ANBUDSUNDERLAG

bARK Production AB i konkurs

Möjlighet till förvärv av en rörelse från ett svenskt bolag med fasadsproduktion som tillverkar fasadsystem i limträ från en fabrik på 21 000 kvm i Hultsfred. Varumärket bARK och bolagets produktionslösningar är patentskyddade.

Unikt tillfälle att förvärva rörelse och tillgångar från bARK Production AB

1. Bakgrund och verksamhet

bARK Production AB, 556572-4043, (”**Bolaget**”) försattes i konkurs den 5 november 2026 vid Attunda tingsrätt varvid advokat Ulf Andersen vid Lindskog Malmström Advokatbyrå har förordnats som konkursförvaltare.

Konkursboet erbjuder nu ett unikt tillfälle att förvärva hela eller delar av Bolagets verksamhet.

Bolaget är ett svenskt bolag som tillverkar fasadssystem och erbjuder en helhetslösning med system, tillverkning, dimensionering och leverans. Bolagets produkter är CE-märkta, och möjlighet finns till att få dem även brandklassade. Allt dokumenteras med EPD för en fullt spårbar och hållbar byggprocess. Materialet limträ och avsaknad av aluminiumprofiler ger produkterna ett enastående U-värde. Bolagets varumärke bARK produktionslösning är patentskyddat. Produktionen bedrivs från en fabrik i Hultsfred med en hyrd lokal på 21 000 kvm. Läs mer om Bolaget på Bolagets hemsida, https://barkproduktion.se/index.html#start och i bilagd presentation, se bilaga 1.

Bolagets omsättning under räkenskapsåret 2025 uppgick till ca 124,8 mkr. Bolagets inventarier och omsättningstillgångar är senast upptagna till ett bokfört värde om ca 5 mkr respektive 9,5 mkr.

Konkursbolaget hade vid konkursutbrottet ca 35 anställda, jämte ca 9 personer under uppsägningstid. De anställda har sagts upp av konkursboet. Förvärvare av rörelsen kan ha möjlighet att erbjuda personalen anställning.

2. Rörelsen och dess tillgångar som bjuds ut till försäljning

Konkursboet bjuder nu ut Bolagets rörelse, som den är vid tillträdesdagen för förvärvet, till försäljning. Bolagets verksamhet och de tillgångar som bjuds ut till försäljning utgörs huvudsakligen av följande.

- Tillgångarna i fabriken i Hultsfred inklusive varulager och inventarier.
- Patent för varumärket bARK samt produktionslösningarna.
- Övriga immateriella tillgångar såsom bolagets domän och Bolagets samlade utvecklingsmaterial samt affärsverksamhet.
- Möjlighet att överta Bolagets rättigheter enligt Bolagets olika avtal, såsom hyresavtal avseende Bolagets fabrik i Hultsfred, leasingavtal och leverantörs- samt kundavtal. Observera att övertagande av avtal i samtliga fall förutsätter motpartens samtycke.

3. Förbehåll och försäljningsvillkor

Säljare är ett konkursbo. Konkursboet lämnar inte några garantier gällande Bolagets verksamhet och de tillgångar och rättigheter som nu bjuds ut till försäljning. Konkursboet garanterar inte heller riktigheten eller fullständigheten av uppgifterna i anbudsunderlaget. Bolagets verksamhet och tillgångar överlåts i befintligt skick och utan några som helst garantier från konkursboets sida. Det åligger köparen att genomföra erforderlig besiktning av egendomen i syfte att klarlägga egendomens omfattning och att upptäcka eventuella fel och brister.

En överlåtelse av Bolagets avtal förutsätter att Bolagets avtalsparter samtycker till överlåtelsen. Konkursboet lämnar inte heller några garantier i det avseendet.

Överlåtelsen innefattar inte några andra tillgångar eller rättigheter utöver de som framgår av detta anbudsunderlag. Likvida medel, kundfordringar och andra fordringar m.m. ingår inte i överlåtelsen.

Konkursförvaltningens uppfattning är att objektet för försäljningen inte omfattas av tillämpningsområdet för lagen (2023:560) om granskning av utländska direktinvesteringar. Det åligger emellertid köparen att självständigt bedöma huruvida förvärvet omfattas av nämnda lag eller annan tillämplig lagstiftning samt att, i förekommande fall, vidta erforderliga anmälningar eller inhämta nödvändiga godkännanden. Konkursboet lämnar inga garantier eller utfästelser i denna del och ansvarar inte för eventuella felaktiga bedömningar avseende lagens tillämplighet.

För överlåtelsen kommer att upprättas ett särskilt överlåtelseavtal. Köpare ska vara beredd att erlägga köpeskillingen inom en kortare period.

4. Anbudsförfarande

Den som önskar att erhålla mer information om Bolaget och försäljningen ska inkomma med skriftlig intresseanmälan så snart som möjligt men senast **den 16 november 2026 kl. 14.00**. Intresseanmälan skickas via e-post till konkurshandläggarna Teodor Vikars Hall på teodor.vikars.hall@lmlaw.se eller Aleksandra Weglerska på aleksandra.weglerska@lmlaw.se.

Intresseanmälan ska innehålla fullständiga kontaktuppgifter till intressenten inklusive organisationsnummer, kontaktperson, e-postadress och mobilnummer.

Konkursboet avser, utöver information om anbudsförfarandet, löpande lämna mer information om bolagets verksamhet och rörelse till de som anmält intresse för förvärv samt vara behjälpligt att besvara frågor om bolaget och möjliggöra eventuella platsbesök.

Konkursboet är vidare löpande öppet för skriftliga anbud på rörelsen i dess helhet eller delar av rörelsen. Mer information om anbudsförfarandet och dess former kommer att lämnas till dem som anmält intresse. Anbud skickas skriftligen till konkurshandläggarna på samma sätt som intresseanmälan. Anbud ska innehålla fullständiga kontaktuppgifter till anbudsgivaren inklusive organisationsnummer, kontaktperson, e-postadress och mobilnummer. Anbudet ska även innehålla uppgift om den köpeskilling anbudsgivaren är villig att betala, företrädesvis angivet i SEK.

Konkursboet förbehåller sig fri prövningsrätt av mottagna anbud. Det högsta budet vid anbudstidens utgång kan komma att kommuniceras med övriga budgivare som i så fall kommer att beredas möjlighet att höja sitt bud inom en kortare tidsrymd som bestäms av konkursboet. Konkursboet förbehåller sig även rätten att, när som helst och utan föregående kommunikation, sälja Bolagets verksamhet och tillgångar före anbudstidens utgång. Konkursboet förbehåller sig även rätten att avbryta anbudsförfarandet, att förlänga anbudstiden samt att löpande uppdatera och justera anbudsunderlaget, samt att i övrigt fritt bestämma formerna för anbudsförfarandet.

5. Övrigt

För anbudsunderlag och övriga frågor, vänligen kontakta konkursförvaltningen på teodor.vikars.hall@lmlaw.se eller aleksandra.weglerska@lmlaw.se.

6. Bilagor

Bilaga 1 – Presentation om bolaget

Lindskog Malmström Advokatbyrå, den 9 november 2026

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bARK

bARK :
acquire a certified timber façade business

Asset sale from the bankruptcy estate of bARK Production AB

Patented glulam façade system, 80,000 m² installed, sold in Europe through Reynaers

Liquidator
Ulf Andersen
LM Law

Strictly confidential – November 2026

Why bARK is worth acquiring now

1 A proven, certified product

Patented glulam façade system, tested to EN 13830 standard (the European curtain-wall standard), fire class EI60, third-party EPDs. More than 80,000 m² installed.

2 Real demand

Net sales of 111.7 MSEK in January–September 2026, up 47 % on 2025. References include Kaj 16, Göteborgs Central and Infinity.

3 Sound product economics

40 % contribution before labour on nine months of actuals.
The losses came from hired labour and group overhead, not from the product.

4 A European channel in place

Distribution agreement with Reynaers, a leading European façade system house active in 70+ countries.

5 A climate tailwind

About 46 % lower CO_2 than a conventional prefabricated façade. Climate declaration rules tighten from 2028; CBAM puts a carbon price on imported aluminium.

6 A clean start below replacement cost

Factory set-up, know-how and IP without the historical debt. The Hultsfred plant can run three times today's volume.

The product works and the market wants it. The bankruptcy removes the cost structure and debt that made the old company unprofitable.

bARK

bARK in one page: what a façade system is

What bARK makes

- The outer wall of offices and public buildings is often a glazed "curtain wall" hung on the building frame.
- The market is dominated by aluminium systems.
- bARK makes the same thing in glulam (laminated structural timber) The structural glulam is not exposed to weather.

Two ways to build

- **Stick:** profiles delivered and assembled on site, piece by piece.
- **Module:** complete façade elements (about 9–11 m² with frame, insulation and glass) built in the factory and lifted into place. Faster on site, less weather risk.
- bARK does both; modules have historically been two thirds of sales. Stick has the possibility to scale through “flat package” concept.
- Great opportunity in Stick through Reynaers.

Who decides and who buys

- **Property owner** sets climate and design goals
- **Architect / consultant** writes the system into tender documents 18–24 months ahead
- **Contractor** wins the job and buys the façade
- **bARK** supplies the system from its factory in Hultsfred

Glossary Glulam: limträ · EN 13830: EU product standard for curtain walls · EPD: verified climate data per product · CBAM: EU carbon border charge, incl. aluminium · Reynaers: Belgian façade system house, bARK's distributor · Lindner: German façade contractor, contract-manufacturing partner · Contribution before labour: sales minus materials, transport and site costs

The opportunity in one page

111.7 MSEK
net sales Jan–Sep 2026, up 47 % on 2025

+80,000 m²
Installed façade projects

46% lower CO_2
monthly restart cost base, down from 7.8 today

70+ countries
Access through distribution with contracted partner

1

A product that sells

Modules, stick and partitions with a contribution margin that holds. Patented system, EPDs, a European channel through Reynaers.

2

Bankruptcy removes cot problem

debt, group overhead and loss-making contracts stay in the estate

3

A restart that stands on productivity

25 people, no group overhead. The case works when hours per module fall from 13.9 towards 7.

Figures from bARK Production AB's preliminary accounts, January–September 2026 (Monitor ERP).

Why buying out of bankruptcy is attractive

What the buyer takes

- Product, IP and certifications (scope on the next page)
- The Hultsfred production set-up, stock and know-how
- A trained workforce to rehire from, selectively
- Customers, references and partner relationships
- Only the ongoing projects the buyer chooses

What stays in the estate

- About 42 MSEK of short-term liabilities at 30 Sep 2026, incl. 18.7 MSEK owed to group companies and 9.1 MSEK to suppliers
- Negative equity and the losses: −27 MSEK in nine months
- Loss-making contracts and old estimate errors
- Group overhead and a 7.8 MSEK monthly cost base

Why now

- An estate needs a quick sale: price is set well below what it cost to build
- Rent, leases and supplier terms are renegotiated from scratch
- Employment contracts do not transfer automatically from an estate: start with the 25 people the plan needs
- Value falls every week: staff, customers and Reynaers need a new owner soon

What the new owners take over



The Hultsfred site

Product

Stick, Module, Partition and Grand Windows. Tested to EN 13830, about 45–46 % lower CO_2.

Factory

21,000 m² in Hultsfred, with capacity for three times today's volume.

IP and channels

Patented profile and drainage. Reynaers in Europe and North America; Lindner contract manufacturing.

Digital base

3D factory model, calculation tool per station, and a 3D façade model down to production drawings.

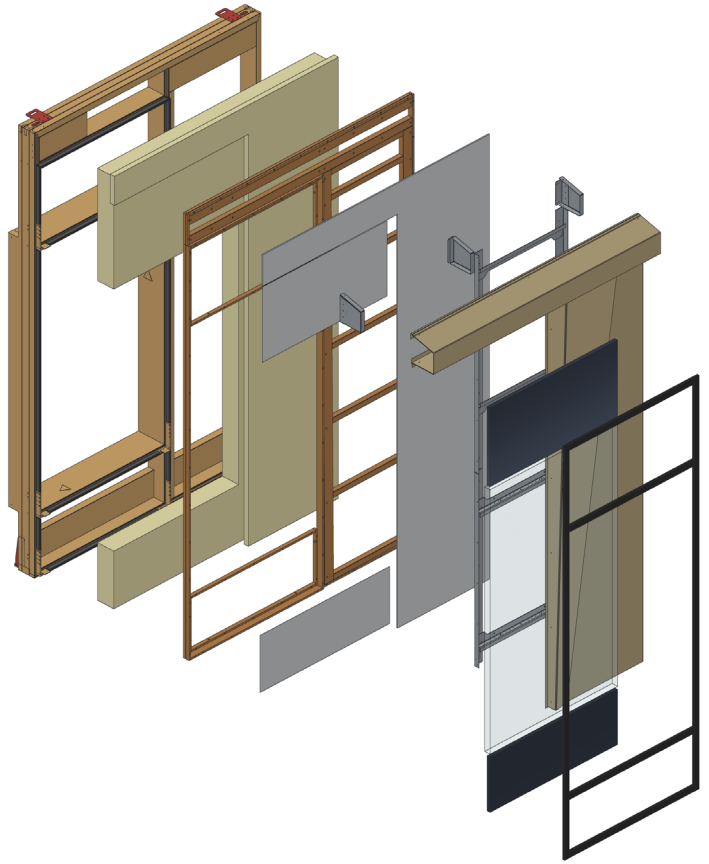
Lock the coupling, free everything else

The coupling: locked

- How the profile carries load
- How water drains away
- How the glass is fixed
- How the façade is anchored
- How two modules meet
- Which tolerances apply

Everything else: free

- Width and height
- Which glass
- Depth
- Colour
- Opening or fixed
- The whole façade's expression



Module MT007, exploded into eight layers

The building is unique. The nodes are not.

Three words, three jobs:
a **node** is where two elements meet (module to module, façade to frame, façade to roof);
the **coupling** is the locked, certified mechanism at each node;
the **interface** is the published specification others build against. Like the container corner fitting or LEGO stud and tube. This is the LEGO principle behind bARK Open Standard.
The locked part carries the certification: change anything there and everything must be retested. The free part costs nothing extra to manufacture.

Green, yellow, red: how the catalogue grows

Green: within the standard
Price, climate calculation and lead time in seconds.

Yellow: known parts, new combination
A named person answers the same day, priced with a surcharge.

Red: something new
Product development, never solved inside a project. Decision within a week.

	Today	With the standard (target values)
Answer to the architect	Three weeks	In the meeting
Module types per project	25–40	4–8
Pricing	A guess that proves wrong	Calculated before we promise
Factory set-up	New every project	The same every time
Knowledge after the project	Lost	Kept in the standard

Product engineering, not sales, decides what enters the standard.

Built with bARK

A commercial and institutional reference base
80.000+ m² in projects since 2022

- Kaj 16
- Infinity
- Wennergren Center
- Söderhallarna
- Göteborgs Central
- Solna Link








A market moving towards timber and climate data

188.5

premises construction index, against 89.7 for housing (Jan 2015 = 100)

2028 / 2030

climate declaration rules phased in for larger projects (Boverket proposal)

70+

countries in the Reynaers network, with bARK in ReynaersPro

≈ 46 %

lower CO_2 than a conventional prefabricated façade (EPD)

Competitive position

- SCA Curtain Wall launched in May 2026 with a higher climate claim (about 60 %); SCA's launch validates the category
- bARK's edge: Nordic production, patents on profile and drainage, Reynaers reach and an open standard
- Against aluminium, glulam is domestic and has no CBAM exposure
- Demand from commercial property owners is expected to lead in 2027
- bARK's reference base is commercial and institutional.
- The climate declaration date has a firm date from the regulative recommendations.

Sources: Prognoscentret (April 2026), Boverket (May 2026), company strategy material.

The factory runs as one product line



1 **Manufacturing**

Glulam intake, machining, patching and surface treatment

2 **Pre-assembly**

Sorting glulam; fitting gaskets, isolators and fittings for stick projects

3 **Assembly**

Frames in glue tables; insulation, barriers, cladding and glass; packing on racks

4 **Finished-goods storage**

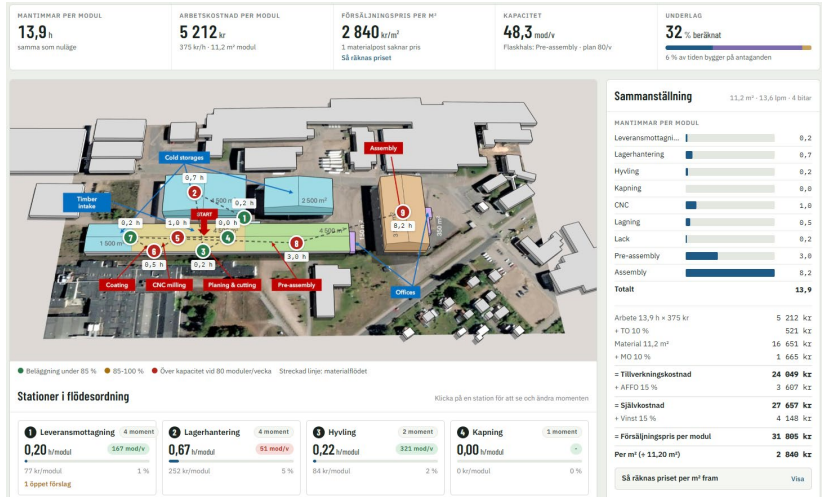
Packed modules on racks before delivery

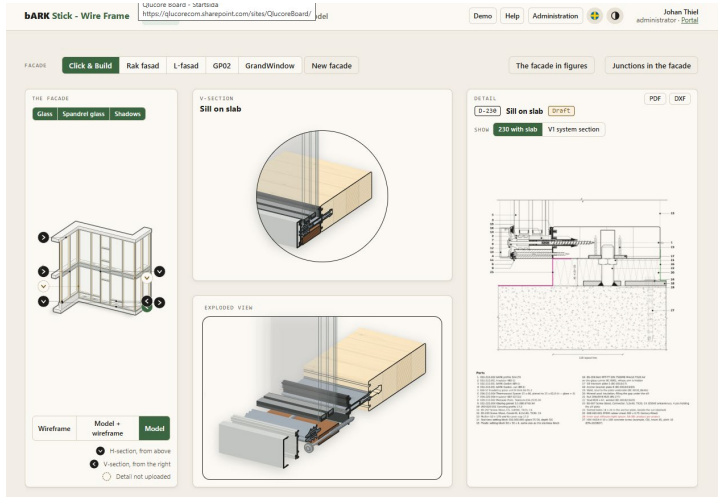
5 **Transport**

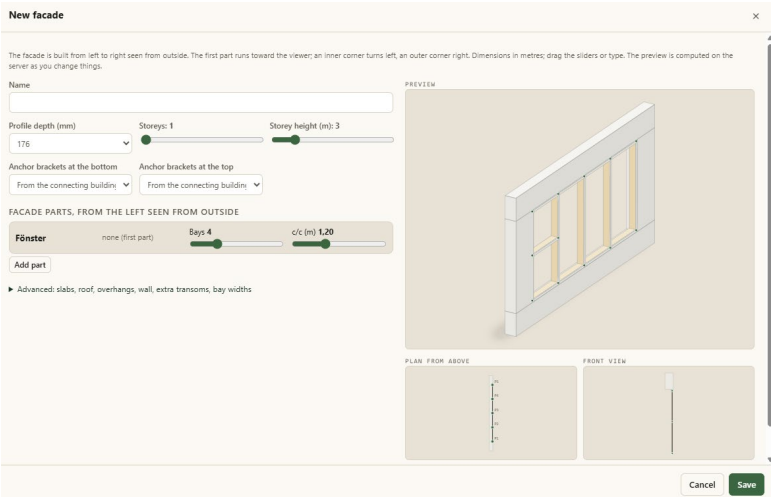
Racks loaded on trucks, driven to site by external haulers

Lean production, not project logic:
one planning point, pace, standard work per catalogue item, stop on error and adjust, implement fix.

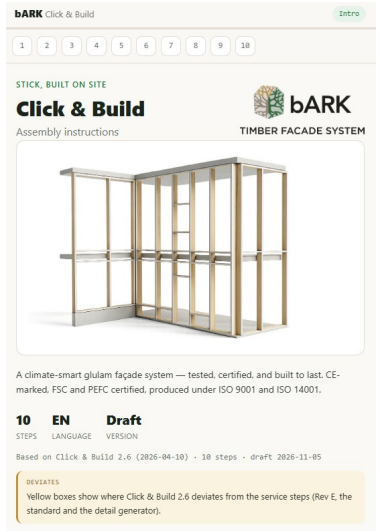
One digital model of the whole factory and digital tools

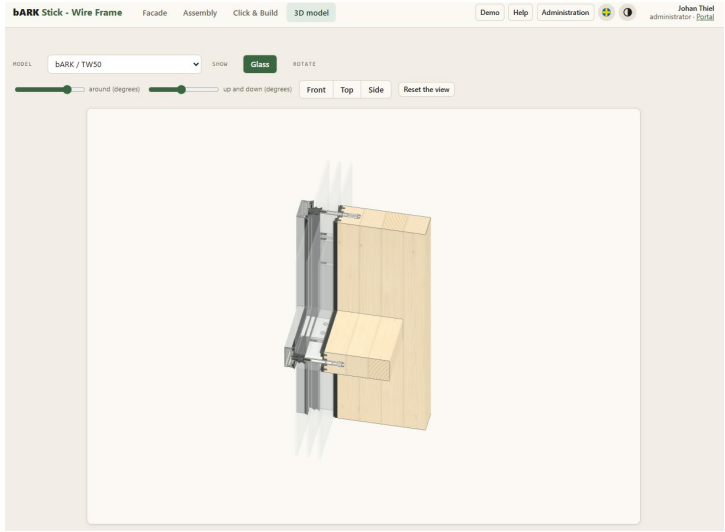






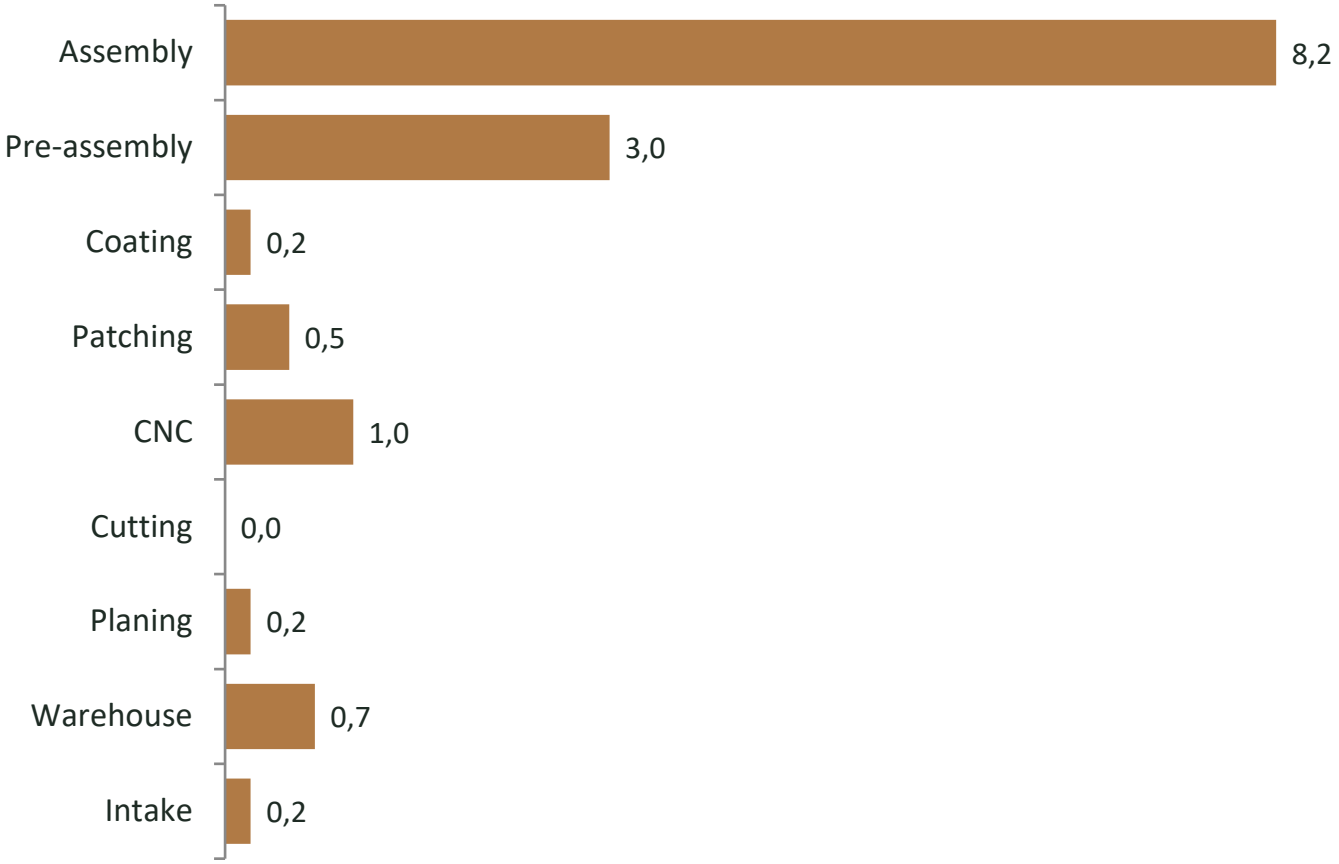






The productivity upside: 80 % of hours sit in two stations

Labour hours per module
(unitize façade element ca 11 m² , by station (current state, 13.9 h total)



2,840 SEK/m²

sales price per m² in the current-state configuration based on the standard catalogue and excluding cladding

Labour, 13.9 h × 375 SEK	5,212
Material, 11.2 m²	16,651
Overheads	2,186
Manufacturing cost	**24,049**
Business overhead 15 %	3,607
Profit 15 %	4,148
Price per module	**31,805**

Value-creation plan for a new owner

P Product

- Design every project for how the factory builds it
- Standard reinforcement frame
- Negotiated standard fasteners (M-thread, DIN/ISO)
- Early project prices
- Robust tool to support quote and offering price

F Production

- Purpose-built milling machine; own cross-cut station
- Automated coating line with a return line
- Click & Build: a linear pre-assembly line
- Lifting aids, jigs and assembly capability

L People

- Training in drawing reading and work orders
- One owner of production engineering on site
- A shared ambition, management included
- Skilled R&D with expertise

Car-industry thinking: maximum prefab, minimum manual handling. Small means, step by step.

What is protected, and what to verify

Asset	Status	Holder	Verify before day one
Trademark BARK, class 19	US reg. 7147397, registered 29 Aug 2023 via the Madrid system	bARK Production AB (owner change recorded July 2025)	Underlying Swedish/EU mark; dependency period to about Dec 2026
Tree logo	No registration found	Copyright with its creator unless assigned	Designer agreement and assignment
Patents, profile and drainage	Described as patented; not verified	bARK Production AB	Espacenet and PRV search; owner
EPDs	Module EPDs valid to Dec 2029; Stick EPD to Jan 2031	bARK Production AB	Transfer to new owner
Tests	EN 13830; fire rating EI60	bARK Production AB	Test reports and validity
Capitalised development	6.5 MSEK net at 30 Sep 2026	bARK Production AB	What it covers; value in the deal

Desk check from public registers, not a legal clearance.

Historical P&L: why the old structure lost money

MSEK	Jan–Sep 2026	% of sales	Per month	Annualised	Jan–Sep 2025
Net sales	**111.7**	**100 %**	**12.4**	**149.0**	**75.8**
Materials, transport, site, stock	−63.6	−57 %	−7.1	−84.7	
Contribution before labour sales minus materials, transport and site costs	**48.1**	**40 %**	**5.0**	**59.7**	
Hired production workers	−23.0	−21 %	−2.6	−30.6	−8.1
Gross profit, as reported	**25.1**	**20 %**	**2.4**	**29.1**	**26.8**
Personnel	−30.4	−27 %	−3.4	−40.6	−29.2
Overhead	−17.0	−15 %	−1.9	−22.7	−14.7
EBITDA	**−22.3**	**−23 %**	**−2.8**	**−34.1**	**−17.0**
Result after financial items	**−27.4**	**−25 %**	**−3.0**	**−36.6**	**−18.3**

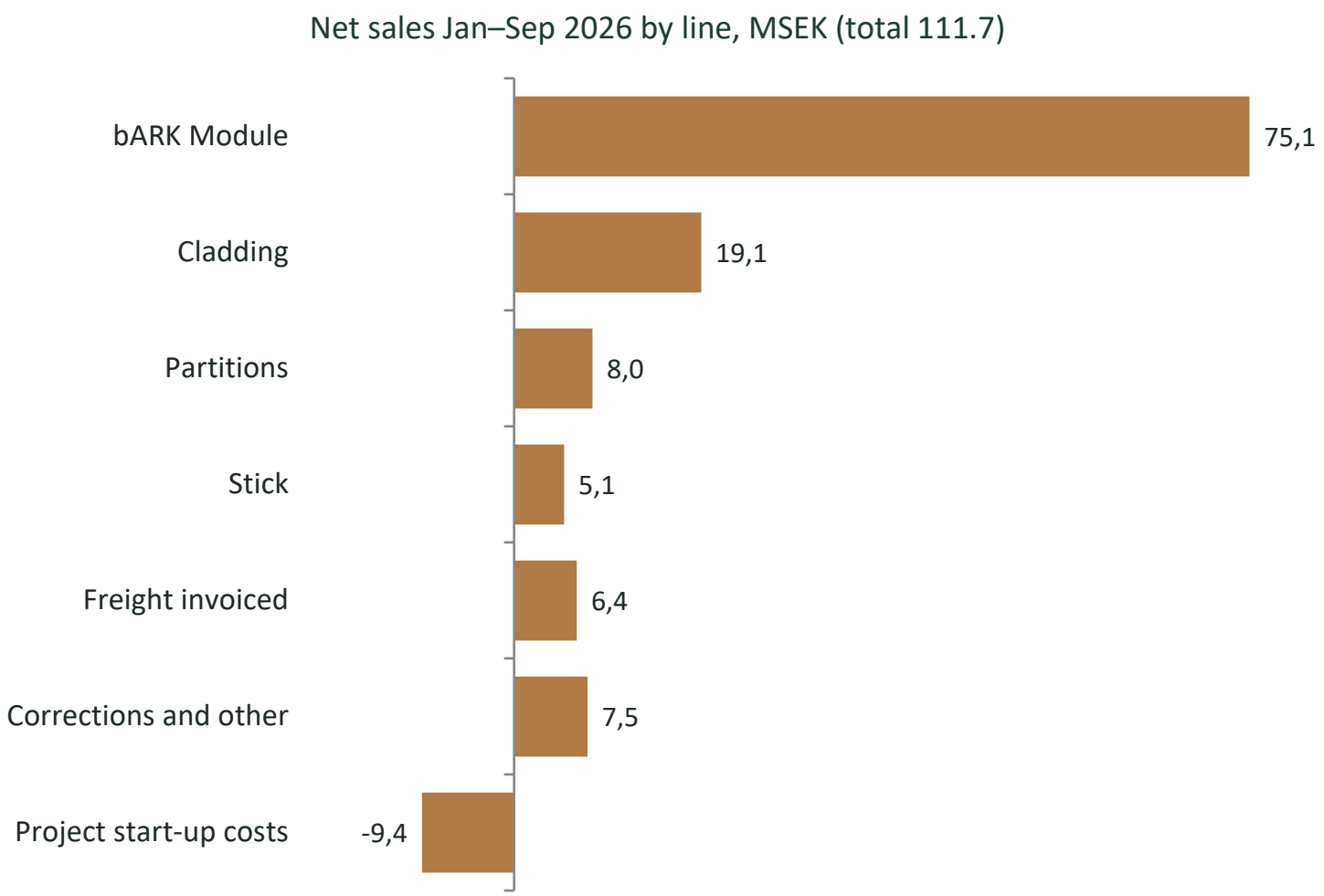
What it shows

- Sales up 47 %, gross profit down 19 %
- Contribution before labour is a healthy 40 % of total income
- Labour incl. hired workers is 48 % of sales
- September alone: −4.4 MSEK EBITDA

Preliminary accounts, bARK Production AB. Contribution line is a regrouping: materials, transport, site costs and stock changes before any labour.

In the bankruptcy it will become clean from old debt's, employee agreements, and other contracts. A clean start utilizing all earlier investments (ca 100 MSEK)

Modules carry two thirds of revenue



Modules: 75.1 MSEK, 67 %

The core product, including change orders

Cladding: thin margin

19.1 MSEK of sales against about 14 MSEK of sheet and Alucobond, about 29 % before labour

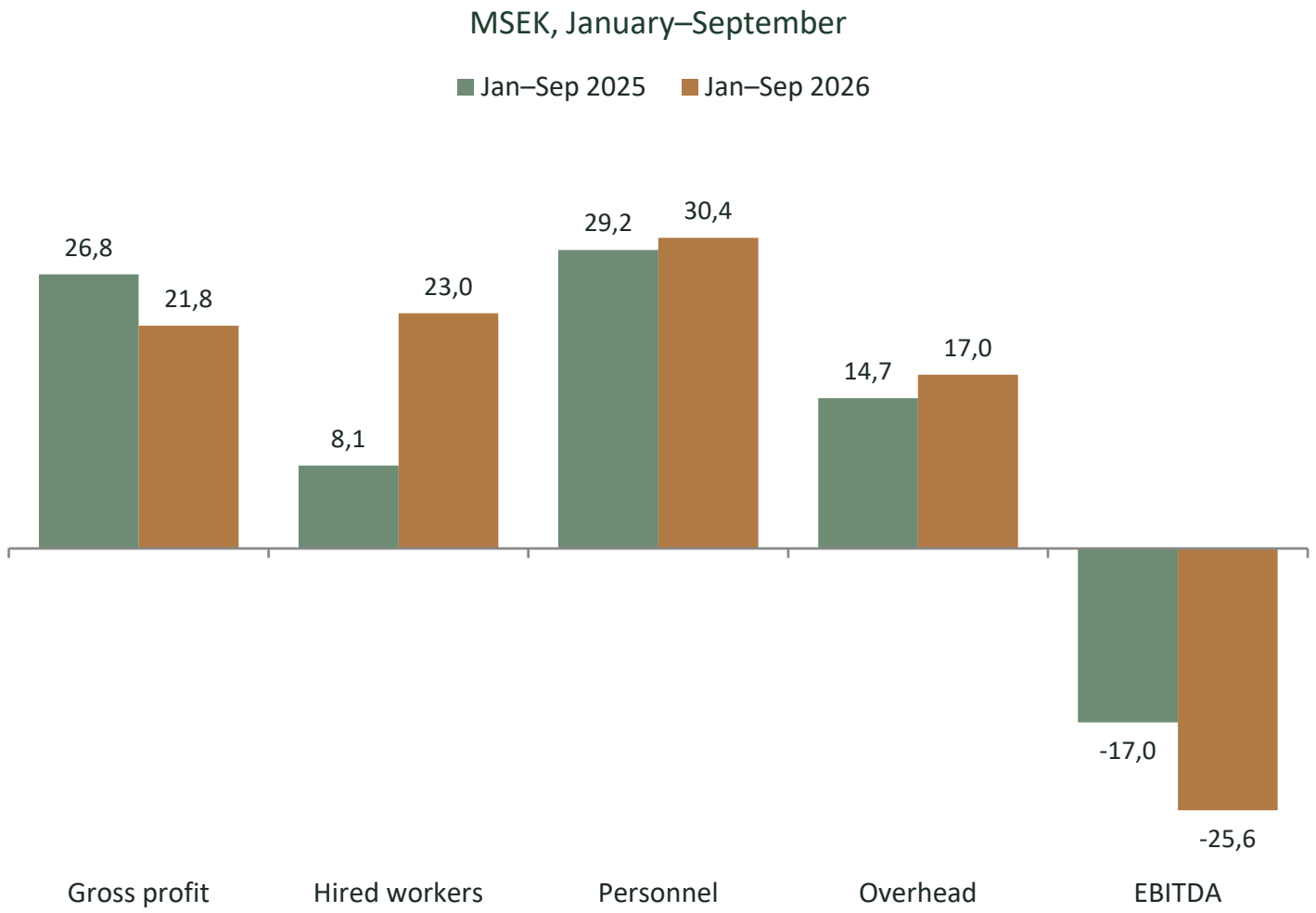
Freight loses money

6.4 MSEK invoiced, 8.0 MSEK in transport costs

Start-up costs hit revenue

9.4 MSEK booked against sales; belongs in the price

Growth was bought with hired labour



+14.9 MSEK

more hired production workers

–5.0 MSEK

less gross profit on 47 % more sales

0.84 SEK

contribution per krona of labour

Assets you buy vs liabilities left behind

MSEK	1 Jan 2026	30 Sep 2026
Capitalised development	0.4	6.5
Machines and equipment, incl. leased	17.5	16.8
Inventory	29.9	9.6
Receivables and prepayments	13.5	11.5
Cash	0.0	0.0
Equity, incl. period result	**–7.6**	**–5.9**
Lease debt, long-term	9.2	8.7
Supplier debt	25.6	9.1
Customer advances	24.2	0.1
Debt to group companies	0.0	18.7
Overdraft	1.2	4.4

For a buyer

- Assets worth valuing: 9.2 MSEK raw material, 6.5 MSEK development, leased CNC and coating line
- went to paying suppliers and replacing customer advances
- 29.2 MSEK of shareholder contributions and Group debt of 18.7 MSEK will be left behind

Four channels, one catalogue, one price

1

Façade contractors

Buy at catalogue price: Nordics and Northern Europe

Fasadglas is today's largest buyer

2

Reynaers

Europe and North America via ReynaersPro; Scandinavia sold direct

Management plan → 150 MSEK 2026–28

3

Contract manufacturing

3 parties interested to buy annual production capacity in Hultsfred
From catalogue and assembly case

Representing about 100 MSEK annual production

4

Licensees

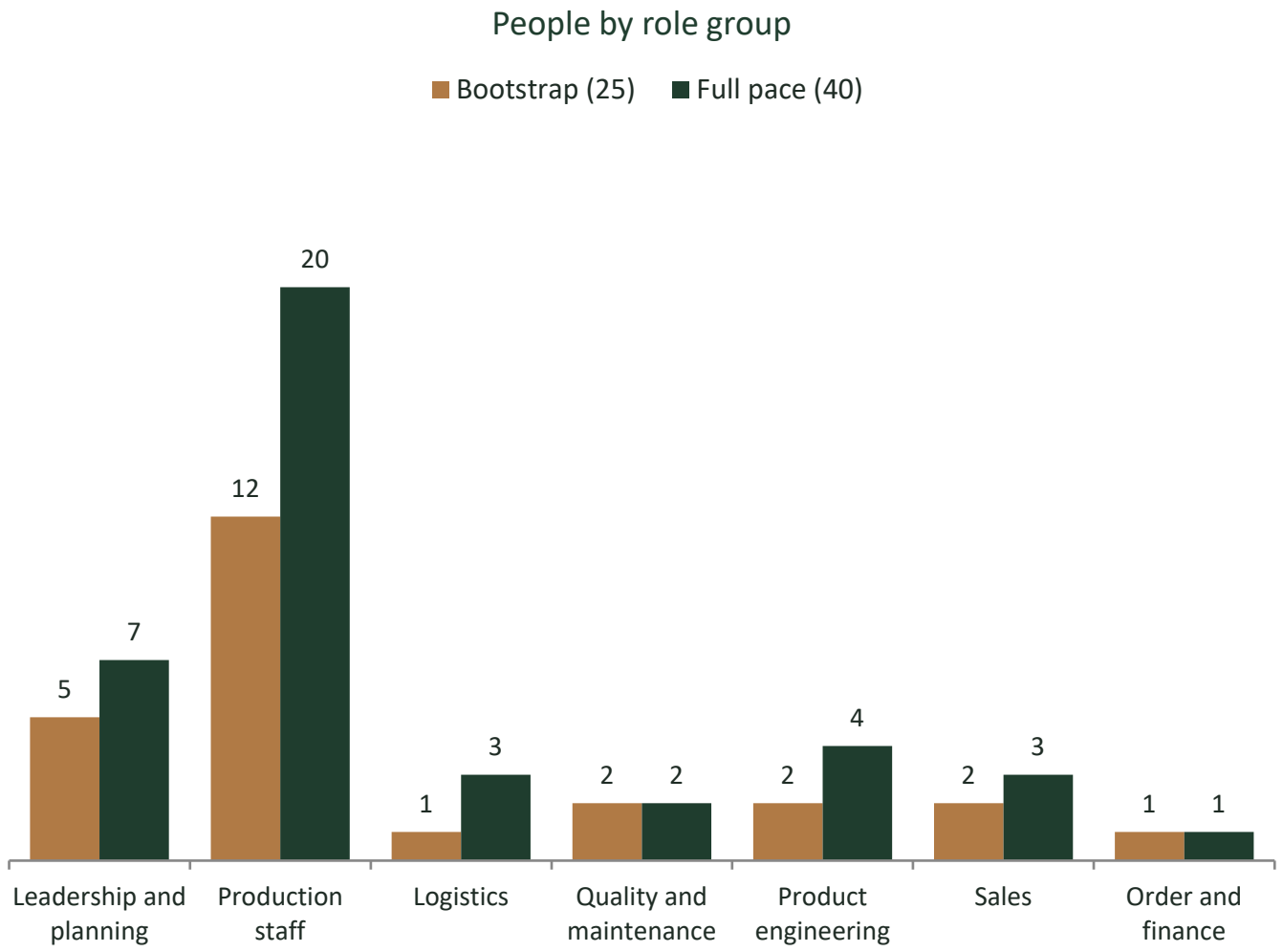
Certified manufacturers build to the standard

After Open Standard 1.0

bARK owns the specifiers. Architects and consultants write bARK into tender documents 18–24 months before procurement. Whoever wins the build buys bARK at catalogue price.

A crew of 25 that scales on triggers

Key staff identified and available; a new owner rehires selectively

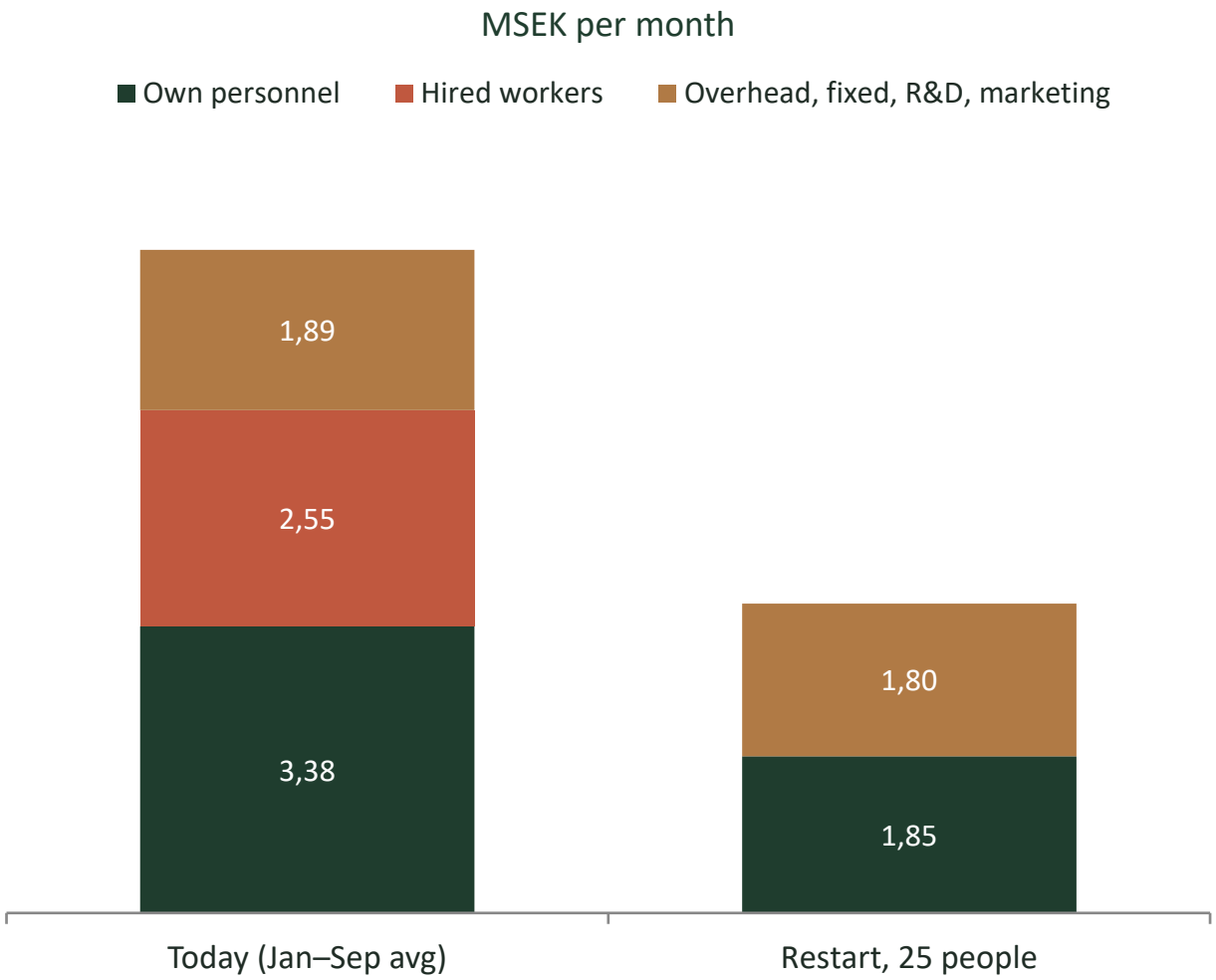


Scaling triggers

1. **Utilization above 85 % for four weeks**
   Agency staff on the bottleneck station
2. **Agency above 20 % of line hours for a quarter**
   Convert to permanent hires
3. **Next quarter's orders secured at target margin**
   Next hiring step in sales and engineering
4. **A second shift or line**
   Add a team leader and a planner
5. **40% contribution before labour, 106 MSEK breakeven**

Triggers are a proposal for the board to set.

Monthly cost falls from 7.8 to 3.65 MSEK



Restart cost base	Per month	Per year
Personnel, 25 people	1.85	22.2
Fixed costs	1.60	19.2
R&D	0.10	1.2
Marketing	0.10	1.2
Total	**3.65**	**43.8**

- Personnel scaled from 1.7 MSEK for 23 people (about 74 kSEK per person)
- Fixed costs need a cut of about 0.3 MSEK a month from today: consultants, smaller items, rent
- R&D at 0.1 a month is far below today's 0.7 MSEK of capitalised development

Break-even needs 106 MSEK and half the hours

The arithmetic

43.8 MSEK
fixed cost a year

÷ 41 %
contribution before labour

= 106 MSEK
break-even revenue

22,400 h
a year from about 14 producing people

Initial restart

1,612 modules

51 MSEK
revenue a year

Break-even

3,330 modules

106 MSEK
revenue a year

Target, year 2

3,773 modules

120 MSEK
revenue a year

With today's hours a crew of 25 produces only half the volume it needs.

Annual estimate with a crew of 25

MSEK per year	Today's productivity	Base: year 1	Target: year 2
Hours per module	13.9	10	7
Revenue	**51**	**100**	**120**
Materials, transport, site (59 %)	−30	−59	−71
Agency staff for peaks	0	−4.5	−2.0
Gross margin	**21 (41 %)**	**37 (37 %)**	**47 (40 %)**
Personnel, 25 people	−22.2	−22.2 (22 %)	−22.2 (19 %)
Fixed costs	−19.2	−19.2 (19 %)	−19.2 (16 %)
R&D and marketing	−2.4	−2.4 (2 %)	−2.4 (2 %)
EBITDA	**−23 (−44 %)**	**−7 (−7 %)**	**+3,4 (+3 %)**

Reading it

- Plan for a loss in year 1: about −7 MSEK, 0.6 MSEK a month
- Break-even in year 2 as hours fall towards 7
- Upside: cladding and freight priced properly, start-up costs in the price, lower rent

Today’s productivity is an example
Assumptions: 40 % contribution before labour (Jan–Sep actuals), 31,805 SEK per module, 22,400 own hours, agency staff at 500 SEK per hour.

From restart to full pace

Stage	Crew	Revenue (MSEK)	EBITDA	What drives it
Year 1	25	about 100	about −7 %	Lean crew, hours per module from 13.9 to 10, agency for peaks
Year 2	25 + agency	about 120	about +3 %	Hours per module towards 7, Reynaers volumes
Full pace	39+	255–285	6–8 %	Reynaers and specifier-led sales, second shift, prefab, CNC
2030 ambition	More in the line	505	17 %	Certification and licence revenue on top of volume

1 Volume and discipline

bARKal, factory sign-off, takt, prefab and 10–15 MSEK of CNC

2 Cycle-proof base load

Contract manufacturing, about 100 MSEK a year

3 Revenue beyond capacity

Certification through bARK Academy, licensing under Open Standard

Roadmap from the restart



Day 0

Access to the Restarted company,
IP, brand, factory and agreements transferred;
crew of 25 starts
Start recruiting key people

First 100 days

Secure management team and crew
Supply agreement, quick wins, system architect hired
Contract manufacturing partners resign operation agreement

Year 1

Catalogue 0.9, pilot project, Generation 3, Reynaers ramps up

Year 2

Open Standard 1.0, Configurator beta, crew scales towards 40

Years 3–4

First licence partner; licence and certification carry the margin

Proven: Runs on its own

Proven: Estimates hold

Proven: Works on a real project

Proven: The market uses the standard

Proven: Others earn money on our system

ÄNDRA → "What a buyer needs to invest"

What the start capital must cover

Use	Amount	Basis
Buy the company	to be negotiated	
Working capital	≈ 35 MSEK	No customer advances today; raw-material stock 9.2 MSEK at 30 Sep
CNC automation	≈ 10 MSEK	Strategy plan; the main productivity lever with prefab
Assembly aids: Click & Build line, jigs, lifting	≈ 1 MSEK	Development-potential review of Hultsfred
Catalogue and Generation 3	≈ 2 MSEK	Today about 0.7 MSEK a month is capitalised as development
Takeover of assets and leases	to be negotiated	Lease debt 8.7 MSEK long-term; leased CNCs and coating line

Risks and due diligence

Top risks

- Hours per production unit do not fall:
  each year at 13.9 h costs about 20 MSEK
- Customers, Reynaers or Contract partners hesitate at the change of owner
- Dependence on Fasadglas Bäcklin as the largest buyer if they still stay as client
- Key people do not join the new company
- Material prices rise against published catalogue prices

Due diligence before signing

- Order book and revenue by project at day one
- Trademark chain, patents and logo rights
- Lease agreements for CNC, coating line and premises
- Group debt of 18.7 MSEK and the control balance sheet
- Stock count and value of 9.2 MSEK raw material
- Validity of EPDs, test reports and certificates under a new owner