

## Background

### Business description (at the time of investment)

- Autotube, established in 1956, was a leading Nordic provider of tubes for air and fluid distribution for passenger cars, trucks and buses.
- The company had leading positions with all three large Swedish automotive manufacturers, Volvo trucks, Volvo cars and Scania and additional sales to a number of other car manufacturers such as Ford and Jaguar Land Rover.
- Autotube owned two manufacturing facilities in Varberg and Ulricehamn - both in the southern part of Sweden.

### Entry

- Autotube was acquired as a carve-out from the listed company Investment AB Latour in early 2011 together with Management and certain board members.

### What did the business need?

- Greater focus and support from owner
- Capital for investments in production flows and productivity – the company was underinvested following cost reductions during the downturn of 2008-2009
- Broader customer base
- Strengthened Management team

## Value added

A number of key initiatives driven by Accent enhanced Autotube's strategic position:

- Rapid organic growth through clearer profiling of the company's capabilities, leading to new customer accounts
- Substantial investments in automation and robots for more efficient production and thus staying ahead of competition
- Prepared the company for international expansion through establishment of a Chinese sales office, to take advantage of major customers' growth plans
- Release of working capital by entering into an agreement with largest customer
- Created an environment where Management could focus on customers, sales and production
- Strengthening of purchasing organization and increased the number of FTE by around 10%

**Grew sales organically by 20% per year, with increasing margins and more than doubled EBITDA**

## Exit

- Having completed the investment program and outperformed the business plan set at entry, Management was supportive of a change in ownership.
- A large number of potential buyers were identified in a thorough exit process where both financial and industrial buyers on all continents were approached.
- The best industrial fit was found between Autotube and MGI Coutier, a French industrial automotive sub-supplier listed on NYSE Euronext Paris.
- MGI Coutier was deemed as a very good new owner since the two companies complemented each other as regards customers, products and geography, and hence Autotube was sold to MGI Coutier in March 2014.

## Testimony

*"I want to thank Accent for their commitment and support during the last three years. We have been able to invest and develop new products and customer contacts, which makes us an attractive sub-supplier to the automotive industry."*

Sven-Olov Libäck, CEO of Autotube

## Financial development

