|  | 1991 | 1990 |
| :--- | :---: | :---: |
|  | ( $\$$ millasns) |  |
| Current assets (d) | $\$ 129.9$ | $\$ 97.4$ |
| Current liabilities | $(79.9)$ | $(75.9)$ |
| Fixed assets (net) | 853.8 | 844.6 |
| Loans from partners | - | $(69.6)$ |
| l.ong-term debt (e) | $(533.1)$ | $(509.9)$ |
| Other | 31.5 | 33.4 |
| Partners' equity | $\$ 402.2$ | $\$ 320.0$ |


| Abitibi-Price Inc.'s investment in joint |  |  |
| :--- | ---: | ---: |
| ventures: |  |  |
| Equity | $\$ 202.6$ | $\$ 160.8$ |
| Loan | - | 35.5 |
|  | $\$ 202.6$ | $\$ 196.3$ |

(a) Includes interest of $\$ 1.7$ million in 1991 (1990-\$5.9 million) charged on loans from joint venture partners.
(b) Gaspesia is an incorporated company which is responsible for its own income taxes. Any taxable income of the other joint ventures, which are unincorporated, is included in the individual income tax returns of the partners. Recovery of income taxes reported on the carnings statement includes Abitibi-Price Inc.'s share of Gaspesia's recovery of $\$ 2.0$ million in 1991 and $\$ 5.4$ million in 1990.
(c) Alabama River Newsprint Company commenced commercial production of newsprint on October I, 1991. Capita. lized interest on this project in 1991 was. $\$ 25.8$ mitlion ( 1990 - $\$ 26.2$ million).
(d) Includes accounts receivable with Abitibi-Price Inc, of $\$ 44.1$ million in 1991 and $\$ 39.3$ million in 1990. The consolidated financial statements include corresponcling amounts in accounts payable and accrucd liabilities.
(e) Long.term borrowings are without recourse to the partners.
3. Cnusual items

|  | 1931 | 1990 |
| :---: | :---: | :---: |
| Cost of idling Thunder Bay newsprint mill | \$16.5 | \$ - |
| Cost of employec restructuring programs | 21.5 | 34.7 |
| Charges relating to permanent closure of operations: |  |  |
| Provincial Papers plant at Georgetown, Ontario | 1.9 | - |
| Jaffe office products business in Florida | 0.9 | 12.9 |
| Groundwood papers machine at Jonquière, Qucbec | - | 1.8 |
| Write off of preliminary expenditures on capital projects which have been cancelled | 3.6 | 4.7 |
|  | \$44.4 | \$54.1 |

4. Other income and expense

|  | 1991 <br> ( $\$$ millions) $)$ |  |
| :--- | :---: | ---: |
| Interest | $\$ 6.2$ | $\$ 10.7$ |
| Discount on sale of accounts receivable | $(8.0)$ | - |
| Gain (loss) on salc of assets | 1.8 | $(0.9)$ |
| Spicers Paper Limited - equity income | 0.5 | 3.0 |
| Foreign exchange gain | 1.3 | 0.4 |
| Other | 2.2 | 0.6 |
|  | $\$ 4.0$ | $\$ 18.8$ |

5. Pnosme sines

The Company's effective income tax rate is as follows:

|  | 1991 | 1990 |
| :---: | :---: | :---: |
|  | (\$ millions) |  |
| Loss before income taxes | S(129.5) | \$(79.3) |
| Recovery of income taxes | \$ 53.6 | S 28.9 |
| Effective income tax rate | (41.4) i | (36.4) \% |
| Made up of: |  |  |
| Combined basic Canadian federall provincial income tax rates | (40,9)\% | (40.1)\% |
| Effect of: |  |  |
| Manufacturing and processing |  |  |
| allowances | 2.6 | 2.8 |
| Large corporations tax | 2.5 | 4.8 |
| Tax rate differential | (6.8) | (3.4) |
| Foreign taxes | 1.9 | 1.0 |
| Application of prior years' capital |  |  |
| losses | (1.9) | - |
| Other | 1.2 | (1.5) |
| Fiffective income tax rate | (41.4)\% | (36.4)\% |

At December 31, 1991, the Company and its subsidiaries had operating loss carryforwards for income tax purposes totalling approximately $\$ 150$ million, which expire between 1997 and 2006, the benefit of which has been reflected in these financial statements.

## 6. Prior period adjustment

During the fourth quarter of 1991 , the Company became aware of a misstatement of the 1990 operating results in the Converted Products division of the Diversified Group. For 1990 , operating profit has been decreased by $\$ 10.3$ million and the loss for the year and the loss per common share have been increased by $\$ 5.8$ million and $\$ 0.08$ per share, respectively. As a result, the balance of retained earnings at January 1, 1991 has been adjusted by $\$ 5.8$ million (net of recovery of income laxes of $\$ 4.5$ million).
7. Change in operating working capital

|  | $199 i$ $\text { ( } \mathrm{S}_{\mathrm{n}}$ | $1990$ |
| :---: | :---: | :---: |
| Cash used for changes in operating working capital components: |  |  |
| Decrease (increase) in current assets: |  |  |
| Accounts receivable | \$120.4 | \$ 97.6 |
| Income taxes receivable | (2.8) | (2.3) |
| Inventories | 33.5 | 13.5 |
| Prepaid expenses | (2.2) | 0.3 |
| Increase (decrease) in accounts payable and accrued liabilities | (39.0) | 28.4 |
|  | 129.9 | 137.5 |
| Operating working capital included in sale of operating divisions | (25.9) |  |
| Change in operating working capital | \$104.0 | \$137.5 |

## 8. Accounts receivable

Under three agrecments entered into with major Canadian and U.S. banks, the Company lias the right, on an ongoing basis, to sell certain trade accounts receivable with minimal recourse and with the Company continuing to administer the collection of the receivables. The total of such receivables which remained outstanding at December 31, 1991 was $\$ 202.8$ million ( 1990 - $\$ 137.3$ million).
9. Inventories

|  | (\$millions) | $\begin{array}{r} 1990 \\ \text { inons) } \end{array}$ |
| :---: | :---: | :---: |
| Finished products and work in process | \$199.1 | \$221.2 |
| Pulpwood, sawlogs and expenditures |  |  |
| on current logging operations | 81.8 | 99.7 |
| Materials and operating supplies | 60.7 | 75.8 |
|  | \$341.6 | \$396.7 |


10. Fixed assets

|  | Cost | Accumbared depreciation ( 5 milli | $1991 \text { ver }$ | 1990 Nel |
| :---: | :---: | :---: | :---: | :---: |
| Property, plant and equipracit | \$2.278.2 | \$1,039.1 | \$1.243.1 | \$1.332.5 |
| L.ogging equip ment and development | 97.2 | 69.6 | 27.6 | 30.3 |
| 'Iimber Yimits and water power rights | 23.6 | 13.2 | 10.4 | 10.9 |
|  | \$2,399.0 | \$1.117.9 | \$1,281.1 | \$1,373.7 |

## 11. Bank lines of credit and commercial paper

Ac December 31, 1991, the Company had $\$ 305$ million in umused bank lines of credit. Any borrowings under these demand lines of credit would bear interest at prevailing market rates.

There were no short-term promissory notes outstanding under the Company's commercial paper program at December 31, 1991. Floating interest rates on short term promis sory notes issued under the Company's commercial paper program were $8.04 \%$ on U.S. $\$ 88.4$ million (Cdn. $\$ 44.5$ million) of notes outstanding at December 31, 1990.

## 12. long-term debt

$1991 \quad 1990$
( $\$$ millonis)

| Abitibi-Price Inc. |  |  |
| :---: | :---: | :---: |
| Sinking Fund Debentures |  |  |
| $111 / 2 \%$ Series F, maturing 1995 (a) | \$ 5.6 | \$ 6.5 |
| 11\%\% Series G | - | 9.3 |
| $10.65 \%$ Series H , maluring 2000 (U.S. $\$ 76.1$ million) | 87.9 | 98.3 |
| Floating Rate Term Loan, maturing 1994 (U.S. $\$ 150$ million) (b) | 173.3 | 174.0 |
| Abitibi-Price Refinance Inc. |  |  |
| Floating Rate Cuınulativeflerm |  |  |
| Loan, maturing 1993 |  |  |
| (L.S. \$96.4 inillion) (c)(d) | 111.4 | 111.9 |
| Otber indebuedness | 6.3 | 7.0 |
|  | 384.5 | 407.0 |
| Less: Amount due within one year | 13.7 | 17.1 |
|  | \$370.8 | \$ 889.9 |

(a) The Company has entered into a currency swap agree. ment in 1991 covering interest and principal payments over the period to maturity, resulting in an effective interest rate of $9.19 \%$ on the U.S dollar cquivalent of the outstanding debc.
(b) Interest is al rate approximating I.IBOR. The loan is secured by an Abitibi.Price Inc. Series L Debenture. The Company has entered into interest rate excbange agree. ments, covering the period to 1994, for a principal amount of L.S. $\$ 150$ million at an average fixed interest rate of $8.9 \%$. In the cvent of nomperformance by the other parties to the interest rate swap agreements, the Company would be exposed to floating interest rates.
(c) Interest is al rates approximating U.S. base rate or LIBOR Lor U.S. funds borrowings and at rates approximating EuroCanadian rate or Canadian bank prime for Canadian funds borrowings. The loan is secured by an Abilibi-Price Inc. Series K Debenture.
(d) The Company has entered into interest rate agreements. covering the period to December 31, 1993, which effectively limit exposure to floating interest rates to an average high of $10.6 \%$ and an average low of $8.1 \%$ on a principal annount of Li.S. $\$ 100$ million. In the event of nonper fonnance by the other parties, the Company would be exposed to floating interest rates.

Sinking find and other long term debt repayment obligations for the years 1993 to 1996 are estimated to be $\$ 123.2$ million, $\$ 184.8$ million. $\$ 13.6$ million and $\$ 10.5$ million, respectively.

All outstanding sinking fund debentures are currently redecmable at the option of the Company.

During the year ended December 31, 1991, interest of $\$ 1.4$ million was capitalized on major capital additions (1990$\$ 4.8$ inillion).

## 13. Capital stock

The Company is governed by the Canada Business Corporations Act and is authorized to issue art unlimited number of preferred shares and common shares.

The $\$ 0.94$ Cumulative Redeemable Retractable Preferred Shares Series F , which were issued at $\$ 11.50$ per share, are redeemable by the Company at $\$ 11.50$ per share and are retractable at $\$ 11.50$ per share at the option of the holder on January 1 in each year. In 1991, 535,711 sbares were retracted ( $1990-339,600$ shares).

## NOTES TOCONSOLIDATED FINANCIALSTATEMENTS

## 14. Foreign-currency hedging commitments

At December 31, 1991, the Company was committed to options of U.S. $\$ 683$ million, maturing from January to December 1992, which protect the Company against the Canadian value of the U.S. dollar falling below an average of Cdn. \$1.1585 and which, in the event of a strengthening U.S. dollar, require the Company to sell U.S. dollars at rates which average Cdn. \$1.2297.

## 15. Lease commitments

The Company and its subsidiaries have entered into operating leases to charter ships and to lease property and equipment for various periods up to the year 2028 at rentals aggregating approximately $\$ 88.9$ million, Minimum payments under these leases are as follows:

|  | (\$ millions) |
| :--- | ---: |
| 1992 | $\$ 29.0$ |
| 1993 | 19.7 |
| 1994 | 11.0 |
| 1995 | 7.7 |
| 1996 | 5.5 |
| Remaining years | 16.0 |
|  | $\$ 88.9$ |

## 16. Pension plans

The Company's pension plans, covering mosi employees, are primarily contributory, defined benefit plans that pro. vide pension benefits based on lengh of service and final average earnings. The Company has an obligation to ensure that there are sufficient funds in these plans to pay the benefits earned and, although the Company's contributions vary from year to year, they are made in accordance with the annual contribution requirements of regulatory authorities. Pension funds are managed by professional fund managers in accordance with guidelines established by the Pension Fund Committee of the Board of Directors. Al December 31, 1991, approximately $56 \%$ of the assets were held in equity sccurities, with the remainder in fixed income securities.

The following table reconciles the funded status of the pension plans with the amounts recognized on the Company's balance sheet:

|  | (fmillions) |  |
| :---: | :---: | :---: |
| Market value of assets | \$ 843.5 | \$783.9 |
| Actuarial present value of accumulated plan bencfits based on current service and compensation levels |  |  |
| Vested | 605.2 | 619.1 |
| Non-vesicd | 15.7 | 4.6 |
|  | 620.9 | 623.7 |
| Adjustment for projected service and compensation levels | 118.4 | 100.0 |
|  | 739.3 | 723.7 |
| Excess of market value of assets over projected benefit obligations | \$104.2 | \$ 60.2 |
| Consisting of: |  |  |
| Unrecognized loss | \$ (8.4) | \$ (62.9) |
| Prior service cost not yet recognized in periodic pension expense | (45.0) | (50.0) |
| Balance of unrecognized net assets existing at January 1, 1986 | 84.6 | 97.3 |
| Deferred pension cost recognized on the balance sheet | 73.0 | 75.8 |
|  | \$104.2 | S 60.2 |

Net pension cost (credit) of the Company plans includes the following components:

19911990
(\$ millions)


Pension benefit obligations were based on an assumed discount rate of $9.5 \%$ ( $1990-9.5 \%$ ) and ant assumed com. pensation rate increase of $6.0 \%$ ( $1990-6.0 \%$ ). The assumed long-term rate of return on pension plan assets was $9.5 \%$ (1990-9.5\%).

## 17. United States accounting principles

The financial statements have been prepared in accordance with generally accepted accounting principles ("GAAP") in Canada which, in the case of the Company, conform in all material respects with those in the Unitcd States, with the following exceptions:

## Earnings differences

(i) Unrealized exchange gains or losses arising on the translation of long-term debt payable in U.S. funds that is hedged by a future income stream denominated in U.S. funds are deferred and included in earnings in the same ycars as the income streain. Under U.S. GAAP, such gains or losses would be included in carnings as they occur. Realized gains and losses relating to forward exchange contracts which hedge future sales are included in earnings at the time of the sales. Under U.S. GAAP, unrealized gains and losses on contracts entered into prior to obtaining firm sales commitments would be included in carnings. If treated in accordance with U.S. GAAP, the effect of these differences would be:

1990
( $\mathbf{\$}$ millions)
$\left.\begin{array}{lcr}\hline \begin{array}{l}\text { Loss, as reported under Canadian } \\ \text { GAAP }\end{array} & \$(75.9) & \$(50.4) \\ \text { Unrealized gain on translation of long- }\end{array}\right)$
(ii) The impact on net earnings adjusted under U.S. GAAP of Financial Accounting Standard 96 relating to income taxes has not been estimated, inasmuch as amendments are expected to result from the current review of the statement by the FASB. Similarly, the impact of Finaucial Accounting Standard 106 relating to employee post-retirement benefits, is under review but not complete. Both standards are currently required to be implemented for 1993.

## 18. Comparative figures

Certain comparative figures have been reclassified to conform to the current year's financial statements presentation.

## 1991

| Nec sales | S 726.1 | \$792.7 | \$ 692.3 | \$652.i | \$2,800.5 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating profit (loss) | (6.8) | 9.4 | (9.3) | (33.2) | (39.9) |
| Unusual icms | - | (20.0) | - | (24.4) | (44.4) |
| Net loss | (3.5) | (3.7) | (16.6) | (48.1) | (75.9) |
| Per common share: |  |  |  |  |  |
| Net loss | $8(0.09)$ | S (0.03) | \$ (0.23) | \$ (0.70) | \$ (1.12) |
| Dividends declared | 0.125 | 0.125 | 0.125 | 0.125 | 0.50 |
| Dividends paid | 6.125, | 6.125 | 0.125 | 0.125 | 0.50 |

## Price range per common share

Toronto Stock Exchange

| High | $\$ 15.50$ | $\$ 16.50$ | $\$ 16.75$ | $\$ 15.88$ |
| ---: | ---: | ---: | ---: | ---: |
| Low | 11.25 | 15.00 | 15.00 | 14.38 |

New York Stock Exchange
(L.S. Dollars)

| High | 13.25 | 14.50 | 14.63 | 14.00 |
| :--- | ---: | ---: | ---: | ---: |
| Low | 9.88 | 12.88 | 13.13 | 12.50 |

1990(1)

| Net sales | S 784.8 | S 803.1 | S 756.8 | S 743.3 | \$ 3,088.0 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Operating profit (loss) | 8.2 | 37.3 | 15.6 | (34.9) | 26.2 |
| U'nusual items | (13.7) | (28.9) | -- | (11.5) | (54.1) |
| Net loss | (11.3) | (3.7) | (0.7) | (34.7) | (50.4) |
| Per common share: |  |  |  |  |  |
| Net loss | S (0.17) | \$ (0.06) | \$ (0.02) | \$ $(0.51)$ | \$ (0.76) |
| Dividends declared | 0.125 | 0.125 | 0.125 | 0.125 | 0.50 |
| Dividends paid | 0.125 | 0.125 | 0.125 | 0.125 | 0.50 |
| Price range per common share |  |  |  |  |  |
| Toronto Stock Exchange |  |  |  |  |  |
| High | \$ 16.25 | \$ 15.88 | \$ 16.00 | \$ 14.63 |  |
| Low | 13.00 | 14.75 | 14.50 | 12.00 |  |
| New York Stock Exchange (C.S. Dollars) |  |  |  |  |  |
| High | 13.88 | 13.75 | 14.00 | 12.75 |  |
| Low | 11.38 | 12.63 | 12.63 | 10.38 |  |

[^1]ELEVEN.YEAR FINANCIAL REVIEW

| Year ended December 31 | 1991 | 1990(1) | 1989 | ,1988 |
| :---: | :---: | :---: | :---: | :---: |
| Sales and earnings (\$ millions) |  |  |  |  |
| Net sales | \$2,800.5 | \$3,088.0 | \$3,257.7 | \$3,304.5 |
| Cost of sales | 2,493.6 | 2,684.5 | 2,717.2 | 2,617.1 |
| Selling and administrative expenses | 233.7 | 264.0 | 273.3 | 256.0 |
| Depreciation and depletion | 113.1 | 113.3 | 111.5 | 104.4 |
| Operating (loss) profit | (39.9) | 26.2 | 155.7 | 327.0 |
| Income (loss) from newsprint joint ventures, |  |  |  |  |
| Interest expense - long-term | 35.0 | 34.2 | 38.2 | 49.8 |
| - short-term | 12.7 | 21.6 | 6.5 | 0.9 |
| Unusual items | 44.4 | 54.1 | 31.2 | - |
| Other income and expense | 4.0 | 18.8 | 15.7 | 15.9 |
| Provision for (recovery of) income taxes. | (53.6) | (28.9) | 44.9 | 133.4 |
| Earnings (loss) before extraorelinary items | (75.9) | (50.4) | 54.2 | 188.2 |
| Extraordinary items | - | - | - | 2.9 |
| Net earnings (loss) | (75.9) | (50.4) | 54.2 | 191.1 |
| Dividends declared (\$ millions) |  |  |  |  |
| Preferred shares | \$ 1.7 | \$ 2.2 | \$ 5.7 | \$ 7.8 |
| Common shares (2) | 34.6 | 34.6 | 60.6 | 69.3 |
| Capital expenditures (\$ millions) | \$ 38.5 | $\$ 105.9$ | \$ 212.7 | \$ 168.2 |
| Financial position (\$ millions) |  |  |  |  |
| Working Capital | \$ 121.0 | \$ 178.5 | \$ 308.0 | \$ 521.2 |
| Fixed assets, net | 1,281,1 | 1,373.7 | 1,395.3 | 1,322.7 |
| Long-term debt | 370.8 | 389.9 | 407.0 | 459.0 |
| Deferred income taxes | 349.5 | 406.5 | 417.0 | 389.3 |
| Preferred shares | 21.1 | 27.2 | 31.1 | 115.4 |
| Common shareholders' equity | 1,000.8 | 1,113.0 | 1,200.3 | 1,212.4 |
| Per common share (2) |  |  |  |  |
| Earnings (loss) before extraordinary items | \$ (1.12) | \$ (0.76) | \$ 0.70 | \$ 2.60 |
| Net earnings (loss) | (1.12) | (0.76) | 0.70 | 2.64 |
| Dividends declared (3) | 0.50 | 0.50 | 0.875 | 1.00 |
| Dividends paid (3) | 0.50 | 0.50 | 1.00 | 1.00 |
| Common shareholders' equity | 14.44 | 16.06 | 17.32 | 17.50 |
| Return on average common shareholders' equity | - | - | $4.0 \%$ | 15.6\% |
| Long-term debtilong-term debt plus shareholders' equity | 26.6\% | 25.5\% | $24.8 \%$ | 25.7\% |
| Number of employees (year end) | 12,068 | 14.300 | 15,600 | 16,200 |

## Notes:

(1) Figures for 1990 have been restated to reflect the correction of a misstatement as referred to in Note 6 of the notes to the consolidated financial statements.
(2) Figures for the years 1981 to 1984 have been restated to reflect the 9 -for 1 split of common shares which became effective May 1 , 1985 .
(3) Four quarterly dividends were paid in each of the years 1981 to 1991, but because of changes in dividend declaration dates, three dividends were declared in 1983 and five in 1985.

| 1987 | 1986 | 1985 | 1984 | 1983 | 1982 | 1981 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$2,988.0 | \$2,763.5 | \$2,549.8 | \$2,137.2 | \$1.660.2 | \$1.634.3 | S1.763.4 |
| 2,425.6 | 2,272.4 | 2,108.3 | 1,814.1 | 1.455 .8 | 1,378.2 | 1,387.4 |
| 232.3 | 201.4 | 187.0 | 131.6 | 113.9 | 121.0 | 116.7 |
| 92.0 | 83.5 | 77.6 | 73.5 | 64.8 | 66.3 | 58.0 |
| 238.1 | 206.2 | 181.9 | 118.0 | 25.7 | 68.8 | 201.3 |
| 19.7 | 20.7 | 9.9 | 5.9 | 6.7 | 11.8 | 12.5 |
| 39.1 | 34.8 | 42.8 | 40.4 | 18.8 | 24.8 | 27.7 |
| 2.8 | 2.0 | 2.9 | 1.2 | 0.8 | 1.4 | - |
| - | - | - | - | - | - | - |
| 11.9 | 5.3 | 18.8 | 17.8 | 25.0 | 28.6 | 18.4 |
| 102.1 | 85.3 | 64.7 | 27.8 | (0.2) | 19.1 | 81.1 |
| 125.7 | 110.1 | 100.2 | 72.3 | 38.0 | 63.9 | 123.4 |
|  | (2.8) | - | (2.2) | - | (2.6) | 12.3 |
| 125.7 | 107.3 | 100.2 | 70.1 | 38.0 | 61.3 | 135.7 |
| $\$ 8.1$ | \$ 8.7 | \$ 9.3 | \$ 8.0 | \$ 7.4 | \$ 10.8 | \$ 10.0 |
| 48.5 | 41.5 | 47.0 | 25.0 | 12.4 | 31.1 | 33.1 |
| \$ 220.3 | \$ 249.3 | \$ 193.9 | \$ 103.6 | S 155.2 | \$ 181.6 | \$ 202.8 |
| \$ 572.4 | \$ 424.8 | \$ 333.8 | \$ 384.5 | \$ 360.6 | S 414.7 | \$ 442.3 |
| 1,275.4 | 1,173.8 | 1,079.0 | 959.2 | 957.2 | 885.2 | 806.3 |
| 564.7 | 428.9 | 440.4 | 409.0 | 386.6 | 381.5 | 382.9 |
| 296.1 | 254.9 | 219.7 | 194.2 | 179.9 | 176.6 | 165.0 |
| 121.0 | 122.8 | 124.1 | 104.2 | 113.8 | 122.7 | 130.8 |
| 1,098.1 | 1,028.6 | 837.4 | 792.5 | 739.4 | 721.1 | 701.5 |
| \$ 1.70 | \$ 1.50 | \$ 1.42 | \$ 1.02 | \$ 0.48 | \$ 0.87 | \$ 1.85 |
| 1.70 | 1.46 | 1.42 | 0.99 | 0.48 | 0.82 | 2.05 |
| 0.70 | 0.60 | 0.73 | 0.40 | 0.20 | 0.50 | 0.53 |
| 0.60 | 0.60 | 0.58 | 0.40 | 0.30 | 0.50 | 0.58 |
| 15.86 | 14.86 | 13.04 | 12.40 | 11.89 | 11.60 | 11.29 |
| 11.1\% | 10.9\% | 11.2\% | 8.4\% | 4.2\% | 7.5\% | 18.0\% |
| 31.7\% | 27.1\% | 31.4\% | 31.3\% | $31.2 \%$ | $31.1 \%$ | 31.5\% |
| 16,000 | 16,200 | 15,500 | 14,800 | 15,100 | 14,600 | 17,800 |


| (figures in thousands) | Newsprint* (tonnes) | Groundwood Papers (touncs) | Kraft Products (tonmes) | Lumber (mfbm) | Coated Papers (tomnes) | Hardboard (msfequivalent) |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Production |  |  |  |  |  |  |
| 1986 | 1,798 | 350 | 87 | 83 | 132 | 1.058 |
| 1987 | 1,833 | 363 | - | 35 | 112 | 1,147 |
| 1988 | 1,900 | 407 | - | 52 | 144 | 1.032 |
| 1989 | 1,791 | 416 | - | 52 | 140 | 1,054 |
| 1990 | 1,723 | 420 | - | 50 | 126 | 1,153 |
| 1991 | 1,613 | 407 | - | 55 | 88 | 1,110 |
| Capacity - 1992 | 2,134 | 469 | - | 75 | 154 | 1,166 |

[^2]
## Robert J. Butler

(Age 69) (3,4)
Director
Toronto, Ontario

Marshall A. Cohen, Q.C.
(Age 56) (1,3)
President and Chief Executive
Officer
The Molson Companies Limited
Toronto, Ontario

## Lionel G. Dodd

(Age 52) (1.2)
Chief Operating Officer
O\&Y Enterprises Inc.
Toronto, Ontario

## Bernd K. Koken

(Age 65) ( $1,4,5$ )
Chairman of the Board
Abitihi-Price Inc.
Osprey; Florida
C. Edward Medland
(Age 63) (2,3)
Director
Toronto, Ontario

## Gilbert I. Newman

(Age 70) $(1,2,4)$
Executive Vice-President
Olympia \& York
Developments Limited
Toronto, Ontario

Ronald Y. Oberlander
(Age 50) (1)
President and Chief Executive Officer
Abitibi-Price Inc.
Toronto, Ontario

Albert Reichmann
(Age 63) $(1,3,5)$
Chairman
Olympia \& York
Developments Limikd
Toronto, Ontario
Paul Reichmann
(Age 61) (1)
President
Olympia \& York
Developments Limited
Toronto, Ontario

## Ralph Reichmann

(Age 58)
Executive Vice.President and
Treasurer
Olympia \& York
Developments Limited
Toronto, Ontario

Francis J. Ryan, Q.C.
(Age 65) (2)
Partner
Stewart McKelvey Stirling Scales
St. John's, Newfoundland
John A. Tory, QC.
(Age 61) (1,3)
Deputy Chairman
The Thomson
Corporation
Toronto, Ontario

Paul-Gaston Tremblay
(Age 63) $(2,4)$
President
Primo-Gestion Inc.
Chicoutimi, Quebec
David A. Ward, QC.
(Age 60) $(4,5)$
Partner
Davies, Ward \&c Beck
Coronto, Ontario

## (1) Executive Committee

The Executive Committee acts on behalf of the Board of Directors between regular Board meetings on matters requiring company action before the Board can be assembled. These matters will usually have been addressed previously by the Board, which will have provided direction to the Executive Committec. In addition, the Committee reviews long-term strategic plans, annual objectives, major capital projects and investment strategies as well as significant acquisitions and divestitures.

## (2) Audit Committee

None of the memhers of the Audit Committee are officers of the company. This committee reviews all audited financial statements with management and the shareholders' auditors and, after satisfying itself as to the integrity of the statements, recommends their approval by the Board. The Audit Committee also revicws changes in accounting policies and satisfies itself as to the effectiveness of audit programs and internal control systems and procedures. The Committec meets regularly with both internal and external auditors, with or without management, to consider the results of their audits and other activities they supervise. The Committec also recommends the appointment of the company's external auditors to the Board.
(3) Human Resources and Compensation Committee
The Human Resources and Compensation Committee oversees compensation and career development for the company's officers and managers.

## (4) Pension Fund Committee

The Pension Fund Committee advises the Board with respect to all funding, administrative and policy matters relating to the company's pension plans.
(5) Nominating Committee

The Nominating Committce recommends to the Board the slate of director candidates to be proposed for election by the shareholders at the annual meeting. It also recommends candidates to fill vacancies on the Board as they occur.

| Chairman of the Board | Vice-Presidents |
| :--- | :--- |
| Bernd K. Koken | Fernand H. Duquetue |
|  | Engineering and Environnent |
| President and Chief Executive Officer | James A. Hone |
| Ronald Y. Oberlander | Financial Services |
|  | Commercial Business |
| Executive Vice-President | William H. Sheffield |
| J. Kenneth Stevens | General Manager |
| Diversified Group | Iroquois Falls Division |
|  | Victor A. Wells |
| Senior Vice-Presidents | Controller |
| George R. Arellano |  |
| Commercial Business | Diversified Group |
| Marcel C. Bcaudoin | Henry Hildebrand |
| Commerial Business | President |
| Jean.Claude Casavant | Industrial Products Distribution |
| Organizational Leadership and Innovation | Bruce J. McGroarty |
| T. Maitland Devine | President |
| Publishers Business | Office Products Distribution |
| Robert G. Lawrie | Yves Montmarquette |
| Counsel, Compliance and Communication | President |
| David L. Loretto | Printing Papers Distribution |
| International Business |  |
| C. Donald Martin | Other Businesses |
| Publishers Business | J. Raymond Langevin |
| Eilcen A. Mercier | President |
| Chief Financial Officer | Building Products |
| John V. Olsen | John V. Olsen |
| Business Support Board | President |
| Provincial Papers |  |

## Annual Meeting

The annual and special meeting of shareholders of AbitibiPrice Inc. will be held at the King Edward Hotel, Mezzanine Level, Ballroom, 37 King Street East, Toronto, Ontario, Canada on Monday, April 20, 1992 at 11:00 a.m.

## Common share information

Common shares of the company are listed on the Toronto, Montreal, and Vancouver stock exchanges under the symbol A, and on the New York Stock Exchange under the symbol ABY.

## Transfer Agents and Registrars

Montreal Trust Company
Toronto, Montreal, Vancouver, Calgary, Regina, Winnipeg and Halifax, Canada

National Bank of Detroit
Detroit, U.S.A.

Auditors
Price Waterhouse
Toronto, Canada

## Annual Information Form

A copy of the company's annual information form as filed with securities regulators in Canada and the United States is available from investor relations at:

Abitibi-Price Inc.
207 Queen's Quay West, Suite 680
Toronto, Ontario
Canada M5J 2P5
Telephone (416) 369-6700
Under the Multi-Jurisdictional Disclosure System (MJDS) introduccd in 1991, the company's annual information form (AIF) is accepted by the Securities and Exchange Commission (SEC) as a substitute filing for the Form $10 \cdot \mathrm{~K}$, which the company filed in each of the years 1987 through 1990. Similarly, the company will file its interim quarterly reports, instead of Forms $10 . \mathrm{Q}$ to securities regulators in Canada and the United States.

## Credits

Design: Bryan Mills \& Associates Ltd.
Illustration: Tim Zeltner
Photography: Ron Watts
Printing: Provincial Graphics Inc.
Three different high quality Abitibi-Price papers were used to produce this report:

## Cover: Provincial Papers' Eco Gloss Cover 801b

Text, pages 1-28: Provincial Papers' Eco Matte 1001b
Text, pages 29-52: 55* Abisert 65
Lico Gloss Cover and Eco Matte are recycled papers containing $10 \%$ post-commercial and $10 \%$ post consumer fibres, made at the Provincial Papers mill in Thunder Bay, Ontario.

Abisert is manufactured at our newsprint mill in Iroquois Falls, Ontario.

Abitibl-Price


[^0]:    Cash comprises cash less bank indebtedness and commercial paper.

[^1]:    (I) 2990 th quarter figures have been restated as cxplained in Note 6 of the notes to the consolidated finariad statements.

[^2]:    *Newsprint figures include the total production of the joint rentures at Chandier, Quebec, at Augusta, Georgia, at Clathorne, Atabama and the idted mill at Thunder Bay, Ontario.

