

## Investment Opportunity in an Industrial Supply Trading business

### Business Summary

**IndustryServe** is an established importer and distributor of industrial goods with some supplies under their own brand, serving factories across automotive, chemical, and food processing sectors. The company focuses on packaging products, nylon filter related products, and cleanroom equipment including industrial gloves, sticky mats, masks, and tapes, with over 100 SKUs in total. IndustryServe sources products from trusted manufacturers in Thailand and China, balancing cost efficiency with quality assurance. The company operates both online through Shopee and Line@ and offline channels, expanding customer access and supporting diversified revenue streams.

Founded in 2007 and incorporated in 2012, the company has over 15 years of operating history and has built long-standing relationships with a stable base of industrial customers. IndustryServe has an exceptionally healthy annual EBITDA margins of around 40%, reflecting a consistently profitable and capital-light operating model.

The owner wishes to relocate to his family estate in Southern Thailand and is now seeking transition out of operations after more than two-decades of day-to-day management. The business currently operates with an owner-managed structure along with a lean structure by outsourcing functions. The company is now looking for a strategic fit that can continue its operation and leverage the efficient operating model to expand customer reach under new ownership.

## Transaction Overview

- **Asking Price:** THB 22 Million (Enterprise Value)
- **Including:**
  - **Brand Assets**
    - Company name and established brand reputation in industrial supply distribution
    - Customer and supplier databases with long-term recurring clients
    - Online sales channels and established relationships through Shopee and direct B2B networks
    - All existing goodwill, trade relationships, and certifications tied to the company's operations
  - **Physical Assets (~THB 9 Million)**
    - **Land and factory building:** 1 Rai with legally permitted construction (yellow-zone area) under the company's name (with the land fair market value at THB 5 Million, and the building fair market value at THB 4 Million)
    - **Vehicles:** Isuzu D-Max (2020) and Suzuki Carry (2013), both trucks come with cargo box installed
    - **Inventory:** approximately **THB 2 million** in stock ready for distribution
    - **Office and warehouse equipment**
- **Period to Take Over:** The transition period includes 3 months on-site support (minimum of 3 days per week), a 3-month remote phase with site visits only when strictly essential, and a 6-month phone advisory period with per-diem fees for emergency attendance. The owner remains available for occasional consultations on an as-needed basis after the first year.

## Key Highlights

### **Diversified Product Mix Supported by Flexible and Established Supplier Network**

Broad SKU portfolio (>100 items) anchored in factory consumables that are regularly replenished in daily operations, supporting repeat purchasing behavior and reducing reliance on one-off sales. The company leverages long-standing supplier relationships in Thailand for specification-critical, higher-quality products and China for cost-competitive alternatives, enabling flexible quality-cost positioning, regulatory compliance, and sustained customer retention across multiple price segments.

### **Sticky Customer Base with Long Tenure**

The company's customer base consists of long-standing repeat clients, including industrial factories in Chonburi, Rayong, and Prachinburi, with 13 customer relationships extending beyond 10 years. Customer loyalty is driven by reliable delivery, certification-backed products, and responsive after-sales support, with an additional customer base in the hotel and agricultural sectors.

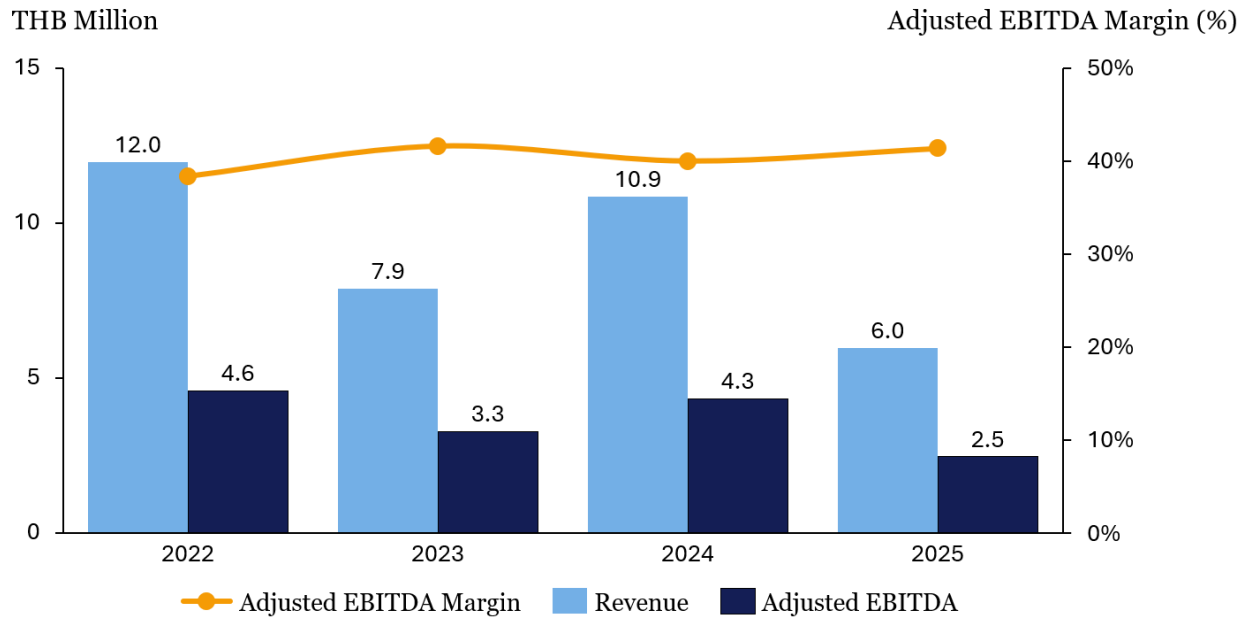
### **Lean Operating Model with Outsourced Functions**

Operates without permanent staff, relying on outsourced logistics, warehousing, and accounting functions. Following structural re-engineering, total SG&A expenses were reduced by approximately 57% versus the pre-reengineering cost base, while revenues remained broadly stable. This lean structure enhances cost flexibility, resilience across demand cycles, and scalability without significant overhead expansion.

### **Strategic Location within Thailand's Eastern Economic Corridor (EEC)**

The company is located in Chonburi, a core province within Thailand's Eastern Economic Corridor (EEC), providing proximity to a dense concentration of industrial estates across Chonburi, Rayong, and Prachinburi. This location supports efficient logistics, close customer access, and sustained demand from export-oriented manufacturing sectors, with potential for a 17% flat personal tax rate and project-based corporate exemptions.

## Past Financial Performance



### Key Notes on Financials:

- The revenue dip in 2025 is mainly because demand from PPE and Cleanroom related products customers weakened after Chinese factories in the Chonburi-Rayong area shut down. Not to mention that key automotive customers reduced production, which lowered demand across multiple product groups.

## Process Considerations

To proceed, interested parties should contact one of the representatives of Max Solutions listed below. Max Solutions will notify a limited number of parties (“Invited Parties”) that they have been invited to continue to work towards a transaction. After signing a non-disclosure agreement, Invited Parties will have the opportunity to conduct additional due diligence, including access to a data room containing business and legal information.

This overview may include certain forward-looking statements and estimates, which are based on assumptions by IndustryServe that may or may not prove to be correct, and the business contains various risks and uncertainties. Accordingly, there can be no assurances that such statements or estimates are accurate, and actual results may vary materially. This teaser is not, nor is it intended to be, an offer to purchase any assets of IndustryServe.

All communications regarding interest in this opportunity should be directed to one of the representatives of Max Solutions listed below, and we request that prospective buyers refrain from attempting to identify the entity herein referred to as IndustryServe or contacting the management or employees of IndustryServe directly.

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### **MAX SOLUTIONS HOLDING CO., LTD.**

Tanormsak Building  
50 Soi Phatthanakan 64  
Prawet District, Bangkok, 10250  
ChatpongL@maxsolutions.co.th  
Tel: +66 89-771-1999 (K’Aoy)

**LINE ID: @maxsolutions | [www.maxsolutions.co.th](http://www.maxsolutions.co.th)**

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