Specialised Technology Company with Strong Engineering Capabilities in Wood Treatment Technologies - TEASER

Case number: VBS0858

INTRODUCTION

A well-established Danish specialist in industrial wood treatment and modification is offered for sale as part of a planned succession process and to support its next phase of development. The business has built an international position over several decades by designing, engineering, supplying and commissioning complete process plants for pressure impregnation, oil-based treatment, thermal modification and vacuum drying. Its activities also include service, spare parts, upgrades and the development of biocide-free and chemical-free modification technologies.

The company is differentiated by its combination of wood-specific process knowledge, proprietary technology, engineering capability and experience in delivering complete industrial solutions. The company has delivered numerous plants across several international markets, providing a strong reference portfolio and a solid foundation for repeat projects, service, spare parts and upgrades.

The proposed transaction encompasses three complementary Danish companies covering project delivery, engineering, after-sales services and the development and management of intellectual property. As part of the succession process, day-to-day leadership has already been transferred from the owner to a Managing Director, who is expected to remain in the role following the transaction. This provides operational continuity and a strong foundation for the company’s next phase. The seller may retain a minority interest and can continue to contribute through R&D, board activities and selected market relationships.

- Decades of specialist experience are supported by proprietary knowhow, granted patents and pending patent applications.
- Qualified subcontractors provide flexible production capacity, while the company retains control of the most value-critical activities.
- New plant projects are complemented by engineering, service, spare parts, support and system upgrades, providing several routes to commercial growth.

MARKET

The business operates in a specialised international market for industrial wood treatment and modification systems. Demand is supported by the growing use of wood in construction, infrastructure and exterior applications as well as increasing requirements for durability, dimensional stability and documented performance. The market is characterised by high technical requirements, long customer relationships and relatively few specialist suppliers, creating meaningful barriers to entry. The business is well positioned through broad treatment expertise, integrated engineering capabilities, international references and proprietary technology development, while revenue opportunities extend beyond new plant sales to service, spare parts, upgrades, automation and replacement systems.

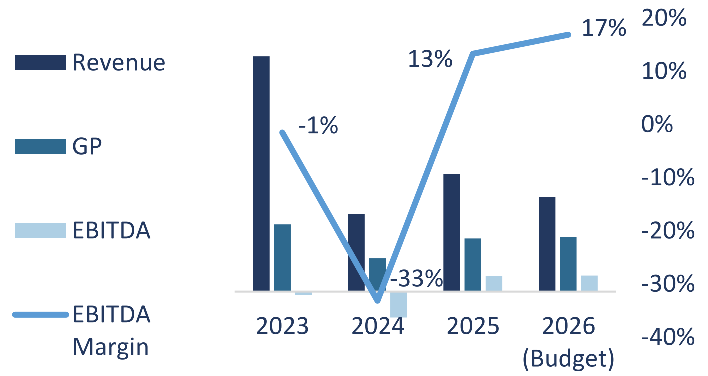
Sustainability is supported by technologies that can extend the service life of timber and reduce the need for premature replacement. Growing environmental requirements are also increasing interest in biocide-free and chemical-free treatment methods. This aligns the business with the wider transition towards renewable materials, more durable wood products and lower-impact industrial treatment processes.

ACQUISITION RATIONALE

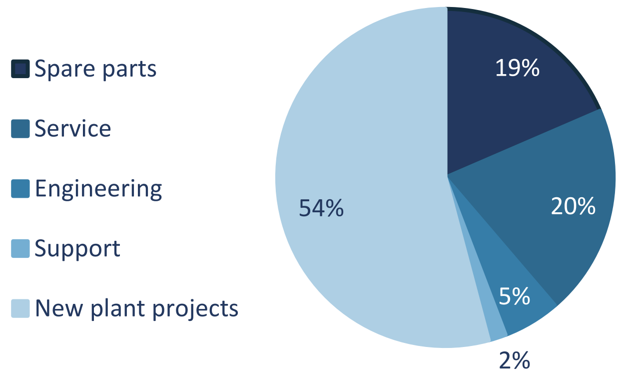
Formalised workflows, documented processes and established systems support efficient operations and a smooth ownership transition, while the subcontractor-based delivery model provides flexibility and scalability. Clear growth opportunities exist through additional plant sales, international expansion, a stronger after-sales offering and the commercialisation of new modification technologies, potentially supported by partnerships and licensing.

For an industrial buyer, the acquisition can broaden the product offering, add specialist engineering capabilities and create cross-selling opportunities. For a financial investor, it represents a structured business with an experienced Managing Director in place and exposure to sustainability-driven demand through the development of biocide-free and chemical-free technologies. Additional capital and commercial resources could further accelerate growth.

KEY FIGURES *(Consolidated figures)*



REVENUE COMPOSITION – PRODUCTS & SERVICES



Disclaimer

The present teaser has been prepared by Virksomhedsbørsen A/S following discussions with the company's owner, information from the company's accounts, and publicly available information.

Further information or sharing of the complete prospectus requires the signing of a non-disclosure agreement (NDA).

For interest in receiving the complete prospectus or for further inquiries regarding the matter, please contact

Frank Jensen at frank.jensen@m-plus-a.com or +45 24 42 79 16.

Virksomhedsbørsen as
Part of M+A Group