Exit Readiness & Valuation Scorecard

BUILDING SERVICES & FACILITIES MANAGEMENT

Building services & facilities management · HVAC, refrigeration, electrical, security, water hygiene, testing and inspection · UK · 2026/27 edition

BS-01

30 FACTORS · 6 DIMENSIONS
SELF-ASSESSED
VALID FOR 90 DAYS

Dear business owner, or the adviser acting on their behalf

Thank you for using this scorecard. It is a preliminary exercise and it is deliberately free of anything sensitive: no revenue, no profit, no company name, no form, and nothing that leaves your desk. Twenty minutes with a pen gives you an honest read on how ready your business is to be bought, and on which of thirty measurable things are holding its value down today.

Treat it as a snapshot, not a verdict. Every factor on this sheet moves over time and several of them move quickly: a contract renewal, a certification lapse, an operations manager leaving, a change to the statutory calendar. A score taken today is the starting point for a conversation, not a fixed measure of what your business is worth, and it is not advice on your specific circumstances.

What it is not is a valuation. The full picture is our valuation and business optimisation review: a detailed document built against your actual financials, contracts and operating data, with a personalised plan behind it. It is not a report we hand over and walk away from. Our in-house engineers and specialist partners work alongside your team to implement it, from reducing key-person dependency and finding the right operations leader through to the systems, hiring and technology that make the improvements hold. The objective is to move the metrics that decide your price, meaningfully, in the time you have before you sell. What that stage involves, and what it does not commit you to, is set out overleaf.

If you are an accountant, wealth manager, corporate financier or adviser acting for an owner, this sheet is built to be shared, and we are glad to run the detailed review alongside you.

JOE LEWIN · FOUNDER, DEALFLOWAGENT

OUR STAND AT THE FIRE SAFETY EVENT, BIRMINGHAM NEC. WE ALSO EXHIBITED AT INTERSCHUTZ IN HANNOVER.

WE WORK IN YOUR WORLD

We are a specialist, not a generalist, and we advise owners across **25 specialisms** in this family alone. Venture-backed, with a registered network of 12,900 acquirers and the fastest-growing set of pre-qualified buyers in these niches.

- Fire & life safety
- Electronic security & CCTV
- Access control & intruder alarms
- HVAC & air conditioning
- Commercial refrigeration
- Ventilation & ductwork
- Heat pumps & renewables
- Building automation & controls
- Electrical & EICR testing
- Plumbing & drainage
- Water hygiene & legionella
- Lift & escalator maintenance
- Commercial & garage doors
- Insulation & energy
- Asbestos removal
- Roofing & building envelope
- Scaffolding & access
- Commercial cleaning
- Waste management
- Pest control
- Landscaping & grounds
- Commercial kitchen services
- Security guarding
- Testing, inspection & certification
- Hard & soft facilities management

FEATURED AT EVENTS AND IN PUBLICATIONS INCLUDING

INTERSCHUTZ · THE FIRE SAFETY EVENT · THE SECURITY EVENT · BUILDING AND FACILITIES NEWS

What happens next

FOUR STAGES. YOU CAN STOP AFTER ANY OF THEM.

Owners tell us the thing that puts them off getting advice is not knowing what they are being drawn into. So here is the whole path, including the point at which it costs money and the point at which it does not commit you to anything.

01

THIS SCORECARD

Free, anonymous and yours alone. Twenty minutes with a pen gives you a directional read on readiness and the five factors capping your value. No contact with us is required at any point.

NO COST · NO CONTACT

02

A CONFIDENTIAL CALL

Twenty minutes. We challenge your three most generous scores, tell you which two factors are worth the most in your specific earnings band, and give you an indicative range and the acquirers most likely to want your business.

NO COST · NO OBLIGATION

03

VALUATION AND OPTIMISATION REVIEW

A detailed review built against your real financials, contracts and operating data, under a signed NDA before anything is shared. Several hours of your time across a few weeks. **It is not a sell-side mandate and it does not commit you to selling, or to selling with us.**

PAID ENGAGEMENT · NO MANDATE

04

IMPLEMENTATION, IF YOU WANT IT

Our engineers and specialist partners work alongside your team on the plan: the operations leader who removes your key-person dependency, the systems that make your data queryable, and the contract and margin work that moves the multiple.

OPTIONAL · YOUR PACE

WHY OWNERS USE A SPECIALIST

We work only in building services, facilities management and healthcare. That is why our acquirer relationships in your niche are current rather than historic, and why we can tell you what a buyer paid for a business like yours last quarter rather than what the market did last year.

Our registered network runs to **12,900 acquirers** and is the fastest-growing set of pre-qualified buyers in these niches. We are venture-backed, which is what funds the research and the relationship-building behind it.

What that changes. One buyer sets the pace, anchors low and waits. Several comparable offers change the price, the structure, and how much of the money is cash at completion rather than a performance earn-out you have to work for after you have sold.

ON YOUR DEAL

Martin Watson

SENIOR BUILDING SERVICES & FACILITIES MANAGEMENT ADVISOR

Martin chairs both the Fire Industry Association and the British Security Industry Association, the only person in the UK to hold both roles at the same time. He spent over a decade in senior leadership at Mitie, latterly as Industry Liaison Director for its fire and security division, helping scale the business past £500m of revenue and playing a role in the £366m acquisition of Marlowe plc. He acts in a personal, non-partisan capacity.

Alongside a senior M&A bench, every engagement adds a sector specialist recruited from your own industry.

WHAT BUYERS IN THIS TRADE ACTUALLY PAY FOR

Contracted maintenance share

A planned maintenance book on a statutory calendar is an annuity. Installation revenue is re-won job by job, and buyers price the two on different evidence.

Contract term, notice and indexation

A three to five year indexed agreement survives completion and a rising wage floor. A rolling purchase order on thirty days survives neither.

Engineer bench and utilisation

Certificated engineers are the binding constraint on growth in this trade, so buyers pay real money for a bench they cannot hire themselves.

HOW THE SHEET IS BUILT

Six dimensions, thirty factors, weighted the way acquirers weight their diligence. The weights are our house view, derived from how offers have moved in the mandates we run. We publish them so you can challenge them.

WHERE THE RANGES COME FROM

Calibrated against verified 2025 and 2026 transactions and the evidence set out in full in our sector valuation guides. No public source publishes UK building services multiples by size band, so treat these as judgement anchored to those sources, not a price list.

WHAT THIS DOCUMENT IS NOT

A self-assessment, not a valuation. The range comes from figures you entered, none of it verified. Every factor moves over time. General information only, not financial, legal or tax advice.

How to use this sheet

Two businesses with the same profit routinely sell for very different money. The gap is not luck and it is not negotiation. It is thirty measurable things, most of which can be moved inside a preparation window, and several of which need a decision an owner would rather postpone. This sheet shows you which of the thirty are costing you, roughly what they are worth, and what to do first.

1 **Print it.** Or work through it on screen.	2 **Score thirty boxes with a pen.** Twenty minutes, honestly done.	3 **Add up six numbers.** The arithmetic is division by five.

> Nothing on this sheet is transmitted anywhere. There is no form, no sign-up and no data capture. Fill it in on your own machine or on paper, and it stays with you.

COMPANY	ASSESSED BY	DATE	INTENDED EXIT WINDOW

Score each factor 1 to 10 against the anchors, not against how you feel about the business. The anchors are the ones a buyer's diligence team applies. Where you have no evidence for a factor, score it low: buyers price an unmeasured number as though the answer were bad.

Short on time? Score only the six factors marked **START HERE**, one per dimension, and you will still get a usable profile. The other twenty-four are the depth behind it.

1 TO 3 BOTTOM OF BAND
4 TO 6 MID BAND, EVIDENCE PATCHY
7 TO 8 BUYER-CREDIBLE
9 TO 10 BEST IN SECTOR
TARGET 7 TO 8 ON MOST FACTORS

HOW THE SCORE IS CALCULATED

1. **Add the five factor scores in each dimension.** That is your dimension total out of 50, and there is a box for it at the foot of every dimension.

2. **Divide by five.** That is your dimension score out of 10. Six dimensions, six numbers, and that is the whole of the manual arithmetic.

3. **Apply the weights.** Multiply each dimension score by the weight opposite, add the six results together and divide by one hundred.

4. **Read the result out of 10.** Below 4, prepare before going to market. 4 to 6, saleable with value uplift available. 6 to 7.5, a strong add-on with clean diligence likely. Above 7.5, platform grade.

	DIMENSION	WEIGHT
01	Financial	**×22**
02	Deal Process & Buyer Access	**×22**
03	Customer & Revenue	**×16**
04	Operations	**×14**
05	People & Organisation	**×13**
06	Strategic	**×13**

> Your earnings band sets the range you transact in. Your weighted score decides where inside that range you land: a score of 2 sits at the bottom of the band, 8 or above sits at the top, and everything between is proportionate. The band table is on the valuation page. We will run the exact figure with you on a call, because the earnings number matters as much as the score and it is not one to guess at.

The scorecard · dimensions 01 and 02

01 FINANCIAL 22%

Are the earnings real, and will they survive an independent quality of earnings review?

F1 START HERE **Defended EBITDA quality** 1 2 3 4 5 6 7 8 9 10

1 to 3 Add-backs undocumented. Recruitment cost claimed as a one-off despite 20% technician churn, and margins that move with whatever the owner remembered to invoice that month.

8 to 10 A bridge drawn conservatively and evidenced line by line, which an independent quality of earnings review confirms within a few per cent of the figure you presented.

F2 **Revenue growth and its source** 1 2 3 4 5 6 7 8 9 10

1 to 3 Growth is one big install year, or one new contract win, while the underlying maintenance and service base has been flat or shrinking underneath it.

8 to 10 Multi-year organic growth coming from contracted maintenance and rising output per technician, not from a single project that will not repeat.

F3 **Gross margin by work type** 1 2 3 4 5 6 7 8 9 10

1 to 3 One blended margin number. Install, planned maintenance, reactive callout and equipment resale profitability all unknown separately and mixed into one labour line.

8 to 10 Margin tracked by line: planned maintenance, reactive, callout, install and equipment, each priced and quoted against its own target recovery.

F4 **Cash conversion and working capital** 1 2 3 4 5 6 7 8 9 10

1 to 3 Applications for payment and retentions drag cash 90 days or more behind the profit and loss, and the seasonal overdraft has become an annual ritual.

8 to 10 Maintenance billed monthly or in advance by direct debit, retentions tracked to release, and 24 months of monthly working capital documented before anyone asks.

F5 **Customer and contract profitability data** 1 2 3 4 5 6 7 8 9 10

1 to 3 Nobody in the business can say which contracts make money once out-of-hours callout labour is properly counted against them.

8 to 10 Per-contract profitability reported monthly, with loss-making contracts either re-priced or deliberately exited well before a sale process starts.

DIMENSION TOTAL [ ] / 50 · ÷5 = [ ] / 10

02 DEAL PROCESS & BUYER ACCESS 22%

How many credible, funded buyers will actually be at the table when you sell?

D1 **Specialist sector representation** 1 2 3 4 5 6 7 8 9 10

1 to 3 The founder self-running the process, or a generalist brokerage with no completed transactions in building services and no relationship with a single named platform.

8 to 10 A mandated specialist with live deal flow in this trade and completed transactions that a buyer's corporate development team can independently verify.

D2 START HERE **Access to pre-qualified buyers** 1 2 3 4 5 6 7 8 9 10

1 to 3 A cold list of trade names assembled at the point of sale, with no knowledge of who is funded, what size they buy, or what they last paid.

8 to 10 Standing relationships across trade, consolidators, private equity platforms and facilities management self-delivery buyers, each with current and specific criteria.

D3 **Deal-team niche expertise** 1 2 3 4 5 6 7 8 9 10

1 to 3 The company ends up educating its own adviser on certification scopes and contract structures, and the buyer notices in the first management meeting.

8 to 10 A team that knows the certification regimes, the consolidator playbooks and the comparable transactions well enough to challenge a buyer's valuation logic in the room.

D4 **Process credibility and competitive tension** 1 2 3 4 5 6 7 8 9 10

1 to 3 Exclusivity granted early to the first approach, and the price re-traded at week eight with no underbidder left in reserve to price the attempt against.

8 to 10 Strong response rates, NDAs signed inside days, and four or more funded buyers held in parallel through to final bids and final terms.

D5 **Evidenced inbound buyer demand** 1 2 3 4 5 6 7 8 9 10

1 to 3 Approaches unlogged and unanswered. Interest is claimed in conversation but there is no dated record a buyer or an adviser could actually inspect.

8 to 10 Ten or more logged approaches including private equity platforms, each dated and named, with several progressed into genuine conversations.

DIMENSION TOTAL [ ] / 50 · ÷5 = [ ] / 10

The scorecard · dimensions 03 and 04

03 CUSTOMER & REVENUE 16%

Is the revenue contracted and recurring, or is it re-won job by job?

C1 START HERE Contracted revenue share
1 2 3 4 5 6 7 8 9 10

1 to 3 Under 20% of revenue is contracted. The rest is re-won job by job, so every January the business restarts from close to zero.

8 to 10 Forty per cent or more under signed, multi-year planned maintenance and service agreements, which is the threshold at which buyers reprice the whole business.

C2 Contract terms and indexation
1 2 3 4 5 6 7 8 9 10

1 to 3 Rolling purchase orders on 30-day notice, with prices unchanged for years while the national wage floor has risen every April.

8 to 10 Three to five year terms, annual indexation, and assignment clauses that survive a change of control without the buyer having to ask the client.

C3 Client concentration and covenant
1 2 3 4 5 6 7 8 9 10

1 to 3 One retailer, facilities management company or main contractor above 30% of revenue, on their paper, on their notice terms, re-tendered on their timetable.

8 to 10 Largest client under 15%, with food retail, healthcare, education, industrial and managed office estates spreading the covenant across sectors that renew through recessions.

C4 Maintenance attrition
1 2 3 4 5 6 7 8 9 10

1 to 3 Churn unmeasured and lost contracts explained anecdotally, which a buyer prices as though the answer were bad because you cannot disprove it.

8 to 10 Attrition tracked and under 10%, renewals evidenced through the data room, and referenceable clients a buyer is permitted to call.

C5 End-market quality
1 2 3 4 5 6 7 8 9 10

1 to 3 Discretionary consumer work and speculative construction, both of which stop the moment confidence or interest rates move against them.

8 to 10 Statutory and mission-critical demand: F-Gas leak-check calendars, TM44 inspections, EICR cycles, food retail cold chains, data centres and healthcare estates.

DIMENSION TOTAL [ ] / 50 · ÷5 = [ ] / 10

04 OPERATIONS 14%

Does it run without firefighting, and can an acquirer integrate it?

01 Technician utilisation and callout economics
1 2 3 4 5 6 7 8 9 10

1 to 3 Utilisation unmeasured, and 24/7 callout cover given away inside contracts priced years ago that have never been re-costed against actual hours.

8 to 10 Utilisation reported at engineer level, callout priced, recovered and profitable, and an out-of-hours rota that runs sustainably without the founder on it.

02 START HERE Job management systems
1 2 3 4 5 6 7 8 9 10

1 to 3 Paper job sheets, three spreadsheets and one dispatcher's memory, so asset history cannot be produced without somebody rebuilding it by hand.

8 to 10 A single field service platform holding assets, history, scheduling and invoicing, producing reports a diligence team can pull for themselves.

03 Compliance and certification records
1 2 3 4 5 6 7 8 9 10

1 to 3 Statutory records incomplete across the estate: leak-check logs, test certificates and inspection records missing, with certificates sitting in a drawer.

8 to 10 Complete digital registers per site and per asset, statutory calendars automated, and consumables or refrigerant purchases reconciled to logged usage.

04 Fleet, stock and subcontract dependency
1 2 3 4 5 6 7 8 9 10

1 to 3 Ageing vans, unmanaged van stock, and key trades subcontracted at spot rates without competency files or a known share of total hours.

8 to 10 Fleet on a replacement cycle, stock controlled, and subcontract share known, deliberate and supported by full competency and insurance files.

05 Technology and transition readiness
1 2 3 4 5 6 7 8 9 10

1 to 3 Revenue concentrated on servicing legacy plant and legacy standards with no conversion, retrofit or upgrade plan quoted to clients.

8 to 10 Team certificated on the current generation of equipment and standards, with transition and replacement work quoted as a growth line rather than treated as a threat.

DIMENSION TOTAL [ ] / 50 · ÷5 = [ ] / 10

The scorecard · dimensions 05 and 06

05 PEOPLE & ORGANISATION 13%

What walks out of the door on the day you complete?

P1 START HERE Founder dependency
1 2 3 4 5 6 7 8 9 10

1 to 3 The owner is chief engineer, chief surveyor and the only person clients call. The business visibly slows the week they are away.

8 to 10 The founder is removable for a month without operational damage, and client relationships sit with the business rather than with them personally.

P2 Second-tier management
1 2 3 4 5 6 7 8 9 10

1 to 3 No supervisor able to run the diary or hold the on-call rota, and no one who has ever presented the business to an outside party.

8 to 10 An operations lead, a service manager and a finance function evidenced in the organisation chart and visible in the numbers a buyer is shown.

P3 Technician bench and certification
1 2 3 4 5 6 7 8 9 10

1 to 3 Two certificated engineers, one near retirement, no apprentices, and growth capped by hiring rather than by demand.

8 to 10 A bench of certificated engineers with an age spread, an apprentice pipeline, and a documented training matrix mapped to the revenue mix.

P4 Retention, pay position and documentation
1 2 3 4 5 6 7 8 9 10

1 to 3 Pay below market, churn above 20%, every leaver takes customers with them, and route and site knowledge held only in people's heads.

8 to 10 Pay benchmarked, churn in single digits, key engineers incentivised through completion, and a maintained operations manual covering the documented processes.

P5 Contracts, covenants and equity hygiene
1 2 3 4 5 6 7 8 9 10

1 to 3 Handshake employment terms, no restrictive covenants, option promises never papered, and a shareholders agreement nobody can locate.

8 to 10 Employment contracts, restrictive covenants and key-person cover current, an executed shareholders agreement with drag rights, and no undocumented promises outstanding.

DIMENSION TOTAL [ ] / 50 · ÷5 = [ ] / 10

06 STRATEGIC 13%

Is it ready to be bought, and can it grow without you?

S1 Certification scopes
1 2 3 4 5 6 7 8 9 10

1 to 3 Working at the edge of scope, with certifications lapsed or missing for part of the work being carried out, which is a live regulatory exposure a buyer inherits.

8 to 10 Full certification stack current, audited and matched to the revenue mix, held at company level so that it transfers cleanly with the shares.

S2 Regulatory demand exposure
1 2 3 4 5 6 7 8 9 10

1 to 3 Revenue largely untouched by any statutory calendar, so demand rises and falls with client discretion rather than with legal obligation.

8 to 10 The book positioned on statutory cycles: F-Gas leak checks, TM44 inspections, EICR periodic testing, water hygiene monitoring and MEES-driven plant replacement.

S3 Transition and decarbonisation position
1 2 3 4 5 6 7 8 9 10

1 to 3 A legacy-only book with no route into heat pumps, controls, electrification or energy work, and no certification to pursue grant-funded demand.

8 to 10 Certificated capability in the growth lines your clients are already being pushed toward, feeding on funded schemes and landlord compliance deadlines.

S4 Geographic density
1 2 3 4 5 6 7 8 9 10

1 to 3 Engineers crossing the country for single sites, with no territory dense enough to defend on response time or cost to serve.

8 to 10 Dense regional coverage a consolidator can bolt straight on, or national contracts that genuinely justify the geographic spread.

S5 START HERE Exit readiness and transactability
1 2 3 4 5 6 7 8 9 10

1 to 3 No data room, key contracts non-assignable, and a process that stalls in week two while somebody hunts for the lease and the insurance schedule.

8 to 10 A maintained evidence room answering first-round diligence the same day: contracts, certifications, asset registers, accounts, HR files and property.

DIMENSION TOTAL [ ] / 50 · ÷5 = [ ] / 10

Your profile, your score, and what it is worth

STEP ONE · TURN SIX DIMENSION SCORES INTO ONE WEIGHTED SCORE

Each dimension on the scorecard totals out of 50. Divide by five for a score out of ten, write it in, multiply by the weight, and add the six results. The weights total 100, so the points column totals out of 1,000 and dividing by 100 returns a score out of ten.

DIMENSION	YOUR SCORE	WEIGHT	POINTS
01 Financial	/ 10	× 22	
02 Deal Process & Buyer Access	/ 10	× 22	
03 Customer & Revenue	/ 10	× 16	
04 Operations	/ 10	× 14	
05 People & Organisation	/ 10	× 13	
06 Strategic	/ 10	× 13	

Add the six results together / 1,000

Divide by 100. That is your weighted exit readiness score. / 10

YOUR SIX NUMBERS ARE THE WHOLE JOB. WE WILL DO THE REST.

Enter these six dimension scores at **dealflowagent.com/scorecard**, photograph this page and send it to us on WhatsApp at **+44 20 7293 0327**, or bring the completed sheet to a call. You get the weighted total checked, where it places you inside your band, the five factors capping your value and what closing them is worth.

calendly.com/joe-dealflowagent · joe@dealflowagent.com · +44 20 7293 0327

SCAN TO BOOK A CONFIDENTIAL CALL

Where that score places you

STEP TWO · SHADE EACH BAR AND READ THE SHAPE

	1	3	5	7	9	10
01 Financial · 22%						
02 Deal Process & Buyer Access · 22%						
03 Customer & Revenue · 16%						
04 Operations · 14%						
05 People & Organisation · 13%						
06 Strategic · 13%						

WHAT THE SCORE IS WORTH

Your earnings band sets the range. Your score decides where inside that range you transact. Select your defended earnings, meaning the adjusted figure that would survive an independent quality of earnings review, not the figure you would like to claim.

> **On paper we cannot rank these for you.** Enter your six dimension scores at dealflowagent.com/scorecard, photograph this page and send it to us on WhatsApp, or bring the sheet to a call. You will get the five factors capping your value, ranked by what each one is worth, and the specific target for each.

DEFENDED EBITDA	REALISTIC RANGE
Under £250K (priced on SDE)	2.0× to 3.0×
£250K to £500K	3.0× to 5.0×
£500K to £1M	3.5× to 6.0×
£1M to £2M	4.5× to 6.5×
£2M to £3M	5.0× to 7.5×
£3M to £5M	6.0× to 8.5×
£5M to £10M	7.0× to 9.5×
£10M and above	8.0× to 11.0×

THE FIVE ITEMS CAPPING YOUR VALUE

Ranked by weighted impact, meaning the gap to a buyer-credible 7.5 multiplied by that dimension's weight, spread so that no single dimension dominates the list. Fix these five in order and the rest of the sheet moves with them.

Score at least one dimension above to rank what is holding your multiple down.

> **Where your score places you in the range.** The bottom of a band describes an unprepared business shown to one buyer. The top describes a prepared one in a competed process. A score of 2 sits at the bottom, 8 or above sits at the top, and everything between is proportionate. Worked through on £1M of defended earnings in the 4.5× to 6.5× band: a score of 3.7 lands near 5.1×, roughly £5.1M. A score of 7.5 lands near 6.3×, roughly £6.3M. Same earnings, £1.2M apart.

What to do about it

IF A DIMENSION SCORED BELOW FIVE, START HERE

Three first moves per dimension, in the order that pays. None of them require a transaction, an adviser or a budget round, and all of them are visible to a buyer inside one financial year.

These are deliberately generic, because this sheet knows nothing about your business beyond what you have just scored. The valuation and optimisation review does the opposite. We build the financial model with you, find and clean the data behind it, and hand over working tools rather than a document: an operating model your finance function can run, dashboards that put contract, margin and utilisation data in one place, and custom AI workspaces so your team can question your own numbers directly. The point is not a longer report. It is a shorter distance between knowing what to fix and having fixed it.

01 FINANCIAL — 22%

1. Rebuild three years of gross margin on one definition, split by planned maintenance, reactive, callout and install, before a buyer's accountants do it for you.
2. Move maintenance billing to monthly direct debit and bring 24 months of monthly working capital data to the table. Sellers who do this set the peg.
3. Report per-contract profitability with out-of-hours labour properly allocated, then re-price or exit the loss-makers well before a process.

02 DEAL PROCESS & BUYER ACCESS — 22%

1. Log every approach you have ever had, with date, name and what was said. That log is evidence of demand and it prices.
2. Never answer an unsolicited approach with a number. A single-bidder conversation settles at the bottom of your band by definition.
3. Make sure trade, consolidators, PE platforms and FM self-delivery buyers are all approached. Only approaching local trade caps the price before you start.

03 CUSTOMER & REVENUE — 16%

1. Convert habitual repeat customers onto signed, indexed planned maintenance agreements. The same revenue is worth materially more with a contract behind it.
2. Put indexation into every renewal from today, because a contract that cannot pass through a rising wage floor is discounted for exactly that.
3. Measure attrition for twelve months. An unmeasured churn number is priced as though it were a bad one.

04 OPERATIONS — 14%

1. Move onto a single field service platform holding assets, history, scheduling and invoicing, and archive the legacy systems read-only.
2. Get statutory records audit-clean: leak-check logs, test certificates, inspection records and consumable reconciliation. Compliance gaps are priced twice, as risk and as doubt.
3. Measure technician utilisation on one definition, and price callout so it is recovered rather than given away inside old contracts.

05 PEOPLE & ORGANISATION — 13%

1. Build and evidence a second tier, including a supervisor who can hold the on-call rota, so consideration stays as cash at close instead of drifting into earn-outs.
2. Benchmark pay and get churn into single digits before you sell. Every leaver in this trade takes site knowledge and sometimes customers.
3. Paper the employment contracts, restrictive covenants and equity promises properly, before a process rather than during one.

06 STRATEGIC — 13%

1. Match your certification scopes to the work you actually do, and fix any gap now. Certification held at company level transfers with the shares and is priced.
2. Position the book on the statutory calendar your clients already face, and name the programme that captures it.
3. Assemble the evidence room before you need it: contracts, certifications, asset registers, accounts, HR files and property.

TWO ILLUSTRATIONS. NEITHER IS A CALCULATION OF YOUR BUSINESS.

Both are constructed examples using our published ranges, included to show how far the same earnings can travel depending on preparation and process. Your own figure comes from your own earnings and your own score, and we work it out with you on a call.

ILLUSTRATION ONE · A SMALLER BUSINESS

£550,000 of defended earnings. 75% of revenue is installation and small works, the customer base is loyal but uncontracted, the founder quotes every job, and statutory records are assembled retrospectively when a client asks. Approached directly by one consolidator and negotiating alone. Scores 3.9.

£2.2M

£550K at 4.0x · £500K to £1M band, 3.5x to 6.0x

Scored 7.5 on the same earnings, the same business transacts nearer 5.5×. That is £3.0M, and £800,000 of difference on no extra revenue at all.

ILLUSTRATION TWO · A LARGER BUSINESS

£3,200,000 of defended earnings. 45% of revenue from contracted, indexed planned maintenance across food retail and healthcare estates. A service manager runs the diary, compliance registers are complete and digital, attrition is measured at 7%, and four funded bidders were held in parallel to final terms. Scores 7.8.

£24.0M

£3.2M at 7.5x · £3M to £5M band, 6.0x to 8.5x

Scored 4.0 on the same earnings, the same business transacts nearer 6.7×. That is £21.4M, and £2.6M of difference.

DealFlowAgent

Book a 20-minute review of this sheet

Bring the completed sheet. Twenty minutes, confidential, no obligation, and nothing leaves the call.

- We challenge your three most generous scores and tell you which two factors are worth the most in your specific earnings band.
- You leave with an indicative range, the acquirers most likely to want your business, and what a 90-day preparation window would realistically move.
- If it is not the right time, we say so. Most owners we speak to are one to three years out.

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SCAN TO BOOK
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