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Hultsfred



Ankarsrum

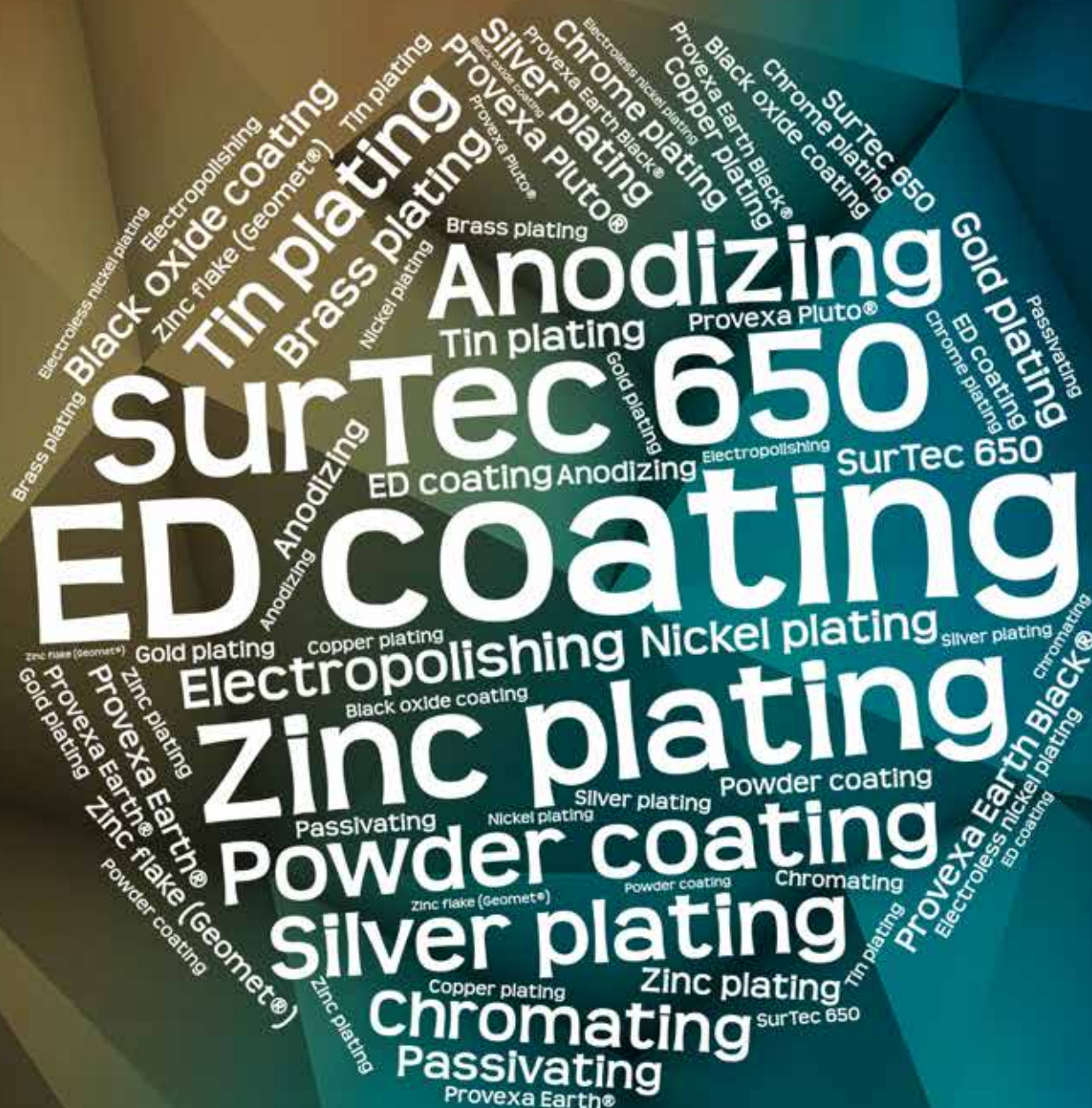


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We remember **the past** and look to **the future** - together!

In good times, it is easy to become blinded by speed. It is easy to just look ahead, with all thoughts focused on moving towards the next step, towards new opportunities and challenges.

And perhaps that's how it should be, most of the time. After all, forward movement drives development.

But sometimes we need to stop and look back at history, at what has been, in order to form an idea of where we actually are. To understand what we have become, what we have achieved.

It is often in the light of the past that we can most clearly see where our journey began, to what point it took us today - and where the paths of the future seem to lead us.

And when could it possibly be better to throw a nostalgic look over our shoulder than when we celebrate such a grandiose anniversary as our centenary?

REWIND THE TAPE TO DECEMBER 2017

IAC then consisted of three facilities: Gredby in Eskilstuna, Hultsfred and Tartu, Estonia. But soon growth would pick up along Highway 40 in Northern Småland. Ankarsrum was acquired in 2019, and two years later it was time for Tenhult. During the same period, we managed to turn the Hultsfred plant from being a loss-making enterprise to a highly successful business, where a major reason for this is the investment we made in our own powder coating.

Organic growth, together with the acquisitions made have

Dan Nilsson, CEO



And when could it possibly be better to throw a nostalgic look over our shoulder than when we celebrate such a grandiose anniversary as our centenary?

meant that we have grown as a group, and gained a strong foothold in northern Småland, Eskilstuna and on the other side of the Baltic Sea.

All in all, it has been a fantastic journey. Since I took over as CEO, we have doubled our sales - with increased profitability - and with the new owners Grönskär on board, there is plenty of wind beneath our wings for long-term growth.

We all know the inspiring story of the 100 Year-old Man Who Climbed Out The Window And Disappeared; Allan Karlsson's breath-taking journey through the decisive events of history.

I promise to do everything I can, in my role as CEO of International Aluminium Casting, so that this 100-year-old will

continue on the right path - and continue to be a profitable foundry group to be reckoned with for many years to come.

But just like the 100-year-old Allan, I cannot handle this task on my own. I need your help. Everyone is needed on our winding journey towards the challenges of the future - and the next anniversary.

In this anniversary magazine, we have collected historical flashbacks, stories from each IAC facility, interviews with owners and employees - and a few words from selected customers and suppliers.

Enjoy reading and have fun!

The beginning - how it all started

On the last day of the year, 31 December 1921, the company EBÖ Metallgjuteri was registered in Eskilstuna. Behind the company and the three letters in the company name, were the manufacturers and brothers-in-law Johan Ruben Eldin, Gunnar Boqvist and Karl Rudolf Gunnar Östlund.

ELDIN, BOQVIST AND ÖSTLUND. EBÖ

The foundry business began the next year in a rented property at Lilla Tvär-gatan, in the district of Östermalm. From the very beginning, aluminium was used for casting simpler parts in sand moulds, and as one of the first metal foundries in Sweden, EBÖ used fuel oil to heat the smelting furnaces.

Eventually, mould casting with cast iron moulds became the main method - but initially people relied on more classic sand moulds.

When the company started, it mainly manufactured smaller suspension fittings, such as hooks, balcony hangers and various types of knobs. The product portfolio also included urns and pots, intended for flowers.



Our first 100 years

From EBÖ to IAC

This is the 100-year history of the foundry company from Eskilstuna which, via pipes for coffee pots and toy cars during difficult times of war would become a significant supplier to both the Swedish and international automotive industry.

- 1921 - EBÖ metal foundry is established
- 1922 - The business starts at Lilla Tvär-gatan
- 1930 - EBÖ expands and rents premises on Nyforsgatan
- 1944 - EBÖ becomes a limited company
- 1945 - EBÖ AB builds its own premises in Vilsta
- 1948 - EBÖ AB invests in machines for die casting
- 1965 - The machinery for die casting is upgraded
- 1970 - A machine for low-pressure casting is purchased for manufacturing for Husqvarna

- 1975 - Ulf Moberg buys EBÖ AB
- 1979 - EBÖ AB acquires GGC AB and moves to Eskilstuna Norra Hamn
- 1982 - Hans Boqvist, grandson of one of the founders, buys EBÖ AB
- 1985 - The property in Norra Hamn is expanded by 1,000 square metres
- 1989 - The Hasselfors Group acquires EBÖ AB
- 1993 - The Hasselfors group is forced to inject extra capital and EBÖ AB is offered for sale
- 1994 - Kurt Andersson buys EBÖ AB and becomes the main owner with Per Larsson
- 1997 - EBÖ AB acquires ÖW-Bolagen AB and begins the move to Kungsgatan
- 2000 - EBÖ AB acquires BCA AB
- 2001 - The subsidiary EBÖ Eesti AS begins operations in Tartu, Estonia
- 2001 - Production consists solely of contract manufacturing
- 2003 - Folke Sandvik buys EBÖ AB and becomes the new main owner
- 2003 - EBÖ AB acquires all shares in the company MEPLAKO AB
- 2008 - The name changes from EBÖ AB to International Aluminium Casting, IAC
- 2014 - The facility in Hultsfred is acquired
- 2019 - The facility in Ankarsrum is acquired
- 2021 - Folke Sandvik sells IAC to Grönskärs Gruppen AB
- 2021 - The plant in Tenhult is acquired

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The coffee pipe challenge

Shortly after Eldin, Boqvist and Östlund started the smelting furnaces at Lilla Tvärgatan, a call came from a neighbouring manufacturer named Karlsson. This Karlsson ran a kettle factory that, among other things, made coffee boiling pots. Karlsson, however, had a problem: the pipes for the coffee pans were very expensive. The invitation to Eldin, Boqvist and Östlund was therefore as follows: If there is any bold entrepreneur who can make pipes for me at a lower price, his future will be secured.

DONE AND DUSTED. EBÖ ACCEPTED THE CHALLENGE - AND SUCCEEDED

The price that kettle manufacturer Karlsson paid per manufactured coffee boiling pot pipe, after EBÖ developed an ingenious and efficient production method, fell to a quarter of the previous price. The success was a fact. In time, EBÖ would produce just over 250,000 coffee boiling pot pipes a year for the company that initiated the challenge. Thus, the challenge was completed - and the future of EBÖ secured.

BUT WHAT WAS THE SECRET BEHIND THE PIPE SUCCESS?

Well, the method consisted of filling a specially built mould with molten aluminium, and when a sufficiently thick layer - approximately two millimetres - of the melt had solidified, the rest was drained from the bottom of the mould. In this way, a "shell" with a thickness of a few millimetres could be cast quickly and efficiently; an excellent spout for a coffee pot.

Die casting arrives on the scene

When machines for die casting were purchased for EBÖ from Italy in 1948, the first steps were taken towards what would later drive the successful journey for the company - and also involve the move into the heavy vehicle industry.

In 1948, die casting was a new method that required different types of casting tools compared to mould casting, and the tools were also more difficult to manufacture. But the great advantages of die casting were on the material and efficiency side: metal consumption became significantly lower and the casting process became faster.

During the mid-1960s, the demand for die-cast products increased. EBÖ heeded the market and boosted its range of machinery with two new machines from Germany. By this time, ASEA had become a major customer in the die casting segment.

The journey towards vehicle-oriented customers continued in the 1970s. In 1970, EBÖ bought a used low-pressure casting machine to be able to satisfy Husqvarna, AGA and Tunaverken with, among other things, cylinder heads, lamp housings and rims.

Towards the end of the 1990s, the die-cast segment had increasingly moved away from mould casting. Customers such as Volvo and Scania pushed the demand for die-cast items to record highs.

At the time of writing, now that EBÖ has become IAC and the company is celebrating 100 years, all remaining mould casting has been transferred to the Tartu plant in Estonia. The Swedish plants in Gredby, Hultsfred, Ankarsrum and Tenhult are exclusively engaged in die casting - where the majority of production takes place for the vehicle giants Volvo, Scania, MAN and Daimler.



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This mission has been with our company since its very beginning. It refers not only to the care of the high quality of our products, but also to the approach to our Customers as well as to our operating policy as such. Indeed, our mission consists in high-quality service connected with supplying good of appropriate quality in the most appropriate time. We prefer close and open relations with our Customers and Suppliers which trigger the most effective forms of cooperation.

CHEMICAL

In our offer you shall find most of the raw materials and goods indispensable to obtain final aluminium and rubber products. The portfolio is constantly being developed in parallel with both the directions in which the served industries develop and the individual needs of our Customers.

Importantly, in accordance with the REACH Regulation, we would like also to inform that we are in the process of registering the offered chemical raw materials.

WORLDWIDE

Our company reaches worldwide. We import chemical raw materials from all around the world searching for new supply chains and enriching our trade offer. We supply goods to Customers in Poland and in Europe. We strive to maintain close relations with Suppliers by means of regular meetings, information exchange, as well as joint visits at our Customers' aiming at learning their needs and then – preparing the goods and materials that fulfil their specific individual requirements.

BUSINESS

Our business activity is based on the strategy of multidimensional growth and development. International trade is our core activity, and our investment goals are realized via our other company, Seira Investments, LTD. To this company belong FillCo, LTD. (the producer of non-woven fabric) and SealCo, LTD, the latter of which we present below.

SealCo, LTD. is the producer of aluminium alloys according to standards (e.g.: PN-EN 1676, DIN 1725, PN-76/H-88027, PN-EN 575, PN-71/H-82164, BN-82/0831-01) as well as specific requirements of our Customers.

Our longstanding expertise and experience allow us to approach each Customer's inquiry individually and comprehensively. We believe that the very first step to effectively respond to the Customer's inquiry is to be aware of their needs. Cooperation with the Customer in this respect conditions co-development of a tailor-made solution, i.e. a specific aluminium alloy.

This approach, in our view, builds trust and long-term stable relations with our Customers. And this is what we aim at.

Our cooperation with International Aluminium Casting Sweden AB has begun in 2018. Once entrusted with the production of a part of their demand – at first for Hultsfred, and then also for Tartu – we have been putting our every effort to constantly develop the relation.

We are inspired by development and innovations. Therefore, seeing that the demands of our Customers are growing, we have made the decision to start our investment. The new technologically advanced production line (consisting of a new 6-ton capacity shaft furnace) will allow us to respond to the needs more effectively – owing to the doubled monthly production capacity (after the investment it will reach the level of ca. 500 tons per month).

Yet another factor of our competitive advantage is our approach to the environmental issues – as the producer of aluminium alloys also from recycled materials, we are aware of the responsibility that rests with us in that respect. The new production line will be equipped with the outer filtration system which will meet the restrictions described in BAT-80 and BAT-82 standards. Moreover, we are now in the process of implementation of ISO 14001 certification. The location of our foundry in the industrial zone is at this point also worth mentioning.

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Sp. z o.o.



Factory manager Mats Larsson.



Mats Hillman.



FACTS

Location: Gredby, Eskilstuna.

The plant has been in operation since: 1997.

Plant size: 8,000 square meters.

Number of employees: 47 (four white-collar workers and the rest blue-collar workers).
Hallmark: Manufactures by far the most different types of articles and products within the corporate group.

Interesting fact: Previously, tobacco grinders were manufactured for the company Tobakskungen.

The Iron Gang

with the most irons in the fire

How about some feet for a bathtub? Or a pair of hangers for high voltage wires?

With over 330 active production items, the Gredby IAC Group is the most multifaceted production facility.

"We have the largest variety of both products and customers," says factory manager Mats Larsson.

The head office is now located on Tullgatan in the city centre. And in the Vilsta district, where the footsteps of history lead, IAC has been conspicuous by its absence for a few years now.

Instead, it is now located in Gredby, just less than a kilometre west of Eskilstuna's city centre.

HERE THE SMELTER HAS BEEN GLOWING SINCE 1997

"We have a very broad scope here. The other factories within the group are more niche operations for the automotive industry, while we do a little of each," Mats Larsson explains.

Even though there is great variation in products and customers in Gredby, it is still the players in the automotive sector who are at the top when the order books are totted up. This includes Volvo, Scania, MAN and their respective subcontractors.

So it's not so strange that the plant now focuses wholeheartedly on quantitative die casting.

"Previously, we had mould casting here as well. But all that production was moved to Tartu, Estonia, when we established ourselves there.

So now we only carry out die casting, but we work a lot with Tartu. After all, it was us in Gredby who taught and trained our Estonian friends."

EMPLOYEES - A SUCCESS FACTOR

Although Eskilstuna is no longer an industrial city of the same scale as it once was, there are still a good number of external IAC partners within reasonable distance.

"Many large industries have disappeared from the region, but the spirit remains. We get a lot of help from local toolmakers and lacquering companies," says Mats Larsson.

Before the most recent recession in 2008–2009, the workforce in Gredby was more than twice as large as it is today. The plant then had over 100 employees.

BUT THEN CAME THE ECONOMIC BOOM

Once the curve turned upwards again, with the unfortunate loss of some big business on the way, 27 employees remained.

"The change and the new start we were forced to make after 2009 made us a very close-knit gang with a great team spirit. And we have been able to build on that. The employees are by far the most important resource we have. Without them, we would never have achieved our lofty production and quality goals."

Hi there, Oskar Lundberg!

How long have you worked at the foundry in Gredby?

"About a year. Previously, I worked at the Scania foundry."

What are your duties like?

"I'm a die-hard presser, so I program robots that do the work themselves."

What's the best thing about your job?

"That I can be active. I like to work hard and I appreciate the technical computer work."

What do you like to do in your free time?

"I create synth music, and I also earn a few bucks from it via Spotify."



Speed

- a success factor

A bolt from the blue was the breaking point and turning point for the foundry that dates back to 1949. But the heavy skies would later clear - and the question marks would be straightened out. The Tenhult facility is the latest addition to the IAC family.

The bankruptcy came more or less as a bolt from the blue for the employees of Tenhults Pressgjuteri in the summer of 2021. The effects of the corona pandemic were the nail in the coffin, and the lives of the nearly 90 employees at the foundry were suddenly turned upside down.

WHAT WOULD HAPPEN NOW?

"There were plenty of customers and expertise, so I understand why IAC saw the opportunity for acquisitions and made its move," explains Factory Manager Peter Andersson.

Done and dusted. IAC stepped in as a buyer, and soon Tenhult had been incorporated into the group. Thanks to the fact that much was already in place, both at the Tenhult plant and centrally within IAC, the art of maintaining high quality for customers and suppliers was achieved during virtually the entire start-up and takeover process.

"We are a pure manufacturing unit now, with much less of our own administration than before. At IAC, we can instead use synergies and functions from across the Swedish unit," says David Melin, Sales Manager.

"With regard to the takeover, our big goal was to maintain the fine spirit here in Tenhult. And

we succeeded in doing so. IAC's philosophy is that everyone should help each other. It may sound like a cliché, but it's actually true. Within IAC, everyone helps out," says Peter Andersson.

SPEED IS KEY

For the Tenhult plant, the main business areas are heavy vehicles, marine and garden. Items such as chassis and engine parts, mounts and pulleys for Volvo and Scania make up most of the manufacturing catalogue.

MOST, BUT NOT ALL

"We are a bit unique in IAC because we deliver a lot to the passenger vehicle market as well. For example, we manufacture noise-reducing elements for engines and the like, for the German company Vibracoustic," says David Melin. An additional cutting-edge competence that Tenhult possesses is the ability to quickly push through new projects that in the long run lead to new productions. Everything according to customers' wishes and expectations.

"We have the opportunity to be involved already during the design phase, and then start planning for improvements that may trim our manufacturing processes. This way we can link manufacturing with everything related to quality and logistics.

FACTS

Location: Tenhult.
The plant has been in operation since 2021 under the auspices of IAC, but as a die casting foundry since 1949.
Plant size: 6,000 square meters, divided into two leased properties.
Number of employees: 54.
Hallmark: The Tenhult facility is an expert in high speed and short lead times.
Interesting fact: Previously manufactured the joint for football goals, the corner fastening that holds the goal frame together.

Hi there, Bengt Johansson!

How long have you worked at the foundry in Tenhult?

"Since 1983. At the time it was called Tenhults Metallindustri, which became Tenhults Pressgjuteri after a short time. So I've worked for three different companies, but in the same building."

What are your duties like?

"Since 1990 I have worked with orders, deliveries and daily contact with our customers.

What's the best thing about your job?

"Cohesion. It's nice to work here. There was a resurgence when the IAC came in."

What do you like to do in your free time?

"I play golf and spend the time in our summer cottage. I take it easy and swim there."



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The employees, quality and powder coating are the secret

Within the IAC family, the facility in Hultsfred is the largest.

It is also the most complex, in terms of the manufacturing process where lacquering and assembly takes place under the same roof as casting and processing.

"Our approach is unique. We achieve shorter lead times and are not as dependent on subcontractors," says Egon Karlsson, factory manager in Hultsfred.

Largest and most complex. In Hultsfred, it is no exaggeration to equate production with a "from ear of corn to loaf of bread" process; from raw material to finished and lacquered article.

A prerequisite for this approach is the plant's own powder coating line that was installed in the factory in 2019 - and which quickly turned out to be a quality trump card, and an investment that quickly paid off.

"It is a tremendous strength to have everything under one roof. It gives us better control throughout the process when there's only 100 metres between casters and lacquerers, instead of 100 kilometres. It also means better quality for our end customers," says Egon Karlsson.

COOPERATION WITH THE SCHOOL

In addition to the powder coating, it is teamwork, continuous improvements and good cost control that have made the Hultsfred plant a business firmly in the black.

The municipality of Hultsfred has also been a good supporting player for IAC.

"Hultsfred is a nice municipality to work in. We notice that as both a facility and company we are important, and that the municipality is sensitive to our needs and wishes. We work closely with both the school and the municipality when it comes to skills provision.

INCREDIBLE CAMARADERIE

Over the years, ownership of the Hultsfred facility has changed many times. But despite the fact that owners have come and gone, and the company name has thus changed - until 2014 when IAC took over - a large part of the workforce has remained the same.

They have thus been on the whole journey, with its ups and downs.

And that is exactly what Egon Karlsson believes is a key to success.

"The camaraderie here is incredible. I would say that it is our main success factor. You can always buy machinery, but skilled employees who strive for the same goals and respect each other are an invaluable asset. I value this more than anything."

FACTS

Location: Hultsfred.
The plant has been in operation since: 2014 under the auspices of IAC, but significantly longer under previous management and ownership.
Plant size: 10,000 square meters leased from Hultsfred Municipality.
Number of employees: 74 people divided into 71 full-time positions.
Hallmark: Mould casting of visually beautiful products, also in magnesium, as well as the lacquering and assembly of items.
Interesting fact: Manufactures prestigious parts for Porsche, Bentley and Mercedes-Benz AMG.

Hello there, Madelene Göransson!

How long have you worked at the foundry in Hultsfred?

"For almost two years, but I have worked in the industry elsewhere before."

What are your duties like?

"I'm the team leader for seven employees in the assembly department, so I make sure that production flows as it should."

What's the best thing about your job?

"The teamwork we have! Everyone is moving in the same direction and aiming for the same things."

What do you like to do in your free time?

"I hang out with my family, preferably out in the woods. We love to barbeque sausages on a sunny spring day."



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“IAC is a demanding and inspiring customer”

Anna Lewandowska, Vice Chairman of SealCo, which since 2018 has been supplying aluminium alloys to the factories in Hultsfred and Tartu:

“The collaboration with IAC has given us an understanding of the requirements that must be met when manufacturing for industries such as heavy vehicles. It is not just about quality - which is always a high priority - but also about environmental responsibility and sustainability. IAC is a demanding and inspiring customer, which is healthy in a collaboration based on mutual development. We believe that our collaboration with IAC will develop further, both in terms of order volumes and the number of aluminium grades we are honoured to deliver. All conditions for this are within reach: IAC's confidence in our quality combined with our new production line, which in the long run will double our capacity.

But what stands out most with IAC is the employees. They are professional, open, pragmatic and very reliable.”



“We want to support continued development”

Niklas Eidersjö, CEO of Richardssons Verktygsservice AB in Västervik, Scandinavia's largest manufacturer of die casting tools with over 50 years in the industry:

“Our relationship with IAC goes back a long way. The impressive growth that IAC has experienced in its business has meant growth for us as a supplier in recent years. As we are located in the vicinity of both Hultsfred and Ankarsrum, we also have the opportunity to quickly make changes and repairs. Sometimes more or less the same day.

As a manufacturer of die casting tools, it is always desirable to have continuity in business. It creates conditions to develop together, which we have done with IAC. We have also had staff exchanges between our operations, which I think has been beneficial for both of us.

We want to support IAC's continued development, and through new business be able to contribute with our knowledge and our resources - and thereby have the opportunity to build on our already many years of cooperation.”



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**Skandinaviens
största tillverkare av
pressgjutningsverktyg**

The assistants show the way forward

Curiosity about the new.

Reverence for what has been.

At the IAC facility in Ankarsrum, next to the roaring rapids, high-tech investments go hand in hand with the living memory of the mill's 350-year history.

If you want to push it a little, you can claim that IAC bought a documented metalworking history from the 17th century, when it acquired the facility in Ankarsrum in 1919. For a genuine mill town such as Ankarsrum, the presence of the past is as tangible as it is necessary within the walls of the foundry.

"The cohesion among the staff is strong here, and probably linked to the mill mentality. Many of us have worked here for over 20 years, and I feel that the climate is very open and permissive compared to the traditional image of an industry," says factory manager Jörgen Henriksson.

Jörgen himself has almost 30 years of experience in the foundry industry. His own interest in technology and desire for knowledge is a major reason why Ankarsrum has placed itself in a technological pole position within the group.

"We have a lot of automation here, many technical solutions and robots. It is very stimulating that I have been given a mandate to drive the change work in that direction," says Jörgen Henriksson and continues:

"Among other things, we have a new unit for tool cooling that is unique in Sweden. That upgrade has made the casting process itself ten per cent more efficient.

SERVICE CLOSE TO HOME

For many, the place name Ankarsrum is synonymous with the kitchen machine that gilded life in Swedish homes during the latter half of the 20th century. Several of the cast parts for Ankarsrum Assistant Original are still manufactured at the plant. Among other things, the housing for the base of the machine, and the "arm" above the so-called mixing bowl.

"For everyone, the kitchen assistant is the jewel in Ankarsrum's crown, so it's particularly nice that we still make parts for it here. At the moment, Ankarsrum Kitchen, as the company behind the assistant is called, is the customer we deliver the most to", says Jörgen Henriksson.

NO SHORT-TERMISM

Another improvement that Jörgen is the "father" of is the system for recovering excess heat from the foundry processes - which is reused to heat the premises.

"Yes that's true. There are similar systems in other places, but the idea for the way we do it comes from me. I am passionate about sustainability. I am highly allergic to short-termism," concludes Jörgen Henriksson.

FACTS

Location: Ankarsrum, the old "Mill".

The plant has been in operation since: 2019 under IAC. Ironworking from 1655. Die casting since the 1960's.

Plant size: 6,000 square meters.

Number of employees: Around 40 employees.

Hallmark: A facility at the cutting edge of technology, in terms of investment in increased efficiency.

Interesting fact: Previously manufactured enclosures for the lighting for aircraft runways - with strict strength requirements.

Hello there, Håkan "Hogge" Södergren!

How long have you worked at the foundry in Ankarsrum?

"For over 40 years - since 1980.

What are your duties like?

"I am a smelter, so I smelt the metal which we then send to the respective casting machine.

What's the best thing about your job?

"It's a relatively free job and I get to make a lot of decisions about how I set up my work.

What do you like to do in your free time?

"My daughter has a dog that we walk a lot. Otherwise, I am a big fan of the football team Aston Villa. I have been to their home stadium Villa Park several times - and had a look at the facilities.



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The new owners are investing in green growth

Since 2021, Grönskär, an investment company focusing on corporate development, is the new owner of International Aluminium Casting, IAC.

Mattias Gadd, Grönskär's CEO and Chairman of the Board of IAC, gives his views on ownership - and on IAC's path towards further anniversaries in the future.

"It is a great honour to take over a 100-year-old company. It is a privilege, a challenge and an obligation that we are very proud of and humbled by. Grönskär is a relatively small investment company that is passionate about developing Swedish industrial companies. In addition to IAC, we own Hiss-Mekano, which provides spare parts for the elevator industry, Gysinge, which focuses on building protection for older houses, and HME, which conducts subcontracting with a focus on metalworking in Tallinn, Estonia.

Why did you decide to buy IAC?

"We were actively looking for interesting companies that could strengthen our investment section, and pretty quickly we found IAC which was a "perfect match" with its broad knowledge, long history and strong development over time.

What are your future plans for the different foundries and the entire IAC group?

"The culture, customer relationships and the high quality within the company are a great foundation. Our ambition is to help IAC grow through long-term investment plans, both to increase capacity and to be able to keep up with the green development that is increasingly driving the economy. So that's our main focus: green growth.

IAC has grown in recent years through several acquisitions, are there plans to buy more foundries?

- There is a different financial strength in the company now, since Grönskär took over ownership, which means that acquisitions are definitely a way to potentially develop the business in the future. But there is no point in growing just for the sake of growth. If IAC is to become bigger, it must be done with a focus on good development opportunities.

Which questions are at the top of your agenda in terms of IAC's development?

"In addition to capacity and green growth, it's a lot about our customers. Today we are very heavily weighted toward the automotive industry, which is a strength - but also a risk when we put so many eggs in one basket. We therefore need to develop sales work and find new customers outside the automotive industry as well, in order to spread our risk a little better.

What do you think is required for IAC to be able to celebrate 150 successful years?

"We need to be top of the league when it comes to the green transition, and we will do so by acting in areas such as energy supply, material recycling, efficiency improvements and investment. There is hard and long-term work that needs to be done, and it starts with us having to understand our own impact. We must never compromise on quality either. Quality at the right price has historically been a recipe for success - regardless of industry and societal trends.



IAC's Board of Directors on the occasion of the 100th anniversary: Thomas Larsson, Mattias Gadd, Jan Klingberg and Jonas Nyman.

IAC - a key supplier for the future"

Halil Garcevic, manager responsible for purchasing and supplier contact with IAC within the Volvo Group:

"Given the complexity of the heavy vehicle industry nowadays, and how vulnerable we are to different kinds of global disruptions, our suppliers need to be reactive - and at the same time work preventively to minimise interruptions and delays.

Very few suppliers are in the same class as IAC when it comes to solution focus. Reliability, fast contact paths and the absolute highest level of quality are other factors that characterise IAC from our point of view.



Internally, IAC has been identified as a key supplier for the future, with whom we want to develop our collaboration. It is really impressive that a foundry company is celebrating 100 years in business, given the competition in the industry and how the market is constantly changing in step with the world situation."



*Halil Garcevic,
Volvo Group.*

Wartime seldom brings good years and growth. Neither for the nor for industry.



So what do you do when the whole world is at war and demand is failing? You find a new business area, of course.

When the order books were empty during World War II, the manufacturers at EBÖ had a childishly good idea: The company would start manufacturing toy cars. Sand moulds were created for casting the chassis and bodies - and soon they had an impressive range of cars, buses and trucks in toy format.

But one important detail was missing: the tyres. However, the solution was quickly found at the nearest plumber. A rubber ring, which was usually used as a shock absorber for porcelain bathroom accessories, became the wheels for the entire car fleet.

Following the end of the war, from 1945 onwards, production volumes at EBÖ increased again. The newly built, privately-owned, two-storey property in Vilsta was a stroke of luck that gave the company a nice boost into the coming golden years.

Manufacturing at this time was primarily focused on valve devices for supply and exhaust air, and doors for refuse chutes for apartment buildings. The wide product range also included vases used for flowers on graves and mortars of aluminium.



The beginning of the 1990s brought difficult years for Swedish industry. EBÖ was no exception.

The Hasselfors Group, with deep roots in the forestry industry, acquired EBÖ in 1989 with the hope of developing and profiting from the small hand tool segment that existed within EBÖ, since the acquisition of the bankrupt company GGC in 1979.

But times were difficult, success eluded them and the new owners soon realised that something drastic needed to be done for the company to survive. In 1993, EBÖ was put up for sale.

Fortunately, a certain Kurt Andersson received a tip-off that there was an opportunity to acquire EBÖ. Kurt went for it. He bought all the shares in the company, and from 1994 he became the main owner together with Per Larsson. In 1995, the trend line pointed upwards. At this time, processing was expanded and when the opportunity to expand and acquire ÖW-Bolagen arose in 1997, the matter was quickly completed. The deal included premises at Kungsgatan 75 - and soon the entire die-casting section had moved to the new address. Shortly afterwards, the equipment for mould casting also followed.

Volvo and Scania, former customers of the ÖW company, now began to fill the order books. EBÖ also ensured the long-term business by designing safer die-casting machines, specially adapted for the manufacture of Volvo's engine mounts. In 1998, the workforce had more than 90 employees and the company continued to experience increased orders. At the same time, a quality system was introduced for the manufacturing process.

In 2001, the manufacturing unit in Tartu, Estonia saw the light of day. The new European operation was a fact. Sales for the year ended at SEK 170 million and the workforce was gratifyingly composed of as many as 180 employees.



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LÅT MATERIALEN LEVA

I vår värld finns inga förbrukade produkter eller material. Vi ser ett värde och nya möjligheter i allt runt omkring oss. Tillsammans med dig och ditt företag återvinner vi produktionsspill och kasserade produkter – och låter allt detta material leva vidare i nya produkter. Om och om igen. Det gör återvinning till en lönsam affär för ditt företag samtidigt som vi hushåller med jordens begränsade resurser.

Läs mer om hållbar återvinning på www.stenarecycling.se

 **STENA**
RECYCLING

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The Kings of Gravity and Tilt Die Casting

On the other side of the Baltic Sea, Tartu in Estonia is home to IAC's collective Gravity and Tilt Die - casting expertise. Under the leadership of factory manager Rauno Raja, the Tartu plant has several great years of success behind it - and if everything goes according to plan, the plant will soon be almost twice as big.

"The plan is for us to grow and expand the factory by 3,300 square metres. Hopefully we can start the expansion project in the coming year.

The pride in Rauno Raja's voice is unmistakable when he talks about the future plans for the IAC's Tartu facility.

"With a larger area, we can scale up production. The demand is already there, and we will also be able to broaden our customer base and streamline our production flows.

Rauno himself started at IAC in 2018 as a quality engineer, and has since made the same successful journey as the facility and the group as a whole. He emphasises that one of the success factors is the good composition of employees at the facility.

"We do not make a distinct division between white-collar and blue-collar workers here. The management consists of a mix of employees, including several who have been involved from the start in 2001. The manager of the CNC department and our finance manager, for example," says Rauno Raja and adds: I have learned a huge amount from them. Their knowledge of the plant's growth is invaluable, especially now that we are aiming to expand further."

CLOSE COOPERATION WITH SWEDEN

The distinguishing feature of the Tartu plant is its specialisation in Gravity and Tilt Die - casting. While the Swedish facilities are engaged in

various forms of die casting, the traditional - and still lucrative - mould methodology has been taken over and further developed in Tartu.

The product range is heavily weighted towards the automotive industry.

"We manufacture many different engine parts at large volumes for, for example, Scania, Volvo and Renault. But we also make parts at smaller volumes for industry, including Atlas Copco," says Rauno Raja.

Although Tartu takes care of itself in many ways, and uses a casting method that is now unique in the group, cooperation with the Swedish facilities is close and well established.

"We perform certain work for Sweden that is more cost-effective to do here in Estonia. Parts are sent here which we process, and which we then sent back. We also have daily contact with our Swedish colleagues, with reconciliation meetings where we ensure that we work according to common processes and according to the same quality goals.

In terms of pure numbers, the development of the Tartu plant is noticeable in terms of annual sales.

"The first year we were up and running properly, in 2002, we carried out business worth approximately 185,000 Euros. For 2022, budgeted sales are 9.5 million Euros. This is a huge increase which shows that we have succeeded in developing in step with growth. And when we look at our actual potential there is even more to earn, but then we must first give ourselves a little more manufacturing space," says Rauno Raja in conclusion.

FACTS

Location: Tartu, Estonia.

The plant has been in operation since: 2001, initially under the name EBÖ Eesti AS.

Plant size: 4,400 m² with plans to expand by another 3,300 m² soon.

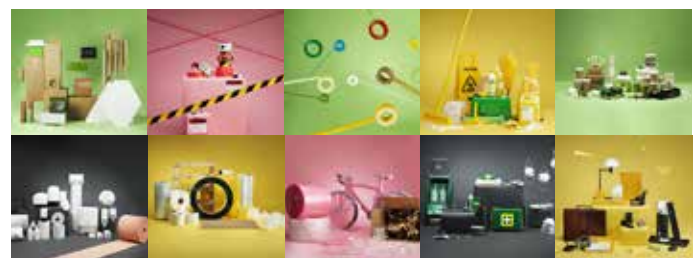
Number of employees: About 70, of which around a quarter consists of hired staff.

Hallmark: The large and only mould casting plant within the IAC Group.

Interesting fact: Although the business was established in Tartu in 2001, production only started began in the summer of 2002. Before that, three employees went to Sweden, to the Gredby plant in Eskilstuna, where they were trained in the methodology for mould casting for three months.



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